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Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 26 August 2025
Location	Abbey Room, Stenson House, London Road, Coalville, LE67 3FN
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
3. PUBLIC QUESTION AND ANSWER SESSION	
4. MINUTES	
To confirm the minutes of the meeting held on 29 July 2025	3 - 6
5. GENERAL FUND FINANCE UPDATE - 2025/26 QUARTER 1	
Report of the Strategic Director of Resources Presented by the Corporate and Finance Portfolio Holder	7 - 22
6. HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE - 2025/26 QUARTER 1	
Report of the Strategic Director of Resources Presented by the Housing, Property and Customer Services Portfolio Holder	23 - 30
7. PERFORMANCE MONITORING REPORT - QUARTER 1	
Report of the Chief Director Presented by the Infrastructure Portfolio Holder	31 - 60

8.	FOUNDATIONS REVIEW - DISABLED FACILITIES GRANTS DELIVERY	
	Report of the Strategic Director of Communities Presented by the Community and Climate Change Portfolio Holder	61 - 78
9.	HRA NEW STOCK DEVELOPMENT	
	Report of the Strategic Director of Communities Presented by the Housing, Property and Customer Services Portfolio Holder	79 - 82
10.	SUPPLEMENTARY ESTIMATES, VIREMENTS AND CAPITAL APPROVALS	
	Report of the Strategic Director of Resources Presented by the Corporate and Finance Portfolio Holder	83 - 90
11.	FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON-DOMESTIC RATES AND SUNDRY DEBTS WRITE OFFS	
	The report of the Strategic Director of Resources Presented by the Finance and Corporate Portfolio Holder	91 - 92
12.	SCRUTINY/CABINET PROTOCOL	
	Report of the Chief Executive Presented by the Infrastructure Portfolio Holder	93 - 108
13.	EXCLUSION OF PRESS AND PUBLIC	
	The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information. Members are reminded that they must have regard to the public interest test and must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available.	
14.	ACQUISITIONAL AND DISPOSALS - SECTION 106 ACQUISITION	
	Report of the Strategic Director of Communities Presented by the Housing, Property and Customer Services Portfolio Holder	109 - 112

Circulation:

Councillor R Blunt (Chair)
Councillor M B Wyatt (Deputy Chair)
Councillor T Gillard
Councillor K Merrie MBE
Councillor N J Rushton
Councillor A C Saffell
Councillor A C Woodman

MINUTES of a meeting of the CABINET held in the Abbey Room, Stenson House, London Road, Coalville, LE67 3FN on TUESDAY, 29 JULY 2025

Present: Councillor R Blunt (Chair)

Councillors M B Wyatt, T Gillard, K Merrie MBE, N J Rushton, A C Saffell and A C Woodman

In Attendance: Councillors A Barker, J Geary, J Legrys and J G Simmons

Officers: Mrs A Thomas, Mr J Arnold, Mr A Barton, Mr P Stone, Ms K Hiller and Mrs C Hammond

22. APOLOGIES FOR ABSENCE

There were no apologies.

23. DECLARATION OF INTERESTS

There were no interests declared.

24. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

25. MINUTES

The minutes of the meeting held on 24 June 2025 were considered.

It was moved by Councillor T Saffell, seconded by Councillor A Woodman, and

RESOLVED THAT:

The minutes of the meeting held on 24 June 2025 be confirmed as an accurate record of proceedings.

Reason for decision: To comply with the Constitution.

26. CUSTOMER SERVICES ANNUAL REPORT

The Housing, Property and Customer Services Portfolio Holder presented the report.

RESOLVED THAT:

1. The comments made by Corporate Scrutiny Committee on 19 June 2025 be noted.
2. The details of the Annual Customer Service Performance report be noted.

Reason for decision: To ensure Cabinet Members are aware of Customer Services activity and transactions during the last financial year given the Service's cross-cutting delivery.

27. SUPPLEMENTARY ESTIMATES, VIREMENTS AND CAPITAL APPROVALS

The Finance and Corporate Portfolio Holder presented the report.

It was moved by Councillor K Merrie, seconded by Councillor T Saffell and

RESOLVED THAT:

1. The supplementary estimate detailed in appendix 2 which is below £100k and externally funded be noted.
2. The supplementary estimate detailed in appendix 2 which is above £250k and requires Council approval be noted.
3. The supplementary estimate detailed in appendix 2 which is below £100k and Council funded be approved.
4. The virement detailed in paragraph 3.3 which is between £100k and £250k be approved.
5. The movement from the development pool to active programme for the capital schemes detailed in table 1 be approved.
6. The award of grant of £250,000 to Castle Donington College and delegates authority to the Director of Communities to finalise and agree the funding agreement.

Reason for decision: The Council's Financial Procedure Rules, Section 2, paragraphs A24 to A28 stipulate the procedures for virements and supplementary estimates, whilst the Council's Capital Strategy sets out the Governance of the Capital Programme

28. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY - 10 JUNE 2025

The Business and Regeneration Services Portfolio Holder presented the report.

Members of Cabinet were fully supportive of a proposal for a junior parkrun at Coalville Park as it was felt that it would a great benefit for the community.

It was moved by Councillor T Gillard, seconded by Councillor M Wyatt and

RESOLVED THAT:

1. The Minutes of The Coalville Special Expenses Working Party at appendix 1 be noted.
2. The recommendation that Cabinet supports the proposal to deliver a weekly junior parkrun at Coalville Park be approved.

Reason for decision: As a non-decision-making body, the role of the working party is to consider budget and financial issues, and possible project options which affect the Coalville special expenses area, and to make recommendations to Cabinet. Cabinet is asked to consider the recommendations on that basis.

29. EXCLUSION OF PRESS AND PUBLIC

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted involves the likely disclosure of exempt information as defined in Paragraph 3

of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information.

Reason for decision: To enable the consideration of exempt information.

30. AWARD OF CONTRACT - MARLBOROUGH CENTRE - PRE CONSTRUCTION SERVICES AGREEMENT

The Leader presented the report.

It was moved by Councillor R Blunt, seconded by Councillor K Merrie and

RESOLVED THAT:

1. The award of a pre-construction services agreement, as detailed in the report be approved: and
2. Authority be delegated to the Strategic Director of Place to agree the final form of the pre-construction services agreement and any other associated documents.

Reason for decision: Under the Council's constitutional arrangements, the award of contracts of this size require a decision of Cabinet.

31. MONEY HILL SOLAR PV EV CHARGING HUB

The Community and Climate Change Portfolio Holder presented the report.

It was moved by Councillor M Wyatt, seconded by Councillor T Saffell and

RESOLVED THAT:

1. The acceptance of grant funding, as detailed in the report be approved.
2. The award of a contract for the installation of the Solar PV charging hub as detailed in the report be approved.
3. The supplementary estimate as detailed in the report be approved.
4. Authority be delegated to Director of Housing and Communities in conjunction with the Community and Climate Change Portfolio Holder and Section 151 Officer to finalise and enter into all necessary agreements.

Reason for decision: Due to the total amount of both the grant and the contract with the installer, it is a decision for Cabinet as to whether to enter into an agreement to accept the grant and to award a contract to complete the works

32. ACQUISITIONS AND DISPOSALS

The Community and Climate Change Portfolio Holder presented the report.

It was moved by Councillor M Wyatt, seconded by Councillor T Gillard and

RESOLVED THAT:

1. North West Leicestershire District Council participating in the Football Foundation's Home Advantage Programme as detailed in the report be approved.
2. Authority be delegated to the Head of Property and Regeneration to agree a 25-year lease as detailed in the report.

Reason for decision: The required length of the lease to participate in the Home Advantage Programme is 25 years. A lease above seven years is considered an asset disposal. An asset disposal requires Cabinet approval.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.16 pm

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
CABINET – TUESDAY, 26 AUGUST 2025**



Title of Report	QUARTER 1 GENERAL FUND FINANCE UPDATE	
Presented by	Councillor Keith Merrie Finance and Corporate Portfolio Holder <div style="text-align: right;">PH Briefed <input type="checkbox"/> Yes</div>	
Background Papers	Council 20 February 2025: <u>General Fund Budget and Council Tax 2025/26</u>	Public Report: Yes
		Key Decision: Yes
Financial Implications	Any financial implications of this report are detailed in the body of the report and the attached appendices.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No legal implications arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	Any staffing implications of this report are detailed in the body of the report and the attached appendices.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To provide Cabinet with an update on the financial position on the General Fund as at quarter one 2025/26.	
Reason for Decision	Cabinet is responsible for making all of the necessary arrangements to ensure that the priorities identified by the Council are delivered within the Budget and Policy Framework and therefore financial reporting is brought to Cabinet to ensure that oversight is carried out. To update Cabinet on the financial position as at quarter one 2025/26, as detailed in the recommendations below.	
Recommendations	THAT CABINET: <ol style="list-style-type: none"> 1. NOTES THE FORECASTED UNDERSPEND ON GENERAL FUND REVENUE 2025/26 OF £113K BASED ON QUARTER ONE INFORMATION. 2. NOTES THE GENERAL FUND CAPITAL PROGRAMME POSITION. 3. NOTES THE TREASURY MANGEMENT POSITION. 	

1. PURPOSE OF THE REPORT

- 1.1 The General Fund Budget 2025/26 report was approved by Full Council at its meeting held on 20 February 2025.
- 1.2 This monitoring report presents a high-level financial forecast as of the end of quarter one 2025/26. Finance officers have collaborated closely with individual service areas to gain a comprehensive understanding of the key financial pressures affecting each service. This collaborative approach has enabled the production of a provisional forecast, designed to inform and support further decision-making. Whilst the forecast set out pertains to quarter one, it is pertinent to note that the Council received updated information regarding the pay award and the Extended Producer Responsibility Payment following the end of the quarter. Given the significance of these values, it is considered prudent to present Members with a forecast which incorporates this most recent data.
- 1.3 The finance team is prioritising the completion of the Statement of Accounts 2023/24, which is scheduled for submission to the external auditor at the end of August 2025, hence the reason for the high-level review. Detailed forecasting is planned for the quarter two position.
- 1.4 A series of meetings have taken place with portfolio holders, providing an opportunity to discuss the financial positions relevant to their respective portfolios in detail. These discussions have been instrumental in refining the overall understanding of both current and anticipated pressures across the Council.
- 1.5 The provisional forecast set out in this report reflects the latest available information and should be regarded as an early indication of the financial outlook for the remainder of the year. It is expected that forecasts will be further developed and refined as the year progresses and more detailed information becomes available.
- 1.6 In setting the budget for 2025/26, the Council took into account ongoing cost pressures identified during 2024/25, and has allocated additional funding to support service areas facing these challenges.
- 1.7 In light of recent pay awards, careful consideration was given to ensuring that the budget provision is sufficient to meet increased staffing costs and maintain financial resilience.

2.0 GENERAL FUND

2.1 General Fund Revenue

- 2.1.1 Table 1 below summarises the first quarter position by Directorate. The current forecasted outturn is a net underspend of £113k on the overall General Fund budget.
- 2.1.2 Whilst there is currently an overspend on individual service areas, this is offset by additional grant income received by the Council. It should be noted that there is no intention at this stage to vire this funding to the individual services concerned. Maintaining this approach is important for transparency, as it ensures that the true cost of delivering each service is properly reflected. Despite the service-level overspends, the overall financial position for the Council at this time is one of underspend.

Table 1 – General Fund Revenue 2025/26 Quarter 1 Forecast Outturn Position

Service	Revised Budget 2025/26	Forecast Outturn	Total Variance	Total Variance to Budget
	£'000	£'000	£'000	%
Chief Executive Directorate	2,825	2,867	42	1.5%
Place Directorate	1,951	1,977	26	1.3%
Community Services Directorate	6,990	7,360	370	5.3%
Resources Directorate	4,953	4,954	1	0.0%
Corporate & Democratic Core & Other Budgets	2,863	2,431	(432)	(15.1%)
NET COST OF SERVICES	19,150	19,157	7	0.0%
Net Recharges from General Fund	(1,714)	(1,714)	0	0.00%
NET COST OF SERVICES AFTER RECHARGES	17,868	17,875	7	0.0%
Corporate Items and Financing	1,638	1,518	(120)	(7.3%)
NET REVENUE EXPENDITURE	19,506	19,393	(113)	0.0%
FUNDING TOTAL	(19,506)	(19,506)	0	0.0%
FORECAST (UNDERSPEND) / OVERSPEND	0	(113)	(113)	

2.1.3 There are several variances that make up the forecast outturn detailed above. Cabinet should note that the forecast is an early indication of the financial position which could change during the financial year as new information becomes available. Appendix 1 gives a more detailed analysis of the forecast outturn variances by service. The major factors that are contributing to the overspend are as detailed below:

Staffing £213k overspend

- £10k agency overspend- There is a national issue for recruiting and retaining appropriately experienced staff into local government, North West Leicestershire is no different. To ensure the Council meets its duties, interim resource is being procured at generally a much higher cost than permanent staff. Agency staff are employed across a range of council services to maintain continuity, particularly in roles that are persistently challenging to recruit for. While agency costs are inevitable under these circumstances, it is important to note that these expenditures are offset by budgets previously agreed and by supplementary estimates that have already received Cabinet approval. This approach enables service delivery to remain resilient, despite recruitment pressures, and ensures that financial controls are maintained.
- £203k overspend – pressure due to not meeting the 3% vacancy control factor, across the Council but specifically on front line services. This will be reviewed in quarter two.

Income (£381k) underspend

- £51k overspend – pressure due to a combination of voids within the commercial leasehold property portfolio, units and market stalls are reducing the Council's income, along with agreed rent-free periods due to unsuitable building conditions. Officers are making every effort to promote the Council's commercial units and the market to ensure the Council is maximising its income and supporting the local economy.
- (£432k) underspend - Extended Producer Responsibility Payment grant income advised of £2m, an increase of £0.432m on 2025/26 budget which will be transferred to contingency to meet any in-year cost pressures.

Other Major Items £165k overspend

- £160k overspend - Repairs and maintenance of Council vehicles is increasing due to an aging fleet. The commitment made by Cabinet and Council to purchase new vehicles will reduce this pressure in the future.
- £5k overspend on discretionary housing payments, which is a demand led budget and is, therefore, volatile.

2.1.4 To provide a clearer understanding of the pressures mentioned above, the following paragraphs offer detailed context.

Recruitment and Retention

Local authorities are increasingly facing rising costs due to their reliance on agency workers, as they struggle to fill permanent positions. According to a report by the Local Government Association (LGA), this trend is driven by a shortage of qualified candidates for essential roles, leading councils to depend on more expensive temporary staff.

The inability to fill essential posts has significant implications for the services provided by local authorities. For instance, if key positions in waste management are not filled, waste collection and disposal services could be disrupted, leading to public health concerns and environmental issues.

Pay Award 2025/26

Local government employers recently announced, as confirmed at the end of July 2025 that a pay award of 3.2% will be implemented for 2025/26. The Council had prudently budgeted for a 3% pay award as part of its financial planning for the year. The difference between the agreed pay award and the budgeted figure equates to an additional cost of approximately £40k. The value of 2023/24 and 2024/25 pay awards in excess of the budgeted figures, are also funded from contingency and the budget will be transferred to services shortly.

In setting the budget, the Council included a contingency allocation of £479k to address unforeseen or above-forecast costs such as this. Consequently, the anticipated additional expenditure arising from the pay award will be absorbed within the existing contingency budget. This approach ensures that the Council can fulfil its obligations to staff without adversely impacting planned service delivery or necessitating adjustments elsewhere in the budget.

Extended Producer Responsibility Payment

In addition, the Government has now announced the final allocations for the Extended Producer Responsibility (EPR) payment for 2025/26. The EPR scheme is a government initiative designed to ensure that producers bear the full financial responsibility for the

collection and recycling of packaging waste, thereby supporting local authorities in managing waste more effectively.

When setting the budget in February, the Council prudently included a provisional estimate of £1.5 million in anticipation of EPR funding. Following the Government's announcement last week, the final allocation has now been confirmed at approximately £2 million. This represents an uplift of £0.432 million compared to earlier expectations. The additional funding will be used to offset any overspends by departments, further strengthening the Council's financial resilience for the remainder of the year.

Vacancy Control Factor

The Council has operated a vacancy control factor for several years as part of its approach to effective financial management. In local government, a vacancy control factor is an assumed level of staff turnover or delayed recruitment factored into service budgets. It reflects the expectation that not all positions will be filled continuously throughout the year, thereby generating salary savings. This mechanism is commonly used by local authorities to help manage staffing costs and to contribute to overall budget efficiency.

The rationale behind applying a vacancy control factor is to recognise that, due to the natural cycle of staff leaving and recruitment processes, there will almost inevitably be periods where positions remain unfilled. By budgeting for these anticipated gaps, councils can more accurately forecast their staffing expenditure and direct resources where they are most needed.

However, the Council is aware that in certain service areas, the application of vacancy control is not appropriate. In these cases, factors such as specialised skills, statutory obligations, or service delivery imperatives mean that posts must be filled continuously, leaving little or no scope for vacancy-related savings. The result has been overspends in some departments, as the vacancy factor does not align with operational realities.

Recognising this, the Council has agreed to undertake an in-year review of the vacancy control assumption within specific services. This review will assess where vacancy factors should be adjusted or removed to ensure that budgets more accurately reflect service needs. An update on the outcomes of this review will be provided in the quarter two monitoring report.

2.1.5 In summary, the forecasted outturn is based on the latest available information and is subject to change as more detailed information becomes available during the financial year. Whilst the forecasted net underspend of £113k is favourable, this is mainly due to additional one-off government grant income netting off recurrent service pressures.

2.1.6 The challenges the Council faces are significant and common across all local authorities. The Council's focus will be on mitigating overspends in specific areas, for example, on staffing costs by becoming an employer of choice to attract appropriately skilled talent, specifically reviewing the vacancy control factor and managing recurrent funding implications; updating the Council's vehicles to minimise costs as well as improving safety and continuing with the efforts being made to minimise voids in order to maintain income levels.

2.2 Savings Programme

2.2.1 Savings proposals included in the medium-term financial plan (MTFP) totalled £599k in 2025/26. These have been reviewed to establish delivery against set targets and

updated according to a rag rating system as follows: green achieved, amber on track to be achieved, red at risk of non-delivery. £19k savings have been achieved (green) whilst £527k savings are on track to be achieved (amber). One saving totalling £53k in relation to the deletion of Community Focus post will not be achieved in 2025/26. The post has been filled on a three year fixed term contract. The performance against detailed proposals is shown in Appendix 2.

2.3 General Fund Reserves

- 2.3.1 The Council holds reserves that are earmarked for a particular purpose and are set aside to meet known or predicted future expenditure in relation to that purpose. These reserves are in the process of being updated as part of the finalisation of the 2023/24 and 2024/25 financial accounts. The updated position will be reported at quarter two.

2.4 General Fund Capital

- 2.4.1 The 2025/26 active programme approved capital budget for the General Fund is £9.2m and expenditure for the first quarter is £78k which is less than 1% of the budget. At this early stage of the financial year and being mindful of the high-level monitoring approach adopted at quarter one, the forecasted outturn is per budget. A more refined forecast will be provided at quarter two.

2.5 Prudential Indicators

- 2.5.1 The prudential Indicators for quarter one can be found in Appendix 3.

2.6 Treasury Management

- 2.6.1 The following outlines the Treasury position and variance to budget of the Council's Treasury Management function. The Council's Treasury Management Strategy for 2025/26 was approved at the Council meeting on 20 February 2025. The Council has invested substantial sums of money and is, therefore, exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Council's Treasury Management Strategy.
- 2.6.2 There are no changes to the borrowing interest expenditure, nor borrowing principal repaid forecasts as no new borrowing has taken place or loans repaid early during the quarter.
- 2.6.3 Investment interest income for the General Fund investments is forecast at £270k, an additional £120k. A review of all the General Fund investments is being undertaken, the outcome of which will be reported at quarter two, taking account of the financial implications of the latest Bank of England decision to reduce interest rates.
- 2.6.4 Table 2 shows a summary of the Council's external investments and borrowing along with the rate of return/borrowing of both.

Table 2 – Treasury Summary

	31.3.25 Balance £m	Movement £m	30.06.25 Balance £m	30.06.25 Rate %
Long-term borrowing	53.84	0.00	53.84	3.52%
Short-term borrowing	1.30	-0.63	0.67	2.24%
Total borrowing	55.13	-0.63	54.51	3.49%
Long-term investments	0.00	0.00	0.00	0.00%
Short-term investments	25.00	-8.50	16.50	5.11%
Cash and cash equivalents	5.00	19.50	24.50	3.26%
Total investments	30.00	11.00	41.00	4.00%
Net borrowing	25.13	-11.63	13.51	

Policies and other considerations, as appropriate	
Council Priorities:	A well run Council.
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	The Council plans to invest up to £1.1m in town centre regeneration and public realm works in the current financial year.
Environment and Climate Change:	Up to £0.5m is forecast to be spent on purchasing environmentally friendly vehicles and installing electric vehicle charging points throughout the district in the current financial year.
Consultation/Community/Tenant Engagement:	This report will be considered by Corporate Scrutiny Committee on 4 September 2025.
Risks:	<p>Consumer Price Inflation (CPI) is the highest at 3.6% since January 2024 which means the real purchasing power of the Council's reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the organisation's ability to maintain financial stability and achieve its long-term financial objectives.</p> <p>The budgets will continue to be monitored throughout the year to ensure the Council remains within its funding envelope.</p> <p>Work is continuing to ensure the ledger is up to date for 2023/24 and 2024/25. As the 2023/24 and 2024/25 data is yet to be finalised, this places a risk on the 2025/26 data, and any brought forward balances from 2023/24.</p>
Officer Contact	Anna Crouch

	Head of Finance & Deputy S151 Officer anna.crouch@nwleicestershire.gov.uk
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Service	Revised Budget 2025/26	Forecast Outturn	Total Variance	Total Variance to Budget	Commentary
	£'000	£'000	£'000	%	
Chief Executive	201	207	6	3.0%	There is a projected overspend of £6k due to the 3% vacancy control factor built into the budget which will not be achieved. The Council has operated a vacancy control factor for several years as part of its approach to effective financial management. In local government, a vacancy control factor is an assumed level of staff turnover-factored into service budgets.
Human Resources	757	767	10	1.3%	There is a projected overspend of £10k mainly due to the 3% vacancy control factor built into the budget being partly achieved.
Legal & Support Services	1,867	1,893	26	1.4%	There is a projected overspend of £26k due to the 3% vacancy control factor built into the budget which will not be achieved of £18k and external recruitment fees of £8k.
Total Chief Executive Directorate	2,825	2,867	42	1.5%	
Strategic Director of Place	138	138	0	0.0%	
Property and Economic Regeneration	718	744	26	3.6%	There is a projected overspend of £26k due to a combination of voids within the commercial leasehold property portfolio £11k (which are budgeted at 100% occupancy) and salary related expenditure of £15k.
Planning & Infrastructure	1,100	1,100	0	0.0%	
Joint Strategic Planning	(5)	(5)	0	0.0%	
Total Place Directorate	1,951	1,977	26	1.3%	
Director of Community Services	111	111	0	0.0%	
Community Services	6,339	6,709	370	5.8%	There is a projected overspend of £170k in the main to the service not being able to meet the 3% vacancy control factor savings on front-line service posts, largely statutory roles in waste, street cleansing, enforcement and Head of Service. With the delay related to the waste container review the costs to maintain an increasingly aging fleet are realising increased cost pressures related to vehicle hire, repair costs and parts resulting in a projected overspend of £160k. Forecasting a shortfall on income of £40k due to the lack of take up of market stalls and units including Outdoor market. Officers seeking to attract new traders and holding themed market events that have been popular with the traders but footfall low, which affects their return bookings. Finance will continue to work with budget holders to reduce the overspend, any overspend at the end of the year will be funded from the contingency fund.
Strategic Housing	540	540	0	0.0%	
Total Community Services Directorate	6,990	7,360	370	5.3%	
Strategic Director of Resources	237	237	0	0.0%	
Audit	130	116	(14)	(10.8%)	There is a projected underspend of (£14k) due to a part-year vacancy pending recruitment. The Audit Service moved from Chief Executive Directorate to Resources Directorate.
Finance	1,111	1,111	0	0.0%	
Revenues and Benefits	1,212	1,217	5	0.4%	There is a projected overspend of £5k on discretionary housing payments, which is a demand led budget and is therefore volatile.
ICT	1,252	1,252	0	0.0%	

Service	Revised Budget 2025/26	Forecast Outturn	Total Variance	Total Variance to Budget	Commentary
	£'000	£'000	£'000	%	
Customer Services	1,011	1,021	10	1.0%	There is a projected overspend of £10k on salaries due to the use of agency staff to ensure service continuity.
Business Change	0	0	0	0.0%	Expenditure is funded from reserves
Total Resources Directorate	4,953	4,954	1	0.0%	
Non Distributed - Revenue Expenditure on Surplus Assets and Retirement Benefits	187	187	0	0.0%	
Estimated Pay Award and Inflation Contingency	2,567	2,135	(432)	(16.8%)	£40k due to the pay award 2025/26 being agreed at 3.2%, an increase of 0.2% when compared to the budgeted 3% will be funded from contingency in Quarter 2. The pay award above budget for 2023/24 and 2024/25 will also be transferred to Services from contingency. Extended Producer Responsibility (EPR) grant additional anticipated payment of £432k to be transferred to contingency to meet eligible costs.
Corporate & Democratic Core & Other Budgets	109	109	0	0.0%	
Total Corporate & Democratic Core & Other Budgets	2,863	2,431	(432)	(15.1%)	
NET COST OF SERVICES	19,582	19,589	7	0.0%	
Net Recharges from General Fund	(1,714)	(1,714)	0	0.0%	
NET COST OF SERVICES AFTER RECHARGES	17,868	17,875	7	0.0%	
Total Corporate Items and Financing	1,638	1,518	(120)	(7.3%)	£120k additional investment income due to higher interest rates and investment balances compared to budget.
NET REVENUE EXPENDITURE	19,506	19,393	(113)	(0.6%)	
Contribution to/(from) Balances/Reserves	0	0	0	0.0%	
NET EXPENDITURE (AFTER RESERVE CONTRIBUTIONS)	19,506	19,393	(113)	(0.6%)	
FUNDING TOTAL	(19,506)	(19,506)	0	0.0%	
FORECAST (UNDERSPEND) / OVERSPEND	0	(113)	(113)		

APPENDIX 2

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL SAVINGS PROGRAMME PERFORMANCE AT QUARTER 1 2025/26

	Service	Proposal Description & Service Impact	2025/26 £'000	2026/27 £'000	2025/26 Achieved £'000	2025/26 On Track £'000	2025/26 At Risk of Non Achievement £'000	Comments
Community Services	Community Services	Savings Agreed Deletion of Leisure Officer post at Measham Leisure Centre.	(18)		(18)	0	0	Post deleted and savings fully achieved.
Community Services	Community Services	Deletion of Community Focus post.	(53)			0	(53)	Vacant post has now been filled on a three year contract. Savings will not be achieved.
Community Services	Community Services	Disabled Facilities Grant service provision saving	(1)		(1)	0	0	Saving Achieved
Community Services	Community Services	Everyone Active changes in line with contract		(38)	0	0	0	Growth provided in 2025/26, savings of 2026/27 are on track.
Place	Property and Economic Regeneration	Funding of regeneration salaries – capitalisation of salaries which provides a saving on the revenue budget	(500)		0	(500)	0	On track to be achieved.
Various	Various	De minimis budgets ranging from £2k to £10k including subscriptions and additional income	(27)		0	(27)	0	On track to be achieved.
		Total Savings	(599)	(38)	(19)	(527)	(53)	

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
QUARTER 1 2025/26 PRUDENTIAL INDICATORS

The Council measures and manages its capital expenditure, borrowing and commercial investments with references to the following indicators.

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Capital Expenditure: The Council has undertaken and is planning capital expenditure as summarised below.

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £millions

	2025/26 budget	2026/27 budget	2027/28 budget
General Fund	10.0	6.9	2.1
Council housing (HRA)	15.6	15.1	15.8
TOTAL	25.6	22.0	17.9

The main General Fund capital projects for 2025/26 include Enterprise Park project (£1.9m), Stenson Square Public realm regeneration (£1.0m), Coalville Regeneration Framework (£1.5m) and Food Waste Collection (£1.2m).

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately and includes the stock investment (£9.7m) and building new homes (£3m) in 2025/26.

Capital Financing Requirement (CFR): The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP (loans fund repayments) and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.

Table 2: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2025/26 budget	2026/27 budget	2027/28 budget
General Fund	33.7	32.5	31.4
Council Housing (HRA)	55.1	61.7	68.7
TOTAL CFR	88.8	94.2	100.1

Gross Debt and the Capital Financing Requirement (CFR): Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

Table 3: Prudential Indicator: Gross Debt and the CFR in £ millions

	2025/26 budget (in millions £)	2026/27 budget (in millions £)	2027/28 budget (in millions £)	Debt at 30.06.25 (in millions £)
Debt (incl. PFI & leases)	59.3	65.8	72.9	55.1
Capital Financing Requirement (CFR)	88.8	94.2	100.1	

Debt and the Authorised Limit and Operational Boundary: The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 4: Prudential Indicator: Debt and the Authorised Limit and Operational Boundary in £ millions

	Maximum debt 2025/26	Debt at 30.6.25	2025/26 Authorised Limit	2025/26 Operational Boundary	Complied ? Yes/No
Borrowing	55.1	55.1	98.8	88.8	Yes
PFI & Finance Leases	0.0	0.00	2.0	2.0	Yes
Total debt	55.1	55.1	100.8	90.8	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Proportion of Financing Costs to Net Revenue Stream: Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP / loans fund repayments are charged to revenue. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 5: Prudential Indicator: Proportion of financing costs to net revenue stream

	2025/26 budget	2026/27 budget	2027/28 budget
<u>General Fund</u>			
Net Financing costs (£m)	1.8	1.7	1.7
Proportion of net revenue stream	9%	9%	9%
<u>Housing Revenue Account</u>			
Net Financing costs (£m)	1.4	1.6	1.1
Proportion of net revenue stream	7%	7%	7%

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**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
CABINET – TUESDAY 26 AUGUST 2025**



Title of Report	QUARTER 1 2025-26 HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE	
Presented by	Councillor Andrew Woodman Housing, Property and Customer Services Portfolio Holder <div style="text-align: right;">PH Briefed <input type="checkbox"/> Yes</div>	
Background Papers	Council 20 February 2025:	Public Report: Yes
	Housing Revenue Account HRA Budget and Rent Setting - 2025/26	Key Decision: Yes
Financial Implications	Any financial implications of this report are detailed in the body of the report and the attached appendices.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No legal implications arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	Any staffing implications of this report are detailed in the body of the report and the attached appendices.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To provide Cabinet with an update on the financial position on the Housing Revenue Account (HRA) as at quarter one 2025/26.	
Reason for Decision	Cabinet is responsible for making all of the necessary arrangements to ensure that the priorities identified by the Council are delivered within the Budget and Policy Framework and therefore financial reporting is brought to Cabinet to ensure that oversight is carried out. To update Cabinet on the financial position as at quarter one 2025/26, as detailed in the recommendations below.	
Recommendations	THAT CABINET: 1. NOTES THE FORECAST REVENUE POSITION ON THE HOUSING REVENUE ACCOUNT 2025/26 OF £46k UNDERSPEND BASED ON QUARTER ONE INFORMATION.	

	2. NOTES THE FORECAST CAPITAL POSITION ON THE HOUSING REVENUE ACCOUNT AS SET OUT IN SECTION 2.3
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1.0 PURPOSE OF THE REPORT

- 1.1 The Housing Revenue Account Budget and Rent Setting 2025/26 report was approved by Full Council at its meeting held on 20 February 2025.
- 1.2 This monitoring report presents a high-level financial forecast as of the end of quarter one 2025/26. Finance officers have collaborated closely with individual service areas to gain a comprehensive understanding of the key financial pressures affecting each service. This collaborative approach has enabled the production of a provisional forecast, designed to inform and support further decision-making. Whilst the forecast set out pertains to quarter one, it is pertinent to note that the Council received updated information regarding the pay award following the end of the quarter. Given the significance of these values, it is considered prudent to present Members with a forecast which incorporates this most recent data.
- 1.3 The finance team is prioritising the completion of the Statement of Accounts 2023/24, which is scheduled for submission to the external auditor at the end of August 2025, hence the reason for the high-level review. Detailed forecasting is planned for the quarter two position.
- 1.4 The provisional forecast set out in this report reflects the latest available information and should be regarded as an early indication of the financial outlook for the remainder of the year. It is expected that forecasts will be further developed and refined as the year progresses and more detailed information becomes available.

2.0 HOUSING REVENUE ACCOUNT

2.1 HRA Income and Expenditure

- 2.1.1 Table 1 below shows the summary income and expenditure forecast outturn and variance for the HRA which is currently forecasting an underspend of £46k compared to a budgeted underspend of £62k at the end of Quarter 1. A more detailed table can be found at Appendix 1.

Table 1 – HRA 2025/26 Quarter 1 Revenue Forecast Outturn Position

	Original Budget £'000	Forecast £'000	Variance £'000
Income	(21,830)	(21,830)	0
Operating Expenditure	19,002	19,018	16
Operating (surplus)/deficit	(2,828)	(2,812)	16
Appropriations	2,766	2,766	0
Net (surplus)/deficit	(62)	(46)	16

- 2.1.2 The Council continues to work actively to improve services delivered by the HRA and ensure the impact on tenants is considered in all service delivery. Work on this so far has included:

- Commissioning an independent review of processes.
- Using contractors to assist in delivering against repairs backlogs.
- Working on reconfiguration of IT systems to improve efficiency and facilitate improved processes.
- Recruiting staff to key vacant roles.

2.1.3 Based on the high-level assessment at quarter one, there is a one-off pressure of £16k forecasted due to the pay award being agreed at 3.2%, an increase of 0.2% when compared to the budget.

2.1.4 There are currently no other significant variances identified that cannot be managed within the approved budget. However, officers will continue to monitor the budgets, ensuring any financial implications are identified as soon as possible and the position reported throughout the financial year.

2.2 HRA Reserves

2.2.1 The HRA has a provisional balance of £18.8m (31 March 2025) pending the finalisation of the 2023/24 and 2024/25 accounts. A minimum balance of £1.0m is maintained to ensure the HRA has sufficient funding to cover unforeseen revenue expenditure, £2.1m in Earmarked Reserves and the remaining £15.6m is to be used for capital projects and for the repayment of debt. The provisional balance at 31 March 2026 is a total of £16.9m.

2.2.2 Table 2 below shows a summary of provisional HRA usable reserves:

Table 2 – Provisional HRA Usable Reserves forecast 2025/26

Reserve name	*Provisional Balance at 31/03/25	2025/26 contributions received	2025/26 Expenditure	*Provisional Balance at 31/03/26
	£'000	£'000	£'000	£'000
Earmarked	2,115	0	(2,000)	115
General Balance	1,098	0	(98)	1,000
	3,213	0	(2,098)	1,115
Capital Receipts	6,575	0	(1,165)	5,410
Major Repairs	2,840	1,322	0	4,162
Debt Repayment	6,218	0	0	6,218
	15,633	1,322	(1,165)	15,790
Total	18,846	1,322	(3,263)	16,905

*Pending closure of 2023/24 and 2024/25 accounts

2.3 HOUSING REVENUE ACCOUNT CAPITAL – ACTIVE PROGRAMME

2.3.1 The 2025/26 approved capital active programme budget for the HRA is £12.565m and actual spend to the end of quarter one (June 2025) is £0.658m (5.2%) of the budget. At this early stage of the financial year, the forecast outturn position is £12.565m representing 100% of the budget, although historically there has been some slippage on capital schemes.

2.3.2 There are no schemes currently predicted to slip into future years, and the resourcing of the capital programme is as per the approved budget 2025/26. A more refined forecast will be brought for consideration at quarter two reflecting any issues identified and their respective financial implications at the first half of the financial year.

2.3.1 Table 3 summarises the expenditure and forecast outturn against budget at quarter one.

Table 3 - Quarter 1 2025/2026 Outturn on the HRA Capital Programme – Active Programme

Scheme	Original Budget	Prior Year C/fwd	Revised Budget	Expenditure Quarter 1	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Stock Investments	9,715	0	9,715	225	9,715
Estate Improvements/Assets Management	500	0	500	77	500
Fleet Replacement	100	0	100	0	100
Other HRA Capital Projects	2,250	0	2,250	356	2,250
Total	12,565	0	12,565	658	12,565

2.3.2 The housing capital programme broadly consists of the Home and Estate Improvements Programme as well as the New Supply Programme.

2.3.3 The Stock Investments, Estate Improvement Programme and Other Housing Capital Projects

The Stock Investments and Estate Improvement Programme includes a range of works including:

- Undertaking vital fire safety works.
- Undertaking major aids and adaptation works around safety, accessibility and increasing independent living for residents.
- Transforming older persons schemes to an integrated digital service, giving full and timely works, events and visits information to residents. This also allows the Council to share a digital layout with the Fire Service so in the event of an incident they can guide crews through the building.
- Replacing heating schemes, installing new Ideal Logic (hydrogen ready) efficient boilers or air source heat pumps (if replacing solid fuel systems) and correct insulation to improve thermal efficiency of Council homes. This will improve affordability of heating for tenants this winter as well as assisting the Council in achieving progress towards every property meeting Energy Performance Certificate Level C by 2028.
- Undertaking estate improvement programme of works which includes off street parking and footpaths and unadopted roads works.

Policies and other considerations, as appropriate	
Council Priorities:	The spending from the budget provides funding for the Council to deliver against all its priorities.
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	None
Environment and Climate Change:	The Council is forecast to invest £4m on Zero Carbon Home Improvements.
Consultation/Community/Tenant Engagement:	None
Risks:	<p>Consumer Price Inflation (CPI) is the highest at 3.6% since January 2024 which means the real purchasing power of the Council's reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the organisation's ability to maintain financial stability and achieve its long-term financial objectives.</p> <p>Real returns (i.e. after inflation) are and have been negative despite investment returns rising. So even if the Council changed its policy to add interest earnings to reserves it still would not solve the whole problem. Indeed, very few investment returns are beating inflation and in general if you wanted higher returns the Council would need to invest for a longer period and/or with riskier assets. This is not something the Council has decided to do.</p> <p>The budgets will continue to be monitored throughout the year to ensure that Council expenditure remains within its funding envelope.</p>
Officer Contact	Anna Crouch Head of Finance and Deputy S151 Officer anna.crouch@nwleicestershire.gov.uk

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NORTH WEST LEICESTERSHIRE

HOUSING REVENUE ACCOUNT (HRA) REVENUE FORECAST OUTTURN QUARTER 1 2025/26

	Original Budget £'000	Forecast £'000	Variance £'000	Comments
EXPENDITURE				
Repairs and Maintenance	8,493	8,493	0	
Supervision and Management	4,385	4,401	16	Pay award 2025/26 has been agreed at 3.2%, which is 0.2% higher than budgeted
Provision for Doubtful Debts	100	100	0	
Depreciation	4,162	4,162	0	
Capital Financing and Debt Management	1,862	1,862	0	
TOTAL OPERATING EXPENDITURE	19,002	19,018	16	
INCOME				
Rent and Service Charges	(21,483)	(21,483)	0	
Non-Dwelling Rents	(40)	(40)	0	
Other Income	(13)	(13)	0	
Investment Income	(294)	(294)	0	
TOTAL INCOME	(21,830)	(21,830)	0	
NET OPERATING EXPENDITURE (SURPLUS) DEFICIT	(2,828)	(2,812)	16	
APPROPRIATIONS				
Debt repayment	1,290	1,290	0	
Transfer to/from reserves	0	0	0	
Revenue Contribution to Capital	1,476	1,476	0	
TOTAL APPROPRIATIONS	2,766	2,766	0	
NET (SURPLUS)/DEFICIT	(62)	(46)	16	

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – WEDNESDAY, 26TH AUGUST 2025

Title of Report	COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 1 2025/26	
Presented by	Allison Thomas Chief Executive	
Background Papers	Council Delivery Plan Council meeting held on 14 November 2023	Public Report: Yes
		Key Decision: Yes
Financial Implications	There are no financial implications.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None arising from the report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To report the performance of the Council during the first measurable quarter of 2025/26 against the objectives and key performance indicators set out in the Council Delivery Plan as agreed by Full Council on 14 November 2023.	
Reason for Decision	To make members aware of the progress of the Council Delivery Plan.	
Recommendations	THAT CABINET: 1) CONSIDERS THE MONITORING REPORT AND HIGHLIGHTS THE ELEMENTS MAKING POSITIVE PROGRESS AND THOSE WHERE THERE IS A NEED FOR EARLY INTERVENTION 2) CONSIDERS THE RECOMMENDATIONS MADE BY CORPORATE SCRUTINY COMMITTEE ON 19 JUNE SET OUT IN PARAGRAPH 1.4.	

1.0 BACKGROUND

- 1.1 The Council prepared a Council Delivery Plan during late 2023, and the plan is scheduled to cover the lifetime of the Council administration for the period 2023/24 until a year beyond the next election in May 2027 (to ensure continuity in the aftermath of that election and to allow time for a new Plan to be developed. It is acknowledged that there is an element of uncertainty about this timescale given the Government's Local Government Reorganisation timetable). The plan was developed with input from the Corporate Scrutiny Committee and the opposition groups and was agreed by Council at its meeting on 14 November 2023.
- 1.2 The plan is monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the performance management framework. This involves quarterly reports to Cabinet, the outcomes of the reports are then shared with the Corporate Scrutiny Committee. Further information on the progress of the set of plans that sit below the Council Delivery Plan, the directorate plans, are monitored at officer level by the Corporate Leadership Team.
- 1.3 The reporting period for this report runs from 1 April to 30 June 2025.
- 1.4 The Corporate Scrutiny Committee met on 19 June 2025. A copy of the minutes is attached at Appendix 3. The Committee raised the following issues for Cabinet to consider:

The modification in the performance timeline for the Quarterly Performance Report was raised. Prior to 2023, performance reports were initially reviewed by Corporate Scrutiny; however, the timeline has been adjusted as part of the Council agreed Performance Framework to prioritise Cabinet review first. This rationale was discussed during the Full Council meeting in November 2023, with the objective of ensuring that the Cabinet receives early notification of any issues in a timely manner to enable them to take any remedial action necessary.

RECOMMENDED THAT CABINET:

a) To ensure clarity of the information being presented, consider the following amendments to the performance report:

i) Amend the labels connected to the red and green progress of KPI's in the bar charts from 'complete' and 'not complete' to 'compliant with KPI's' and 'not compliant with KPI's'
ii) Amend the format of the progress of KPI information, to make it easier to understand, including moving away from stacked bar graphs and providing details alongside statements.

b) In relation to KPI 13 (we will aim to be carbon zero by 2030 and as a district by 2050), the benchmarking and target setting be completed as soon as possible.

2.0 PERFORMANCE REPORT

- 2.1 The Council Delivery Plan contains four key priority areas – notably “A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration”.
- 2.2 Appendix 2 shows the performance in quarter 1 overall against each of the four priority areas. Appendix 1 sets out the RAG Rating Key for the Key Performance Indicators (KPIs).

2.3 There are 18 KPIs in the Plan. Six indicators pertain to Planning and Regeneration, five to Housing and Community Services, four to Clean and Green, and three to a well-run Council. Of the 18 Key Performance Indicators, ten are on track, four are off track but improving with mitigations, two are significantly underperforming, and two lack sufficient data for a rating.

Key Progress areas

2.4 Planning and Regeneration

The Planning and Development Team has demonstrated exceptional performance in Quarter 1, surpassing national targets with 100% of major applications, 77.14% of minor applications, and 90.83% of other applications determined within the stipulated timeframes. Additionally, significant progress has been made on the Coalville Regeneration Framework, with active development on all four Council-led projects and ongoing collaboration with landowners and lead partners for the remaining five schemes.

2.5 Housing and Communities

In the realm of private rental housing, the team achieved a 100% compliance rate in contacting landlords within the specified time period for non-compliance with the Minimum Energy Efficiency Standards (MEES) policy in Quarter 1. This proactive approach has resulted in a substantial reduction in non-compliant properties, from 118 in September 2023 to just seven. Furthermore, food safety standards have seen an improvement, with 81.9% of food businesses attaining a hygiene rating of 5 (very good) in Quarter 1.

2.6 Clean and Green

The enforcement of the mandatory 10% Biodiversity Net Gain (BNG) on large and small-scale developments ensures that planning permission is contingent upon meeting this crucial environmental requirement. The Council's Tree, Hedgerow, and Woodland Management Strategy has been published and is currently being disseminated via the website, with a formal launch scheduled for the summer.

Areas Requiring Improvement and Remedial Actions:-

2.7 Housing and Communities

Resident satisfaction with housing services has declined to 55% in the latest annual figures (reported in Q4 2024/25), primarily due to issues with repairs. However, in-year unofficial monitoring indicates an improvement to 76% in Quarter 1. Similarly, satisfaction with the repairs service has dropped to 56% in the latest annual figures (reported in Q4 2024/25), though unofficial monitoring shows an increase to 67% in Quarter 1. A comprehensive recovery plan for the repairs service is in place and has been reported to Scrutiny and Cabinet.

2.8 A Well-run Council

In Quarter 1, there was a 74% response rate to complaints within the expected timeframe. While this falls short of the 90% target, it is important to recognise that this figure does not fully reflect the commitment and effort invested by the Customer Services team in working with Service areas to improve response times.

The production of the 2023/24 Accounts is still underway and has not yet been submitted to the external auditors. The team is working diligently to make a submission by the end of August 2025. The Council's 2023/24 Outturn Position will be reported to Cabinet in August 2025, once the 2023/24 Accounts have been finalised and closed.

The Statement of Accounts 2024/25 will commence immediately following submission of the 2023/24 Statement of Accounts and the planned completion date for submission to the external auditors is November 2025. The Audit and Governance Committee have been informed of the Council's timetable for completing the Statement of Accounts.

Additionally, discussions with services to determine the Quarter 1 2025/26 financial performance are ongoing, with results to be presented to Cabinet in August 2025. The Quarter 1 2025/26 Treasury Management report is also scheduled for review by the Audit and Governance Committee in August 2025.

Work has commenced on the budget-setting process for the 2026/27 financial year, with officers tasked to identify and develop further savings opportunities. The Council is monitoring the Government's emerging Fair Funding Review 2.0, assessing its implications for the Council's medium-term funding position and the potential impact on the funding gap. Initial indications are that there is a potential for a 'cliff-edge' reduction in the mainstream funding from Government for the financial year 2026/27.

In parallel with these financial reporting and governance activities, the Council is actively addressing underlying issues with its finance system, Unit 4, which was introduced in April 2023. A dedicated project steering group has been established to oversee progress on the identified actions, ensuring robust management and timely resolution of challenges. Members of the Audit and Governance Committee have been kept informed through regular reports that detail the advancements and ongoing work in this area.

2.9 Planning and Regeneration

While consultation and transport modelling work have been completed as part of the work associated with the local plan, the development of the local plan continues, with a target date set for December 2026.

These areas of improvement underscore the need for continued focus and strategic action to enhance service delivery and meet organizational goals.

2.10 Appendix 4 contains a separate update on the performance of the Transformation Delivery Plan

The following table provides detailed performance data for each priority area and associated KPIs.

Appendix 1: RAG Rating Key for table

● Red – High Risk / Serious Issues

- **What it means:** The item is significantly off track or underperforming.
- **Action required:** Immediate attention and intervention are needed.
- **Examples:**
 - A project is behind schedule and unlikely to meet deadlines.
 - A key performance indicator (KPI) is far below target.
 - A risk has materialised or is very likely to.

◻ Amber – Moderate Risk / Some Concerns

- **What it means:** There are issues or risks, but they are manageable or being addressed.
- **Action required:** Monitoring and possibly corrective action to prevent escalation.
- **Examples:**
 - A project is slightly behind schedule but can recover.
 - A KPI is below target but within an acceptable range.
 - A risk is identified but mitigation is in place.

◻ Green – Low Risk / On Track

- **What it means:** Everything is progressing as planned.
- **Action required:** No immediate action needed beyond routine monitoring.

- **Examples:**

- A project is on schedule and within budget.
- KPIs are being met or exceeded.
- No significant risks are present.


○ **White- Work hasn't commenced yet/there is insufficient data to monitor progress.**

- **What it means:** Work hasn't commenced against this KPI or there is insufficient data to be able to monitor at this stage.
- **Action required:** Monitoring to ensure work commences or is in a position for data to be captured and the target deadlines are adhered to.

- **Examples:**

- The KPI refers to an annual target where the Council is awaiting information from an external body to assess progress
- There is currently insufficient data, for instance the target is a national one, the implementation is recent and there is insufficient data to determine progress.

Appendix 2: Table of Performance against Key Performance Indicators

Priority	KPI reference	Key Aim	Target	Q1 Progress	Commentary	Head of Service	RAG rating
 Planning and regeneration	1	We will adopt a local plan by 2026	2023-4 Submit local plan (Reg 18 consultation) . 2024/5 Pre-submission consultation (Reg 19) Submission of local plan for examination by December 2026.		Consultation completed in respect of additional housing and employment allocations. Transport modelling work commissioned . At Local Planning Committee on 11 th June, members considered consultation responses to policies in the new Local Plan.	Head of Planning and Infrastructure	
	2	We will deal with your	Major- At least 60% of	88.89%	Majors-100%	Head of Planning	


		planning applications for major, minor and other developments by consistently meeting and exceeding the government's targets of 60%, 65% and 80% respectively.	<p>applications determined within 13 weeks.</p> <p>Minor- At least 65% of applications determined within 8 weeks.</p> <p>Other- At least 80% of applications determined within 8 weeks.</p>	<p>80.49%</p> <p>86.96%</p>	<p>Minors- 77.14%</p> <p>Others- 90.83%</p> <p>The Planning and Development Team have comfortably exceeded national targets for Q1.</p> <p>Projected new applications in 2025/26 are increasing and additional resource will be required to maintain performance. This will be funded by</p>	and Infrastructure	
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					additional fee income.		
	3	<u>We will have developed a new local design guide and new developments will comply with it.</u>	<p>2023-4 Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Government's National design guide.</p> <p>Undertake public consultation on the new Design Guide for North West Leicestershire.</p> <p>2024/5 Adopt the new design guide for North West</p>		Local Plan Committee agreed for the Good Design Guide for North West Leicestershire to go out to consultation at their meeting on 21 st May. Consultation will take place between July and September 2025	Head of Planning and Infrastructure	

			<p>Leicestershire.</p> <p>New development complies with the requirements of the adopted design guide.</p>				
	4	<p>We will effectively manage unauthorised development</p>	<p>Work begins in 2024/5</p> <p>Adopt a new local enforcement plan by the end of Q2 24/25</p> <p>Monitor and measure response times against the targets set out in the adopted Local Enforcement Plan and report</p>		<p>Monitoring will be reported to Planning Committee in Q3 25/26 and Q1 and Q3 in following years</p>	<p>Head of Planning and Infrastructure</p>	

			biannually to Planning Committee in Q3 and 4 24/25				
	5	We will have delivered our ambitious Coalville Regeneration Framework.	Quarterly progress statement plus an additional Annual Framework review in Q4	We continue to deliver the construction phase of the Memorial Workspace project which is restoring and reusing an historic building in Memorial Square. We continue to progress The Wolsey Road Regeneration Project in partnership with a Residential Developer. Consultants continue preparatory works on a	Six projects set out in the original Coalville Regeneration Framework have been completed in previous years. The current framework identifies a further nine projects for delivery of which four are for direct delivery by NWLDC whilst the Council will assist the lead partner for the remaining five projects.	Head Of Property and Regeneration	

				number of projects identified in the Coalville Regeneration Framework	Active progress is being made on all four projects the council is delivering. The Council is engaged in active dialogue / support with the land owners / lead partners for the remaining five schemes.		
	6	We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages and communities across the district.	Work begins in Q4 with the production of the NWL Regeneration Framework	There are 12 projects set out in the current Districtwide Regeneration Framework. Two projects are nearing completion. Seven projects are making active progress towards	We continue to progress delivery of the Districtwide Regeneration Framework.	Head Of Property and Regeneration	


				<p>implementation.</p> <p>2 projects require input by external organisations in order to progress.</p> <p>One project is awaiting availability of officer resource before it can commence.</p>			
 <p>Housing and Communities</p>	7	We will provide a high quality housing service to our tenants.	2023/4 - 64%		<p>The latest annual figure we have which was published in quarter 4 shows a 55% resident Satisfaction level, representing a drop of 9% in comparison to the previous year.</p> <p>This reduction was driven by poor repairs measures and</p>	Head of Housing	


					<p>completion of historic cases which pull the overall total down. A recovery plan for repairs service as a whole is in train and has been reported to Scrutiny and Cabinet. More detail can be found here https://www.nwleics.gov.uk/pages/tenant-satisfaction-measures</p> <p>In year unofficial monitoring shows result at 76% for Q1</p>		
	8	We will deliver an excellent repairs' service.	2023/4 - 62%		<p>56% Satisfaction level reported annually in Q4.</p> <p>This has dropped since</p>	Head of Housing	

					<p>last year driven by poor repairs measures however other measures have increased. A recovery plan for repairs service as a whole is in train and has been reported to Scrutiny and Cabinet. More detail can be found here</p> <p>https://www.nwleics.gov.uk/pages/tenant-satisfaction-measures</p> <p>In year unofficial monitoring shows result at 67% Q1</p>		
	9	Our private rental tenants across the district are	100% of Landlords contacted within the specified		100% of landlords in Q1 were contacted within the	Head of Community Services	

		able to live safely in their homes.	time-period within the MEES policy for non-compliance		target time period. The number of non-compliant properties with MEES in the District is now seven . The baseline number in September 2023 was 118 .		
			Creation of a Private Sector Housing Charter.		A second landlords forum has been held in Q1. Well received by the Landlords that attended. The Landlords Charter document was discussed and comments and feedback requested at the meeting.	Head of Community Services	

	10	Our food businesses meet food safety standards.	2024/25 81% of food businesses having a hygiene rating of 5 (very good)	81.3%	Q1 81.9% which is an increase upon reported figures previously	Head of Community Services	
	11	Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities.	The leisure centres will be assessed independently against a national standard and achieve a 'good' or higher rating. (This will be provided annually in Q3		Target met in Q3 2024/25	Head of Community Services	

 Clean and Green	12	We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.	43% Recycling rate 2023/4		The review was completed in Q4 2024/2025. Work is now in progress on the key work themes as part of the Project Development and overall business case presented to Community Scrutiny in March 2025 and Cabinet in May 2025	Head of Community Services	
	13	We will aim to be carbon neutral as a Council by 2030, and as a district by 2050.	2023/4 Development of assessment work and target setting		A detailed report will be presented to Corporate Scrutiny in November 2025 as part of the Council Delivery Plan monitoring	Head of Community Services	
	14	We will increase the	10% Biodiversity		This is mandatory	Head of Planning	

		biodiversity of our District.	Net Gain on large and small scale developments with planning permission		and planning permission will not be granted without the 10% BNG.	and Infrastructure	
	15	We will have produced a Tree Management Strategy to better manage our tree stock.	2024/25 Publication of updated tree management strategy .		The NWLDC Tree, Hedgerow and Woodland Management Strategy has been published. It is in the process of being shared on the website and will be formally launched over summer. An initial 2025/26 Action Plan aimed at supporting delivery of the strategy has been drafted.	Head of Community Services	
	16	Our customers are at the heart of	2025-6 90% of Complaints responded to	74% overall across both stages Stage 1 – 79%		Customer Services Team Manager	

		everything we do.	on time by end of year	Stage 2 – 61% At the end of the quarter, 1 complaint was still pending a response but within timeframe.			
	17	We will provide value for money services.	Unqualified Opinion to be provided		The work continues on production of 2023/24 Accounts which will be submitted to the external Auditors at the end of August 2025	Head of Finance	
	18	We live within our means	Zero funding gap		Discussions are being held with Services to determine the Quarter 1 2025/26 financial performance which will be considered by Cabinet in August 2025..	Head of Finance	

					The Quarter 1 2025/26 Treasury Management report will be considered by Audit and Governance Committee in August 2025.		
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Appendix 3: Scrutiny Minutes

Council Delivery Plan - Performance Report - Quarter 4 2024/25

- [Meeting of Corporate Scrutiny Committee, Thursday, 19th June, 2025 6.30 pm \(Item 5.\)](#)

Report of the Head of Human Resources and Organisational Development

Minutes:

The Head of Human Resources and Organisational Development presented the report to Members.

Comments were made on the presentation of the data within the report and a concern regarding lack of clarity due to the type of wording used, in some key performances areas it seemed that the Council was failing. It was felt that the format could be misleading and did not provide the full picture of the progress. After a full discussion, it was put to the vote and formally recommended that Cabinet amend the presentation of the performance data as detailed in the recommendations below.

In relation to the transformation projects, it was acknowledged that the parking review had been completed with no changes implemented. Due to the amount of officer time spent on the project, it was suggested that a review be undertaken to understand the lessons learned to avoid the misuse of funds and officer time in the future. This was noted by the Strategic Director of Resources. . Following further questions regarding the transformation projects and the request for more clarity, Members were informed that as the projects progressed into the rest of the financial year, more information would be available in future reports.

A discussion was had on the Clean and Green Key Performance Indicators and concerns were raised that the benchmarking and target setting were not yet completed. Although it was explained that the delay was due to a piece of work yet to be undertaken before Cabinet could set a target date, and that more information would be available when a report was brought to Committee in November, some Members felt that the matter needed addressing urgently as the Council needed clear annual targets. It was put to the vote and formally recommended that Cabinet undertake the benchmarking and target setting in relation to Key Performance Indicator 13 (we will aim to be carbon zero by 2030 and as a district by 2050) as soon as possible.

A Member felt that Key Performance Indicator 14 (We will increase the biodiversity of our district), was quoted incorrectly in the report as it seemed the wrong target was being measured, it was suggested that officers investigate.

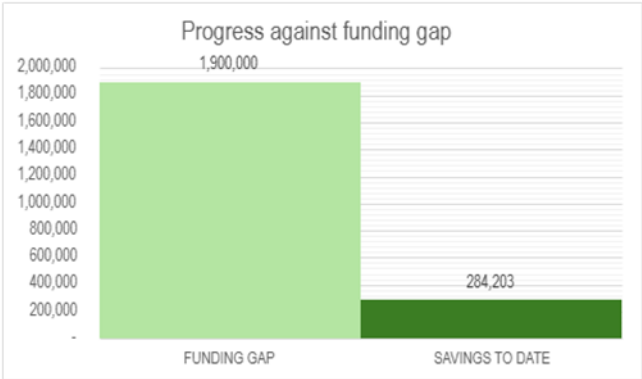
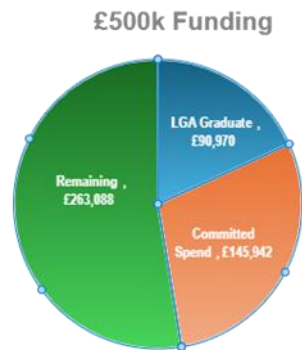
It was highlighted by a Member that there was no reference within the report to Local Government Reorganisation which was currently underway. The Strategic Director of Resources explained that work had begun, and the Medium-Term Financial Strategy would be focused on the next two to three years rather than five years. It was also confirmed that a report regarding the proposals to become a debt free council that was made at the full council meeting earlier in the month by the administration, would be brought to the Committee in September.

Several questions of clarity were asked by Members and responses provided by officers.

RECOMMENDED THAT CABINET:

- a) To ensure clarity of the information being presented, consider the following amendments to the performance report:**
 - i) Amend the labels connected to the red and green progress of KPI's in the bar charts from 'complete' and 'not complete' to 'compliant with KPI's' and 'not compliant with KPI's'**
 - ii) Amend the format of the progress of KPI information, to make it easier to understand, including moving away from stacked bar graphs and providing details alongside statements.**
- b) In relation to KPI 13 (we will aim to be carbon zero by 2030 and as a district by 2050), the benchmarking and target setting be completed as soon as possible.**

Appendix 4: Performance of Transformation Delivery Plan



Expenditure	£	Comments
Additional communications support	13,922	Increased from 13,603 due to pay increase
HR support	64,038	Project is under review
Customer contact	45,984	
LGA Graduate	90,970	
Microsoft CoPilot proof of concept	20,750	Configuration and training costs now confirmed and added.
GovDelivery upgrade	1,248	Upgrade to add additional topics for increased reach and engagement .
Total	236,912	
Savings to date	284,203	

Transformation Projects

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR2	Additional HR Support (Waste Services sick absence management)	Sep 24	Jun 26	£64,038 No spend to date	TBC		
Project Status		Key Deliverables		Q1 update			
Approved		<ul style="list-style-type: none">Reduced agency costsReduced health referralsReduced sick daysAchieve vacancy saving of £78k.		<ul style="list-style-type: none">HR analysing sick absence data through root cause analysis work<ul style="list-style-type: none">The Organisation Performance Team are leading on this section of workAnalysis of agency spend against establishment costsMeeting with Waste Services to examine root causes.			
Live							
Delayed							
Closed							

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR10	Customer Contact Improvement	Sep 24	Apr 26	£45,984	£34,000 (non-cashable)		
Project Status		Key Deliverables		Q1 update			
Approved		<ul style="list-style-type: none"> Analysis of customer contact Website content and content management review Wholesale customer contact review (including written – letters, emails – and verbal – phone, in person) Ongoing complaint analysis (already underway) Staff training (customer contact, complaint handling, tone of voice – some already underway) Topic-specific customer focus group Central ‘knowledge hub’ for customer contact Improved website content Reduce avoidable calls Enhance customer complaint handling. 		<ul style="list-style-type: none"> Avoidable contact summary report been sent to CLT to be discussed and Heads of Service asked to share and discuss with teams Reviewing Customer Contact standards for a corporate approach, collaboratively with Team Managers Deletion of numerous website pages Deletion of 3,731 images and 5,301 documents not assigned to any web page. Further list of orphaned, expired and hidden pages not linked to any page on our website sent to services to review. Remaining site map has been extracted, with all deleted pages removed. This data will be used to begin mapping out new website flow. 			
Live							
Delayed							
Closed							

BUDGET HOUSEKEEPING INITIATIVES					
Ref	Description	Start Date	Update / Comments	Savings 2024/25	Savings 2025/26
TR3	Review of ICT Contracts	Apr 24	Total contract spend before savings = £771,570 Reduce rolling contracts OMS Legal has moved to IKEN under a new 5-year contract. House on the Hill the IT service desk system is moving to a 5-year renewal next year, saving around £6k - Total savings over 5 years will be £10,695	£388	£2139
TR9	Budget Housekeeping	Apr 24		£272,815	£573,000 (planned)
TR15 NEW	Contract Management	Jan 25	Piece of work underway, working alongside V4 to target and reduce unnecessary spend here at NWLDC (non-contracted spend, entering into contracts that will result in savings etc). Exact figures TBC.	N/A	TBC
TR7	Development of E-Forms		Income generation through providing e-forms to other councils (Oadby & Wigston)	£11,000	

OTHER PROJECTS - MONITORED BY TRANSFORMATION				
Ref	Project Name and Description	Project Benefits / Deliverables	Planned Savings / Revenue	Update / Comments
TR4	Waste Services Review	New improved waste collection system	TBC	<ul style="list-style-type: none"> Agreed at Cabinet 22nd April. Set to be introduced between Autumn 2026-2027.
TR6	Council Tax Discounts and Exemptions and Discretionary Rates Relief Paul Stone	Additional Revenue Reduction in number of empty homes	£26k + 2nd home premium TBC	<ul style="list-style-type: none"> Cabinet approved the council tax discounts and exemptions in January 2025, which are expected to generate an additional £26,000 in council tax income. The Second Homes Premium will be implemented in April 2026, with the additional income to be calculated at that time
TR8	UNIT4 finance system enhancements	A Unit4 system that has wide range functionality Implementation of systems such as budget monitoring Further implementation of other financial management systems	N/A	Embridge working on the issues around: <ul style="list-style-type: none"> Automated bank reconciliation - Embridge completed specification doc for this work (currently under final review). Next steps to align Embridge resources to undertake this implementation. Accounts Receivable Direct debit processing - Couple of issues relating to this, with both being investigated by Unit4 and Embridge for permanent fix. However, we do have interim solutions in place as a workaround whilst we resolve this. Automated invoice payment (Proactis) - UAT currently underway.
TR11	Capital Asset Facilities Management (CAFM)	Consolidated list of all properties across NWLDC	£120k (over 3 years)	<ul style="list-style-type: none"> All sites have been sent to Concerto and now uploaded onto test site. Planned Preventive Maintenance module will be

		<ul style="list-style-type: none"> £120k increased revenue over 3 years (estimate based on benchmarked data) £200k capital receipts over 3 years (disposal of surplus property – estimate) Reduction in compliance risks (no baseline) Reduced exposure to legal, financial and safety risks (no baseline) Quicker turnaround when addressing property defects (no baseline) 	£200k in capital receipts (over 3 years)	<p>completed and live by the end of July. Mark will then move onto Estates and Reactive Helpdesk modules.</p> <ul style="list-style-type: none"> New PMO on Concerto side as previous has left the company. Mark has constant contact with new PMO, with Project Board taking place monthly and a biweekly check in for select members of the team.
TR12	Council Wide Document Management / Intranet 2.0	<p>An improved and efficient intranet</p> <p>A cleansed intranet site with the most up to date information</p>	N/A	<ul style="list-style-type: none"> Intranet 2.0 cleansing of old intranet to take place so relevant documents are moved over from the old intranet. Due to a recent capacity issue, this work is still taking pace but at a slower pace.

Closed Projects					
Ref	Description	End Date	Update / Comments	Final Costs	Final Savings
TR1	Strategic Communication Support	Mar 25	Additional day for the Communications Manager will be funded from the LGR budget for 25/26.	£13,844	N/A
TR5	Parking Review	May 25	<p>Review has ended, and it has been decided that parking charges will stay the same. This followed feedback from residents and businesses.</p> <p>Lessons Learned Report will be produced, and Transformation will work with Paul Sanders team to complete this piece of work.</p>		N/A

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 26 AUGUST 2025



Title of Report	FOUNDATIONS REVIEW - DISABLED FACILITIES GRANTS DELIVERY	
Presented by	Councillor Michael Wyatt Communities and Climate Change Portfolio Holder PH Briefed: Yes	
Background Papers	None	Public Report: Yes
		Key Decision: Yes
Financial Implications	The staffing costs and grant payments will be funded from the Disabled Facilities Grant Capital Fund. The £114,152 additional grant received in 2024/25 will be used to initiate this work. Once the demand for the Adapted Property Home Improvement Grant has been assessed, the grants will be funded through the Disabled Facilities Grant Allocation. The Council's capital programme, approved by Council on 20 February 2025, includes an indicative capital budget of £3.4m for the period 2025/26 to 2029/30.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	Grant conditions will be developed with the oversight of the Council's legal/audit teams and this would include nomination rights.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	Additional staff will be required for this project and the cost of these can be capitalised.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To update Cabinet on the work with Foundations and the proposed Financial Assistance Policy and associated grant programme.	
Reason for Decision	To approve the Financial Assistance Policy which includes the new Adapted Property Home Improvement grant to be delivered by NWLDC.	
Recommendations	THAT CABINET:	

	<ol style="list-style-type: none"> 1. APPROVES THE DRAFT FINANCIAL ASSISTANCE POLICY 2. APPROVES THE PROPOSED USE OF THE DISABLED FACILITIES GRANT (DFG) CAPITAL UNDERSPEND FOR THE IMPLEMENTATION OF THE FINANCIAL ASSISTANCE POLICY ALONG WITH ANY ONGOING DFG CAPITAL 3. CONSIDERS THE RECOMMENDATIONS MADE BY THE COMMUNITY SCRUTINY AT ITS MEETING ON 26 JUNE 2025 AS SET OUT IN SECTION 7 OF THIS REPORT 4. DELEGATES AUTHORITY TO THE STRATEGIC DIRECTOR (HOUSING AND COMMUNITIES) IN CONSULTATION WITH THE SECTION 151 OFFICER TO AGREE TERMS WITH AND THEREAFTER ENTER INTO AN AGREEMENT OR AGREEMENTS WITH FOUNDATIONS TO SUPPORT THE IMPLEMENTATION OF THE NEW FINANCIAL ASSISTANCE POLICY. 5. DELEGATES AUTHORITY TO THE STRATEGIC DIRECTOR (HOUSING AND COMMUNITIES) TO MAKE MINOR AMENDMENTS TO THE POLICY INCLUDING LEGISLATIVE CHANGES.
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1.0 BACKGROUND

- 1.1 District councils have a statutory duty to deliver Disabled Facilities Grants (DFGs). Funding for DFGs is provided from central government with the Council receiving £943,749 in 2024/25.
- 1.2 The Council has a significant cumulative DFG underspend from previous financial years of circa £2.3m at the end of 2024/25.
- 1.3 DFG funding is allocated as a grant from the Ministry of Housing, Communities and Local Government and by proxy the Department of Health and Social Care. There is a historic formula to determine how much each local authority is allocated. The Council receives an allocation that takes into account the health impacts of a former mining town. DFG can only be spent on private sector housing adaptations. Non-stock holding councils can passport the grant to arm's length housing providers. Therefore, the Council currently has more grant than there is demand for the service. The grant is normally awarded in April of each financial year. Successive governments have recognised the preventative benefits of DFGs and increased the allocated grant given to local authorities.
- 1.4 The Council's DFGs are delivered by Lightbulb, a Countywide service run by Blaby District Council. The Council has been a full member of the Countywide Lightbulb Service since 2017 along with Leicestershire County Council and five other Districts in Leicestershire.
- 1.5 The Lightbulb Service brings together a range of practical housing support into a single service. The offer is a targeted, proactive approach via General Practitioners (GPs) and other health/care professionals. Early assessment and triage of housing issues is undertaken at key points of entry. The service is based on a hub and spoke model. There is an integrated locality Lightbulb team in each authority area offering:

- Minor adaptations and equipment
- DFGs
- Wider housing support needs (warmth, energy, home security)
- Housing related health and wellbeing (Assistive Technology, falls prevention)
- Planning for the future (housing options)
- Housing related advice, information, signposting.

1.6 The table below shows DFG allocations 2022-2025. In the last two years there has been an additional in-year allocation to local authorities.

Year	Allocation
2024/25	£829,597 + £114,152 = £943,749
2023/24	£760,574 + £66,367 = £826,941
2022/23	£760,574

1.7 The Lightbulb service is meeting the statutory needs of the DFG funding. See more detail regarding the RRO at 4.1 below. Lightbulb is also using the Regulatory Reform Order (RRO) framework to deliver a number of pilot projects which also utilise the capital grant funding such as a safer spaces pilot and a respiratory illness pilot. However, the Council commissioned Foundations, who are the national body for DFGs and home improvement agencies in England, to support officers in looking at options for utilising the Council's remaining grant within the framework to provide additional support to vulnerable and disabled residents.

2.0 FOUNDATIONS INITIAL REVIEW

2.1 A summary of Foundations' findings are:

- Lightbulb is meeting the statutory function and the adaptation work should remain within the scope of Lightbulb;
- That the Council increases the Technical Officer resource at Lightbulb to increase capacity to deliver the annual capital Better Care Fund allocation;
- That the Council could offer loans and grants for adaptations, home improvements works or similar to low-income owner occupiers;
- That the Council should consider introducing a Financial Assistance Policy for North West Leicestershire.

2.2 The recommendations in relation to the Lightbulb Service have all been fed back to Lightbulb as part of the Lightbulb Service review.

2.3 The Lightbulb Review has been paused due to on-going negotiations with Leicestershire County Council. Local Government Reorganisation (LGR) may also have an impact on the future of the service. The Lightbulb Executive Board took the decision to keep the service as status quo and all partners agreed to extend the contract for a further twelve months, to allow time for a clearer picture to emerge regarding LGR.

2.4 The technical support function, at 2.1 above, has been implemented as from 1 April 2025.

3.0 FOUNDATIONS SECOND REVIEW

- 3.1 Lightbulb already delivers the Council's statutory DFGs, and other grants associated with that work stream. A new Financial Assistance Policy delivered directly by the Council would need to complement the work carried out by Lightbulb but also sit independently enough to be delivered separately.
- 3.2 In response to the Foundations advice, a proposed Financial Assistance Policy has been drafted. This is attached at **Appendix 1**. It looks at gaps in provision, existing structures and identifies areas that the underspend could be spent on that meet the needs of the district as well as the health and wellbeing outcomes that underpin the Better Care Fund (BCF). The BCF programme supports local systems to successfully deliver the integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers. The BCF objectives are to:
- enable people to stay well, safe and independent at home for longer
 - provide the right care in the right place at the right time
 - prevent crisis intervention
 - avoid admissions to hospital
 - avoid admissions to residential and care homes
 - ensure the effectiveness of reablement
 - ensure hospital discharges are to the person's usual place of residence.
- 3.3 The new proposed Financial Assistance Policy consists of two parts. The first part being the statutory offer of DFGs and complementary grants delivered by Lightbulb.
- 3.4 The second part concerns a new financial assistance offer, to be administered and delivered directly by the Council.
- 3.5 The proposed grant under the Financial Assistance Policy is:
- Adapted Property Home Improvement Grant – to increase quality of homes and the number of available properties to privately rent for people with disabilities on North West Leicestershire's housing register
- 3.6 The Financial Assistance Policy will be delivered subject to available funding.

4.0 GOVERNANCE

- 4.1 The Regulatory Reform Order (Housing Assistance England & Wales) 2002 (RRO) gives local authorities their discretionary grants and loan offer, providing that there is an approved published policy.
- 4.2 The proposed policy is a key decision, hence requiring formal approval by Cabinet.
- 4.3 The review recommends that the underspend is ring fenced to be used to implement the Financial Assistance Policy.
- 4.4 The grant conditions state that the money can only be spent in the following ways:
- A. Approving Disabled Facilities Grants in accordance with the Housing Grants, Construction and Regeneration Act 1996.
 - B. Providing other forms of assistance to fund adaptations for disabled people in accordance with a locally published Housing Assistance Policy under RRO powers.

C. Any other social care capital projects (as locally agreed with district and county councils in two-tier areas).

- 4.5 Having regard to the above requirements, the Council can proceed with the Adapted Property Home Improvement Grant without getting approval from Leicestershire County Council because it meets criteria A and B in point 4.4 above. This is because the Adapted Property Home Improvement Grant is directly providing an adaptation for a disabled person. If this grant was not directly providing an adaptation for a disabled person, point C at 4.4 above would apply and the Council would have to seek agreement with the County Council. Therefore, the proposed grant will not require the agreement of Leicestershire County Council to deliver, but this would need the agreement of the Section 151 Officer. This is Foundations' advice which has been agreed by the Section 151 Officer for audit purposes.

5.0 IMPLEMENTATION OF THE FINANCIAL ASSISTANCE POLICY

- 5.1 Subject to the draft Policy being agreed, it is recognised that there will be a period of mobilisation. Foundations can support the Council in mobilising and implementing the new Adapted Property Home Improvement Grant. Foundations will, therefore, support the Council through the mobilisation and implementation of the new grant which will include recommendations on the appropriate level of staffing resource. The Council's Head of Paid Service will consider these recommendations and determine the appropriate level of resource necessary within the financial envelope available to implement the Policy.
- 5.2 The Environmental Protection team will set up a task and finish group to implement the new grant and will include internal audit.

6.0 FINANCIAL

- 6.1 The recommendation is to use the £114,152 from the additional DFG allocation for 2024/2025 to fund the Foundations' mobilisation costs and any other associated costs involved in setting up the new Adapted Property Home Improvement Grant.
- 6.2 Foundations, as part of their mobilisation and implementation work, will review and recommend the appropriate staffing levels and posts required for the new Adapted Property Home Improvement Grant. The staffing costs and associated resources for the new grant will be funded through the annual DFG allocation. Any new job role proposed will be contained within the available budget, subject to sign off by the Head of Paid Service and evaluated and recruited to in line with the Council's Human Resources policies and procedures.
- 6.3 It is recommended that the underspend is used to deliver the Financial Assistance Policy.
- 6.4 It is also recommended that any future underspend is used on an ongoing basis to continue to deliver the Financial Assistance Policy.
- 6.5 Once the demand for the Adapted Property Home Improvement Grant has been assessed, the grants will be funded through the Disabled Facilities Grant Allocation.

The Council's capital programme, approved by Council on 20 February 2025, includes an indicative capital budget of £3.4m for the period 2025/26 to 2029/30.

7.0 COMMUNITY SCRUTINY COMMENTS

7.1 Formal recommendations from Community Scrutiny on 26 June 2025:

- Formally recommend to Cabinet that officers work with Lightbulb to improve communication and publicity efforts.
 - This is an ongoing action that is picked up through the Lightbulb working group and is not part of this decision since this decision relates to a new grant the NWLDC officers will deliver. Therefore, there is no requirement for Cabinet to adopt this as this is already being progressed by Lightbulb.
- Formally recommend that Cabinet ensure that people moving into the privately owned adapted properties are not disadvantaged on the housing list.
 - Officer's confirmed at the Community Scrutiny meeting that people on the housing waiting list are applying for both private and social rented properties and once a property is secure, either private or social, they are removed from the waiting list. Therefore, private renters would not be disadvantaged. There is no requirement for Cabinet to adopt this as there is no disadvantage posed.
- Formally recommend to Cabinet that the Lightbulb cap on the maximum amount to claim be increased.
 - The Lightbulb working group is already reviewing this aspect of the standard DFG. This is not part of this decision since this decision relates to a new grant that Council officers will deliver. Therefore, there is no requirement for Cabinet to adopt this as this is already being progressed by Lightbulb.
- Formally recommend to Cabinet that the grant condition period for private landlords be extended to ten years.
 - Since the meeting, officers have discussed this request further with Foundations. Foundations strongly recommend the period of time is kept at five years. This is based on an Associate of Foundations experience with similar clauses within private sector leasing schemes that have been around for a number of years. They have found that five years is the most attractive timeframe for landlords. Many things can change within a ten year period for an owner/landlord of a property, therefore, extending the period to 10 years would, in their opinion, affect the uptake of the grant. Based on this advice, it is proposed that Cabinet does not adopt this recommendation.
- Formally recommend that the method of means testing be addressed which currently prevents people who need adaptations from being able to have them.
 - The Lightbulb working group is reviewing this aspect of the standard DFG. This is not part of this decision since this decision relates to a new grant the Council will deliver. Therefore, not is proposed that Cabinet does not adopt this as this is already being progressed by Lightbulb.

Policies and other considerations, as appropriate	
Council Priorities:	- Communities and housing
Policy Considerations:	The Financial Assistance Policy is a new policy.
Safeguarding:	All Officers will complete the mandatory corporate safeguarding training.

Equalities/Diversity:	EIA completed – positive impact
Customer Impact:	EIA completed – positive impact
Economic and Social Impact:	Positive impact for those who are eligible for the financial assistance.
Environment, Climate Change and Zero Carbon:	The works will need to be compliant with the latest domestic energy efficiency standards.
Consultation/Community/Tenant Engagement:	Consultation with Lightbulb, the Better Care Fund Commissioners, Social Services and Councillors.
Risks:	There is a very low risk that demand for these grants is high and the underspend is used up quickly. This would then incur a revenue cost to fund the staffing resource. To mitigate against this any ongoing underspend could be used to pay the staffing cost and continue to deliver the Financial Assistance Policy. This is a very low risk because the trend over previous years has shown there is always significant underspend of the DFG Capital fund.
Officer Contact	Paul Sanders Head of Community Services paul.sanders@nwleicestershire.gov.uk

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Item	Details
Reference:	NWLDC Financial Assistance Policy
Status:	Draft
Originator:	Clare Proudfoot
Owner:	Environmental Protection Team Manager
Version No:	1.1
Date:	2025

Key policy details

This Financial Assistance Policy details the various grants available from North West Leicestershire District Council for home owners, private tenants (including other social landlords) and landlords to improve their homes.

Approvals

Item	Date of Approval	Version No.
Consulted with Section 151 Officer	17 April 2025	1.1
Reviewed by Legal Services	June 2025	1.1
Reviewed by Community Scrutiny	26 June 2025	1.1
Approved by Cabinet		

Policy Location

This policy can be found at to be updated with weblink once approved at Cabinet

Equality Impact Assessment (EIA)

Completed by	Completion date
Minna Scott	10 June 2025

Revision history

Version Control	Revision Date	Summary of Changes

Policy Review Plans

This policy is subject to a scheduled review once every five years or earlier if there is a change in legislation or local policy that requires it.

Distribution

Title	Date of Issue	Version No.
Community Scrutiny		
Cabinet		
Webpage		

1. Introduction

- 1.1. This Financial Assistance Policy details the various grants available from North West Leicestershire District Council for home owners, private tenants (including other social landlords) and landlords to improve their homes.
- 1.2. This policy supports the [Council's priorities](#) for 2023 – 2028 as set out in the Council Delivery Plan, helping to contribute towards the communities and housing key aim of private rental tenants across the district being able to live safely in their own homes.

2. Statutory Context

- 2.1. [The Housing Grants, Construction and Regeneration Act 1996](#) places a statutory duty on local authorities to provide Disabled Facilities Grants (DFGs).
- 2.2. DFGs are to enable disabled people to be able to live independently within their own home.
- 2.3. [The Regulatory Reform \(Housing Assistance\) \(England and Wales\) Order 2002](#) provides district councils with the ability to create discretionary grants and loans to improve living conditions in homes so long as the council approves and publishes a policy.
- 2.4. North West Leicestershire District Council receives an allocation from central government each year to fund DFGs and other discretionary loans and grants offered by the Council.
- 2.5. Since 2015, as part of a wider partnership with health and social care the allocation has been pooled into the Better Care Fund so that all services can consider how the allocation can best benefit residents of North West Leicestershire District Council.
- 2.6. With the exception of DFGs, the grants and loans detailed in this policy are subject to sufficient funds being available. They may be withdrawn or postponed at any time.
- 2.7. However, the Council will ensure that sufficient funds are available prior to approving any grant. Once a grant is approved the Council will not withdraw or postpone funding.

3. Lightbulb

- 3.1. The Lightbulb Service helps support the residents of Leicestershire to remain safe and well in their own homes. Lightbulb brings together a range of support such as aids and adaptations, energy advice, home safety, home improvements and support with the transition from hospital to home.
- 3.2. North West Leicestershire District Council works in partnership with the [Lightbulb Service](#) who deliver DFGs and a range of other health and wellbeing grants on its behalf.

- 3.3. The Lightbulb Service brings together a number of professionals, including Surveyors and Housing Support Co-Ordinators to support applicants through the process of applying for one of their grants including DFGs.
- 3.4. For anyone wanting to apply for a DFG or for more information on the assistances and service delivered by Lightbulb, you can find their contact details [here](#).

4. Adaptations in Council houses

- 4.1. This policy covers works for people who own their own homes, people who privately rent, tenants of other social landlords and private landlords.
- 4.2. Full details of how to access adaptations for tenants of North West Leicestershire Council can be found [here](#).

5. Summary of Assistances

Assistance	Purpose	Maximum Funding	Eligibility criteria	Delivered by	Available to:				
					Owner Occupiers	Private Renters	Social Renters	Private Landlords	Empty Homes
Disabled Facilities Grant (DFG)	To enable disabled people to remain living independently in their own home	Up to £30,000	Means Tested	Lightbulb	✓	✓	✓		
Other Lightbulb discretionary offers	Varied – See Lightbulb's website for full details	N/A	Varied	Lightbulb	✓	✓	✓		
Adapted Property Home Improvement Grant	To increase quality of homes and the number of available properties to privately rent for people with disabilities on North West Leicestershire's housing register	Up to £90,000	Available to private landlords	North West Leicestershire District Council				✓	✓

6. Cases falling outside of the Policy

- 6.1. Applications for assistance that fall outside of this policy will be considered by the Environmental Protection Team Manager.
- 6.2. Where applications that fall outside of this policy have been refused, applicants can appeal to the Head of Community Services.

7. Accessing assistances delivered by North West Leicestershire District Council

- 7.1. Enquiries for grants can be made by contacting us on 01530 454545 or via the Council's web-based enquiry form. Referrals can also be received via the Safe Spaces and Respiratory Illness project teams.
- 7.2. North West Leicestershire will guide applicants, explain to potential applicants the grant process, provide application forms and carry out a home visit.
- 7.3. North West Leicestershire will determine what works will be eligible under the grant being applied for and provide an outline specification to the applicant.
- 7.4. To make a valid application, applicants will need to provide three quotes with their completed application form. The quotes will need to be detailed enough to clearly demonstrate to the Council that the specification has been achieved. The least expensive quote will be used to determine how much grant will be awarded by the Council.
- 7.5. The Council will make a grant determination within four weeks of valid applications and let applicants know the outcome of the determination. The Council will then, if required, undertake the necessary arrangements to place a land charge on the property.
- 7.6. Once the charge is registered, or if no charge is required, a formal grant approval will be sent to the applicant. Applicants are then able to instruct their contractor to undertake the work. Applicants are free to use any contractor of their choosing, but the Council will only pay the amount of grant awarded and the works detailed within the specification.
- 7.7. Where there are unforeseen works identified, that could not have been reasonably known of before works were started, applicants will need to inform the Council and provide a cost for the works. The Council may carry out a site inspection or request photo proof of the unforeseen works.
- 7.8. The Council will inform the applicant in writing of their agreement to vary the grant amount. Additional works undertaken without authorisation from the Council will be at the applicant's risk and the Council may not pay for additional works retrospectively.
- 7.9. Applicants may apply for interim payments when more than £30,000 of work has been completed.

- 7.10. When interim payment is requested, the Council may undertake a site inspection or request photo proof of the works completed to date.
- 7.11. Once the works are completed the Council will carry out an inspection of the completed works. Applicants will need to provide the Council with copies of relevant certificates for the works undertaken. For example, electrical installation certificates, gas safe certificates, FENSA certificate and building control sign off (when required).
- 7.12. Payments, whether interim or final, will be paid in all instances directly to the contractor and the applicant will need to provide a valid invoice for payment to be released.
- 7.13. Where the Council has refused to approve a grant or payment, appeals can be made in the first instance to the Environment Protection Team Manager.
- 7.14. Where appeals are declined, applicants can make a final appeal to the Head of Community Services.
- 7.15. North West Leicestershire District Council may provide support in accessing the grants detailed in this policy. This will be offered on a case-by-case basis where the Council believe help and support is required due to a vulnerability of the applicant, and without support, it is unlikely a valid application could be submitted or a grant completed.
- 7.16. Support from the Council could be help with (but not limited to):
- Filling in application forms
 - Obtaining quotes
 - Gaining permissions
 - Instructing contractors
 - Obtaining certificates

8. Adapted Property Home Improvement Grant

- 8.1. The Adapted Property Home Improvement Grant is a grant of up to £90,000 for Private Landlords to improve and adapt their properties to rent them out to people with disabilities on North West Leicestershire's housing register.

Grant Details

- 8.2. The grant will fund improvements to the property to bring it up to the Decent Homes Standard. This includes:
- Remedying all Category 1 hazards in the property
 - Ensuring it is in a reasonable state of repair. i.e. repairing or replacing building components that either need replacing or need major repairs carrying out.

- Ensuring it has reasonable modern facilities. For example, replacing old and outdated kitchens and bathrooms.
 - Ensuring it provides a reasonable degree of thermal comfort, which could include new heating systems, additional radiators or extra insulations which could include solid wall insulation.
- 8.3. Full details of the Decent Homes Standard can be found [here](#).
- 8.4. In addition to bringing the property up to the Decent Homes Standard, the grant must be used to adapt the property to make it suitable for disabled people.
- 8.5. The adaptations must include:
- Level access into the home and garden.
 - Widened doorways to the principal family room, the principal bedroom, the kitchen and bathroom.
 - If there is no ground floor bedroom, a stairlift must be installed.
- 8.6. All works carried out under the Adapted Property Home Improvement Grant will be designed and specified by North West Leicestershire District Council.

Eligibility Criteria

- 8.7. Any private landlord whose property is currently void. There is no minimum length of time that the property must be empty.

Conditions of the grant

- 8.8. Applicants who apply for the grant will need to give nomination rights to North West Leicestershire District Council for five years from the completion of the grant. This is known as the grant condition period.
- 8.9. They will also set their rent at the local housing allowance rate for the grant condition period.
- 8.10. A legal land charge will be placed on the property for the grant condition period. Any cost associated with placing this land charge will be added to the grant.
- 8.11. There are no repayment conditions for the grant, except for the following circumstances:
- The property is sold during the grant condition period.
 - A no fault eviction notice is served during the grant condition period.
 - An unlawful eviction is carried out during the grant condition period.
 - Landlord permission for a tenant's disabled facilities grants application is refused during the grant condition period.
- 8.12. The Council may not demand repayment or defer payment in exceptional circumstances, for example the death of the applicant. All applications to defer

or waive repayment must be made to the Environment Protection Team Manager.

- 8.13. Where requests to defer or waive repayment are declined, applicants can appeal to the Head of Community Services.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 26 AUGUST 2025



Title of Report	HRA NEW STOCK DEVELOPMENT	
Presented by	Cllr Andrew Woodman Housing, Property, and Customer Services PH Briefed <input checked="" type="checkbox"/>	
Background Papers		Public Report: Yes
		Key Decision: Yes
Financial Implications	The report seeks approval to move funding of £1,600,000 from the Development Pool to the Active Pool in the Capital Programme for 2025/26. The costs can be met from the Housing Supply budget, approved as part of the Housing Revenue Account capital programme 2025/26.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	The processes set out within the paper accord with the Council's legal processes and procedures including the Constitution.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	No Staffing implications directly as this is included in the workload of the New Build Project Officer. The contract looks to procure the services of a construction company to build on behalf of The Council.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To seek Cabinet approval to enter in to a contract for the design and build of new properties for The Council	
Reason for Decision	To provide high quality housing to the district	
Recommendations	THAT CABINET: <ol style="list-style-type: none"> 1. AGREES TO ENTER IN TO CONTRACT WITH A CONSTRUCTION COMPANY FOR THE DESIGN AND BUILD OF SIX PROPERTIES FOLLOWING A PROCUREMENT EXERCISE AS DETAILED IN THE REPORT UP TO A VALUE OF £1,600,000. 2. APPROVES THE TRANSFER OF £1,600,000 FROM THE DEVELOPMENT POOL TO THE ACTIVE POOL IN THE HRA 2025/26 CAPITAL PROGRAMME 	

	<p>3. DELEGATES AUTHORITY TO THE STRATEGIC DIRECTOR RESPONSIBLE FOR HOUSING TO FINALISE AND AGREE ALL NECESSARY AGREEMENTS AND TAKE APPROPRIATE PROCEDURAL AND PROCESS STEPS TO DELIVER THE ABOVE.</p>
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1.0 BACKGROUND

- 1.1 Queens Street Measham is an internal development opportunity that has been under development since 2021.
- 1.2 The planning authorisation was approved in early 2022 for the erection of six dwellings.
- 1.3 Since then, due to resource constraints and the impacts of COVID, the development has experienced significant delays.
- 1.4 In early 2025, a consultant was appointed to work with the Council to bring this site to fruition. The project is now at a stage where it can move forward to procure and appoint a contractor to undertake the build of this project.
- 1.5 Subject to the successful award of a contract, the build could commence in late 2025/26 with completion later in 2026/27.

2.0 TENDER PROCESS

- 2.1 The proposed development consists of six properties comprised of a three- bedroom detached house, a one-bedroom bungalow and four two-bedroom semi-detached houses. This broadly aligns with the housing needs of applicants on the Council's housing register.
- 2.2 This report is seeking approval to enter into a contract upon completion of a tender process for the contractor to develop the Queens Street project.
- 2.3 The Council will follow an open tender. The Housing Service will be supported by the Council's procurement team. On this occasion, a framework provider will not be used as it is considered that this would limit opportunities for local businesses who had shown an interest in the development of this site at the informal pre- engagement stage of the project.
- 2.4 The tender process will be open for a period of 6 weeks, and on receipt be evaluated on quality at 60% and price at 40% ensuring a quality tender is preferred over a cheaper option. This will be evaluated by the New Build Project Officer, the Asset Manager, and a third individual from our consultant Michael Dysons Associates to ensure no potential for tie. The successful bidder will be chosen based on their cost sum analysis breakdown along with a grading against their quality questions to provide a ranking of each tender return, the highest scoring tenderer will be chosen. The scores from the three evaluators will be averaged to create a single value which will make up the ranking.
- 2.5 The form of contract being tendered is a JCT Design and Build with some amendments proposed by internal legal services.

3.0 FINANCIAL IMPLICATIONS

- 3.1 There is a budget of £3m in 2025-26 for New Supply already agreed in the Housing Revenue Account (HRA) Capital Programme approved by full Council in February 2025. Of this £3m, currently £375,000 of this budget is allocated into the active pool.
- 3.2 It is requested that £1.6m of the £3m is allocated from the development pool to the active pool for this project.
- 3.3 Current figures, set out below in Table 1, are estimates provided by the consultant to assist the Council with budget development. Once appointed, the financial figures will be finalised. Any unspent funds will be returned to the HRA development pool.
- 3.4 For the appraisal, it has been assumed that no major works will be completed within 10 years of the purchase date. A Net Present Value (NPV) for this development would be a positive value of £181,629. With a loan repaid year of year 42.
- 3.5 This purchase would be 40% funded by Right-to-Buy (RTB) receipts. Uplifts have been applied to the yearly maintenance and major costs for this NPV calculation to accommodate for increased costs of materials and borrowing.
- 3.6 Current restrictions with the RTB spending have been lifted allowing for a 100% usage of the RTB receipts in this financial year. However, the appraisal has been written in accordance with previous reports for clarity. If the Council was to fund this 100% with RTB receipts there would be a positive NPV of £1,005,026. With repayment by year seven.

Table 1.

Item	Estimated Cost £
3 Bed Property	157,335.00
1 Bed Bungalow	91,563.00
2 Bed Properties (4x)	699,974.00
External Works and Services	256,148.57
General Prelims (15%)	180,757.66
Overheads and profits (5%)	69,290.44
Project/Design Fees (5%)	69,290.44
Contingency/Risk allowance (5%)	69,290.44
Total	£ 1,593,649.55

4.0 Project Risks

No	Risk	Impact	Mitigation
1	Appraisal assumptions too conservative	Low	Appraisals have been generated with contingency.
2	Supporting services delays legal, finance, etc.	Low	Ensure deadlines are upheld and clearly stated.
3	Tender submissions higher than budget projections	Low	Budget projections have contingency and are developed with an external party with access to all relevant surveys.
4	Tenderers unable to	Med	Tender process to be strict and split 60/40

	undertake works to a satisfactory standard		Quality/Price.
5	Tenderers unable to complete contractual responsibilities	Low	JCT Design and Build form of contract to be used as an industry standard to ensure compliance and client risk managed.
6	Tender supporting documentation inadequate	Low	Checks are to be undertaken by project Officer and procurement with support of external V4.
7	Lack of tender engagement	Low	The Council has received some interest in this project previously and will be sending out reminders and links to the tender to these previously interested parties

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> · Communities and housing · Clean, green and Zero Carbon · Consumer Standards, providing suitable, safe, warm, and affordable homes to meet the diverse needs of vulnerable people
Policy Considerations:	Properties are purchased in line with the Asset Management Plan objectives to maximise the number of social homes that the Council provided through a programme of acquisitions, new build, conversions, re-modelling, and regeneration.
Safeguarding:	These properties will be managed by our Housing Management team who undertake regular reviews of the tenancy and inspections of the property and inhabitants.
Equalities/Diversity:	These properties will be allocated through the Choice Based Lettings System in line with the Council's Allocations Policy ensuring they best suit the needs of the individuals placed within them.
Customer Impact:	Providing good quality sustainable homes to residents.
Economic and Social Impact:	This property will have a positive social impact on the area as it will directly address the needs of the district
Environment, Climate Change and Zero Carbon:	The properties have a projected EPC rating of A with the three-bedroom detached house getting a projected EPC of B
Consultation/Community/Tenant Engagement:	A community information event was held in late June 2025 with another event planned to be held once the tender process is completed. This second event will have the contractor in attendance.
Risks:	General housing needs information has been used to determine the spread of properties to purchase.
Officer Contact	Michael Fowell New Build Project Officer michael.fowell@nwleicestershire.gov.uk

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 26 AUGUST 2025



Title of Report	SUPPLEMENTARY ESTIMATES, VIREMENTS AND CAPITAL APPROVALS	
Presented by	Councillor Keith Merrie Finance and Corporate Portfolio Holder PH Briefed <input type="checkbox"/> Yes	
Background Papers	Council 20 February 2025: <u>General Fund Budget and Council Tax 2025/26</u>	Public Report: Yes
	Cabinet 29 July 2025: <u>Supplementary Estimates, Virements and Capital Approvals</u>	Key Decision: Yes
Financial Implications	Appendix 2 details the supplementary estimates for approval.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No legal implications arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	Any staffing implications of this report are detailed in the body of the report and the attached appendices.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To seek approval of the supplementary estimates, virements and capital scheme movements.	
Reason for Decision	The Council's Financial Procedure Rules, Section 2, paragraphs A24 to A28 stipulate the procedures for virements and supplementary estimates, whilst the Council's Capital Strategy sets out the Governance of the Capital Programme.	
Recommendations	THAT CABINET: 1. NOTES THE SUPPLEMENTARY ESTIMATES DETAILED IN APPENDIX 2 WHICH ARE BELOW £100K AND EXTERNALLY FUNDED. 2. NOTES THE SUPPLEMENTARY ESTIMATE DETAILED IN APPENDIX 2 WHICH IS ABOVE £250K AND REQUIRES COUNCIL APPROVAL.	

	3. APPROVES THE VIREMENT DETAILED ON PARAGRAPH 3.3 WHICH IS BETWEEN £100K AND £250K.
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1.0 BACKGROUND

- 1.1 This report seeks approval for virements and supplementary estimates, as required under the Council's Constitution. This is a regular report to Cabinet to enable the approval of virements and supplementary estimates in a timely manner for the efficient operation of the Council. It also sets out proposed changes to the Capital Programme.
- 1.2 This report covers items in respect of the General Fund.

2.0 SUPPLEMENTARY ESTIMATES

- 2.1 A supplementary estimate is an addition to the Council's agreed budget and should only be considered after all other options such as virements or savings have been considered.
- 2.2 Supplementary estimates include budgets fully funded by external grants or contributions.
- 2.3 Supplementary estimate levels were approved as part of the Constitution by Council in February 2025. These approval levels are detailed in Appendix 1.
- 2.4 All supplementary estimates above £250k require Council approval. Any above £10k and under £250k that will be Council-funded require Cabinet approval, whereas those fully externally funded are reported to Cabinet below £100k but require approval over £100k
- 2.5 Appendix 2 details all supplementary estimates grouped by value and funding with details of the reasons for the requests which are summarised in the table shown in the Appendix, with further detail provided below.
 - **£5,268 Grant** - Sport England's Movement Fund offers grants and resources to enhance physical activity opportunities for individuals and communities in need. The Council has been awarded £5,268 for the Cancer Rehabilitation project which aims to deliver improvements in the district to address cancer prevention, screening, diagnosis and support. Studies suggest that after a cancer diagnosis around 75% of patients reduce the amount of exercise that they do (Memorial Sloan Kettering Cancer Centre). The Council will deliver a programme to help with motivation, a commitment with a trainer each week will support participants to remain disciplined and once they have started the programme, they should see improvements in fatigue and pain.
 - **£3,800 Grant** - The Asylum Dispersal Grant is made to assist Local Authorities with eligible costs of supporting Asylum Seekers in all accommodation types across Dispersal Accommodation (DA), Overflow Dispersal Accommodation (ODA), Initial Accommodation (IA), and Contingency Accommodation (CA). This payment is in respect of the Quarter 1 additional 38 occupied bed spaces, at £100 per bed, compared to the Council's 31 March 2025 baseline figure.
 - **£432,096 Grant** – Extended Producer Responsibility (EPR) for packaging in the UK means that businesses placing packaging on the market are responsible for the full

cost of managing that packaging once it becomes waste. This includes the costs of collecting, sorting, treating, and recycling the packaging. Producers fund these costs, shifting the burden away from local authorities and taxpayers. The Government passes the funding to Local Authorities to cover “chargeable disposal costs”. A recent Government notification has indicated the anticipated EPR payment for the Council is £2.006m, an additional £0.432m than built into the 2025/26 budget which will be transferred to the contingency budget.

3.0 VIREMENTS

- 3.1 A virement is where one or more budget(s) are reduced to find an increase in another budget(s). There is no net change in the total budget agreed by Council arising from a virement.
- 3.2 Virement approval levels were approved as part of the Constitution by Council in February 2025. These approval levels are detailed in Appendix 1.
- 3.3 As part of a restructure, the management of the Internal Audit team has moved from Head of Legal and Support Services to the Director of Resources. To reflect this change, the audit budget of £130k requires a virement to be approved.

Policies and other considerations, as appropriate	
Council Priorities:	A well-run council
Policy Considerations:	The Council's Financial Procedure Rules, sections A24 – A28, set out the details of the virement and supplementary estimates, as shown in Appendix 1 of this report.
Safeguarding:	N/A at this strategic level - however individual works will comply with normal processes in this regard
Equalities/Diversity:	N/A at this strategic level - however individual works will comply with normal processes in this regard
Customer Impact:	The Sport England Movement Fund grant award for the Cancer Rehabilitation project should improve outcomes for cancer patients in the District.
Economic and Social Impact:	N/A at this strategic level - however individual works will comply with normal processes in this regard
Environment, Climate Change and Zero Carbon:	The Extended Producer Responsibility (EPR) contributes to the reduction of packaging and waste disposal.
Consultation/Community/Tenant Engagement:	None.
Risks:	Non-compliance with any grant conditions. A full assessment is in place as part of the grant process.
Officer Contact	Anna Crouch Head of Finance and Deputy S151 Officer anna.crouch@nwleicestershire.gov.uk

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Extract from 'The Council's Constitution' March 2025 Version

Virement

A.24 **Full Council** is responsible for agreeing procedures for **Virement** of expenditure between **Budget** headings. The definition of a Virement is set out in Section 5 of the **Policy & Budget Framework** as follows:

*Steps taken by the **Cabinet**, a **Cabinet Member**, a group of the Cabinet, or Officers, or **Joint Arrangements** to implement Council policy shall not exceed the budgets allocated to each relevant **Budget** head. However, such bodies or individuals shall be entitled to vire across Budget heads within such limits as shall be laid down in the **Financial Procedure Rules**. Beyond those limits, approval to any **Virement** across Budget heads shall require the approval of the **Full Council**.*

*A **Virement** is defined as where one or more **Budget(s)** are reduced to fund an increase in another Budget(s). There is no net change in the total Budget agreed by Council arising from a Virement.*

A.25 The table below sets out the approval level required based on the value of the **Virement**.

Value	Approval Level Required		
	Within a Budget Head	Between Budget Heads in same Directorate	Between Directorates
Between £0 - £4,999	Heads of Service	Heads of Service	Heads of Service
Between £5,000 and £24,999	Heads of Service and Strategic Directors	Strategic Directors and Portfolio Holder(s)	Strategic Directors and Portfolio Holder(s)
Between £25,000 and £99,999	Strategic Directors and Portfolio Holder(s)	Strategic Directors and Portfolio Holder(s)	Strategic Directors and Portfolio Holder(s)
Between £100,000 and £249,999	Cabinet	Cabinet	Cabinet
£250,000 and over	Full Council	Full Council	Full Council

Notes:

1. In all circumstances Virements require approval by the S151 Officer.
2. All relevant parties listed above must be in agreement.
3. Virements should not be artificially disaggregated.
4. Virement rules apply to capital and revenue.

Supplementary Estimates

A.26 A supplementary estimate is an addition to the Council's agreed **Budget**. Supplementary estimates can be one-offs, or recurring. In either case, supplementary estimates should only be considered after all other options, such as **Virements**, or savings, have been considered. Supplementary estimates include budgets fully funded by external grant or contribution.

A.27 The table below sets out the approval level required based on the value of the supplementary estimates.

Value	Approval Level Required	
	Fully Externally Funded	Requires Council Funding
Between £0 and £9,999	S151 Officer	S151 Officer
Between £10,000 and £99,999	Head of Service [then reported to Cabinet at next meeting]	Cabinet
Between £100,000 and £249,999	Cabinet	Cabinet
£250,000 and over	Full Council	Full Council
Notes: <ol style="list-style-type: none">1. In all circumstances Supplementary Estimates require approval by the S151 Officer.2. Council funding includes (but is not limited to) revenue budget, reserves, Section 106, capital receipts and borrowing. S151 Officer decision will undertaken an assessment.3. Supplementary Estimates should not be artificially disaggregated.4. Supplementary Estimates rules apply to capital and revenue.		

A.28 Where in exceptional or unexpected circumstances a Directorate is faced with a material increase in its net expenditure, which cannot reasonably be contained within its resource allocation figure for the year, the **Chief Executive** or **Strategic Directors** must (wherever possible, prior to incurring the expenditure) submit a request to **Cabinet** or **Council** for a supplementary estimate to cover the additional expenditure. The Cabinet or Council will also decide how the expenditure will be funded, e.g. from grant, revenue, reserve, loan or otherwise.

Supplementary Estimates - General Fund, HRA & Special Expenses (Capital & Revenue)

Capital/Revenue	General Fund/HRA/ Special Expenses	Directorate	Service	Recurring/ One-Off	Amount £	Funded By	Reason For Request
Externally Funded							
Between £0 and £99,999 (For Information Only)							
Between £100,000 and £249,999 (For Cabinet Approval)							
Revenue	General Fund	Place	Planning Policy	One-Off	227,963	Grant	Local Plan Funding Award
Capital	General Fund	Place	Property and Economic Regene	One-Off	140,699	Grant	Rural England Prosperity Fund
Over £250,000 (Requires Council Approval)							
Capital	General Fund	Community Services	Strategic Housing	One-Off	8,069,583	Grant	Warmer Homes Grant
Revenue & Capital	General Fund	Place	Property and Economic Regene	One-Off	789,998	Grant	UKSPF 2025/26 - awarded as a total grant amount
TOTAL EXTERNALLY FUNDED					9,228,243		
Council Funded							
Between £0 and £249,999 (For Cabinet Approval)							
Revenue	General Fund	Resources	Customer Services	One-Off	1,476	MTFP Reserve	CCTV Link Connection Upgrade
Revenue	General Fund	Place	Property and Economic Regene	One-Off	200,000	Business Rates Reserve	Building Maintenance for Council Buildings for 2 years
Revenue	General Fund	Place	Planning & Infrastructure	One-Off	65,223	MTFP Reserve	Improving the Planning Service's Customer Experience
Revenue	General Fund	Resources	ICT	One-Off	2,265	MTFP Reserve	Sharegate Tool for data extraction
Revenue	General Fund	Community Services	Community Services	One-Off	122,350	MTFP Reserve	Community Focus post 2 year funding
Revenue	General Fund	Place	Property and Economic Regene	One-Off	3,400	MTFP Reserve	Installing Defibrilators
Over £250,000 (Requires Council Approval)							
Revenue	General Fund	Place	Property and Economic Regene	One-Off	500,000	Business Rates Reserve	Waterworks Road Development LLP Repayment
TOTAL COUNCIL FUNDED					894,714		
TOTAL SUPPLEMENTARY ESTIMATES					10,122,957		

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 26 AUGUST 2025



Title of Report	FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON-DOMESTIC RATES AND SUNDRY DEBTS WRITE OFFS	
Presented by	Cllr Keith Merrie Finance and Corporate Portfolio Holder PH Briefed <input type="checkbox"/> Yes	
Background Papers	All information used in compiling the report contain exempt information under paragraph 3 of Part 1 to Schedule 12A Local Government Act 1972.	Public Report: Yes
		Key Decision: Yes
Financial Implications	There are no additional financial impacts as all the debts are met from the Council's bad debt provision for previous years' arrears or from in-year income if the debts relate to the current financial year.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no direct legal implications from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None identified.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To approve write offs over £10,000 in compliance with the Council's Constitution.	
Reason for Decision	To comply with proper accounting practices.	
Recommendations	THAT CABINET APPROVES TO WRITE OFF A SUNDRY DEBTOR TO THE VALUE OF £20,444.30	

1.0 BACKGROUND

- 1.1 The purpose of this report is to seek approval to write off debts over £10,000. This report details write-offs in relation a sundry debtor.
- 1.2 Writing off debts is only considered where appropriate recovery and enforcement options have been taken, or, where the Council is legally prohibited from pursuing the debt. These include:
- bankruptcy or a Debt Relief Order is in place.
 - deceased – no assets within the assets.
 - debtor absconded or no trace.
 - company in liquidation/dissolved or ceased trading with no assets.
 - severe hardship and/or serious health issues

- statute barred i.e. the Council cannot legally pursue the debt as there has been six years since the debt fell due and no action has been taken to collect the debt
- uneconomical to collect i.e. it is not financially viable to take further action for example due to the low level of the debt or they have gone abroad.

2.0 SUNDRY DEBTOR

- 2.1 There is one Sundry Debtor over £10,000 for which Cabinet approval is sought. The debt of £20,444.30 relates to a former housing tenant for costs to rectify damage to the property following their eviction.

3.0 SUMMARY

- 3.1 There are no write offs over £10,000 in relation to former tenant rent arrears, current tenant rent arrears, council tax or business rates debts to be considered in this report.
- 3.2 Writing off debt is only ever considered as a last resort.

Policies and other considerations, as appropriate	
Council Priorities:	A well-run council
Policy Considerations:	Council Constitution
Safeguarding:	Not applicable
Equalities/Diversity:	Not applicable
Customer Impact:	Not applicable
Economic and Social Impact:	Not applicable
Environment, Climate Change and Zero Carbon:	Not applicable
Consultation/Community/Tenant Engagement:	Not applicable
Risks:	Regular reviews of debts for write off mitigates the risk that the Council's accounts do not reflect the true level of recoverable income. It is also part of an effective arrears management strategy.
Officer Contact	Anna Crouch Head of Finance anna.crouch@nwleicestershire.gov.uk

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 26 AUGUST 2025



Title of Report	SCRUTINY/CABINET PROTOCOL	
Presented by	Councillor Nick Rushton Portfolio Holder for Infrastructure <div style="text-align: right;">PH Briefed <input checked="" type="checkbox"/></div>	
Background Papers	Overview and scrutiny: statutory guidance for councils, combined authorities and combined county authorities	Public Report: Yes
		Key Decision: No
Financial Implications	There are no financial implications at this time.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	As it is intended to trial the protocol for six-months and keep under review during that time, there are no legal implications. Should the trial be successful, the protocol will be taken to Council for approval for it to form part of the Constitution.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no staffing or corporate implications at this time.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To agree to trial the protocol for a period of six-months and confirm Cabinet's commitment to its responsibilities under the protocol.	
Reason for Decision	To respond to Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities and promote a good working relationship between Scrutiny and the Executive. The protocol requires a commitment from Cabinet to perform its responsibilities under the protocol and therefore Cabinet is being asked to provide that commitment.	
Recommendations	THAT CABINET: <ol style="list-style-type: none"> 1. AGREES TO THE SCRUTINY/CABINET PROTOCOL BEING TRIALLED FOR SIX MONTHS. 2. AGREES THAT, SUBJECT TO A SUCCESSFUL TRIAL, THE PROTOCOL BE TAKEN FORWARD TO COUNCIL FOR APPROVAL TO FORM PART OF THE CONSTITUTION. 	

1.0 BACKGROUND

- 1.1 In May 2019, the Ministry of Housing, Communities and Local Government published Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities and Local Authorities must have regard to it when exercising their functions.

Section 2.11(d) of the Statutory Guidance states the following:

“Managing Disagreement - effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an ‘executive-scrutiny protocol’ which can help define the relationship between the two and mitigate and difference of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.”

- 1.2 In October 2020, following on from the Local Government Peer Review that was carried out in June 2019, a review of the Scrutiny function was carried out by the Centre for Governance and Scrutiny (CfGS) and some of the areas for improvement related to Cabinet member engagement. This included:

2. Suggestions for further improvement.

If the current approach is to be reinforced, Scrutiny’s constructive relationship with the executive will need to be strengthened, and Cabinet Members’ individual engagement with Scrutiny will need to involve greater transparency and challenge.

2.6 Public accountability and transparency of Cabinet could be brought into more focus at scrutiny committees.

Instead of Officers being subject of scrutiny, political decision-makers - Cabinet Members or the Leader (if appropriate) - should be the main focus of Scrutiny questioning and accountability sessions. Currently, officers are the main focus of Scrutiny.

- 1.3 Since 2023 the political make-up of the Council has changed and Council has agreed to opposition members chairing the Council’s two Scrutiny Committees. It is, therefore, timely to review the current arrangements to assess how the recommendations of the CfGS are working in practice.

2.0 SCRUTINY/CABINET PROTOCOL

- 2.1 In light of the above and the Statutory Guidance to promote a positive working relationship between Scrutiny and Cabinet, officers have prepared a draft Protocol, designed to assist Members of the Scrutiny Committees and the Cabinet by defining

the relationship between the executive and scrutiny functions and the role of Cabinet Members in the Scrutiny process.

- 2.2 The Scrutiny Work Programming Group considered the protocol at its last meeting and feedback from the group has been incorporated into the document.
- 2.3 The protocol can be found at Appendix A.
- 2.4 In relation to Cabinet, the Protocol requires a commitment from Cabinet Members to attend the relevant Scrutiny Committee where an item relating to their portfolio is being considered and to present their reports. Officers will continue to attend the meeting to support the Cabinet Members should any specific detailed operational information be requested by the Committee.
- 2.5 It is proposed that the Protocol will be trialled for six months from September 2025, during which time officers and the Scrutiny Work Programming Group will review how the protocol can be implemented to ensure effective working between Scrutiny Committees and the Cabinet.
- 2.6 Should the six-month trial be successful, a paper will be taken to Council to seek approval to adopt the protocol as part of the Council's Constitution. It is not a requirement for a Protocol to be adopted, but the Statutory Guidance suggests this approach is a beneficial way to provide a framework for disagreement and debate, and a way to manage it when it happens.

Policies and other considerations, as appropriate	
Council Priorities:	A well-run council
Policy Considerations:	The Council is required to have regard to the Statutory Guidance by virtue of section 9Q of the Local Government Act 2000
Safeguarding:	None at this time but reviewed during the six-month period.
Equalities/Diversity:	None at this time but reviewed during the six-month period.
Customer Impact:	None at this time but reviewed during the six-month period.
Economic and Social Impact:	None at this time but reviewed during the six-month period.
Environment, Climate Change and Zero Carbon:	None at this time but reviewed during the six-month period.
Consultation/Community/Tenant Engagement:	The Scrutiny Work Programming Group has been consulted on the protocol from its perspective and will review the effectiveness of the protocol over the six-month period.
Risks:	A positive working relationship between Scrutiny and the Executive should promote good governance and it is proposed the draft Protocol will assist with this relationship by setting the framework for interaction between the Executive

	and Scrutiny.
Officer Contact	Kate Hiller Head of Legal and Support Services kate.hiller@nwleicestershire.gov.uk

North West Leicestershire District Council

Cabinet/Scrutiny Protocol

Introduction

- 🔍 This Protocol applies to all Members of the Scrutiny Committees, any Member who may sit on a scrutiny panel and all Members of the Cabinet (comprising the Leader and the various Cabinet Members). It provides guidance on the way in which both types of Members interact to enable the Authority to carry out the Overview and Scrutiny function. The Protocol also outlines the framework and procedures underpinning the operation of scrutiny.



Objectives

- 🔍 The objectives of the protocol align to the main findings of the Review of Scrutiny 2019 with the Government guidelines:
 - 🔍 **Roles:** To enable Scrutiny Members, Officers and Cabinet Members to fully understand their powers, roles and responsibilities in relation to the Overview and Scrutiny function, role descriptions have been developed, so as to maximise their personal effectiveness.
 - 🔍 **Culture:** To establish a positive framework and the necessary procedures to enable scrutiny to work effectively and to create a culture for change.
 - 🔍 **Executive Scrutiny Relationship:** To promote an ethos of mutual respect, trust and courtesy in the interrelationships between Scrutiny Members and Cabinet Members and to foster a climate of openness leading to constructive debate, with a view to ensuring service improvements.
 - 🔍 **Holding to Account:** To create a culture of holding the Cabinet to Account on behalf of the electorate, by monitoring the effectiveness of the Council's policies and through the regular review of its performance in relation to service delivery.
 - 🔍 **Training and Development:** To work in conjunction with the Member Development Programme scheme to develop the skills and knowledge of components of the scrutiny process.

Understanding the roles - The Councils Constitution




Scrutiny Role

That Scrutiny Committees, within their terms of reference, as set out in Part 2 of the Council's Constitution will undertake:

-  The development and review of policies for a wide range of subjects and services; and
-  The critical examination of the Council's performance and effectiveness of its decisions.





Responsibility for functions

That Scrutiny Committees, will operate within the Scrutiny Procedure Rules, as set out in Part 3 of the Council's Constitution to:

-  have a key role in budget and policy development. The Budget and Policy Framework Procedure Rules in Part 3 contains details of the process by which the Scrutiny Committees may perform that role.
-  consider any matter referred to the Committee for a decision in relation to Call-in of a decision;
-  deal with any Petitions to hold an Officer to account received under the Council's adopted Petition scheme.

The areas of responsibilities of scrutiny committees are set out in Part 2 of the constitution.




Scrutiny Arrangements

-  A scrutiny body is one appointed to discharge the functions conferred by Section 21 (Overview and Scrutiny Committees) of the Local Government Act 2000 and any regulations made under that Section.
-  The Council will establish the Scrutiny Committees set out in Part 2 of the Constitution and will appoint to them as it considers appropriate, subject to political proportionality at Annual Council each year.
-  All Councillors, except members of the Cabinet and Audit & Governance Committee may be members of a scrutiny committee.
-  Chairs and Vice- Chairs are appointed at Annual Council each year.

Executive Role

The Cabinet will carry out the Council's Executive Functions. Functions that are not stated in the Local Authorities (Functions and Responsibilities) Regulations 2000 or in other legislation to be Non-Executive Functions are, by default, Executive Functions.

Part 3 of The Local Authorities (Functions and Responsibilities) Regulations 2000, as amended gives effect to Section 13 of the Local Government Act 2000, specifying local authority functions which are:

-  Non- Executive, meaning scrutiny roles cannot be undertaken by or be the responsibility of the executive.
-  Executive or Non- Executive by local choice, those which the council can choose to be the responsibility of the executive if they so wish.
-  To some extent, the responsibility of the executive.

Cabinet Procedure rules, as set out in Part 3 of the Constitution

The arrangements for the discharge of executive functions will be set out in the executive arrangements and announced by the Leader at Annual Council.

Culture - General Principles, Values and Behaviours

That Scrutiny and Cabinet will agree to operate in line with the below values and behaviours, as set out in Part 4 of the Council's constitution: The Code of Conduct.

In accordance with the public trust placed in you, you should:

- act with integrity and honesty
- act lawfully
- treat all persons fairly and with respect; and
- lead by example and act in a way that secures public confidence in the role of Councillor.

In undertaking your role you should:

- impartially exercise your responsibilities in the interests of the local community
- do not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest
- exercise reasonable care and diligence;
- ensure that public resources are used prudently in accordance with your Council's requirements and in the public interest; and
- uphold high standards of conduct, show leadership at all times and not misuse your position when acting as a Councillor.

Relationship between Cabinet and Scrutiny

- 🔍 Executive and Scrutiny functions should maintain high standards of public accountability and mutual respect.
- 🔍 Relations between the Cabinet and Scrutiny should not be confrontational but a positive and constructive collaboration to secure improvements in Council and other public services for the borough and its people.
- 🔍 Scrutiny Members will work together with the Cabinet in a impartial environment and aim to adopt a non- adversarial but challenging approach to identify improvements.
- 🔍 In seeking agreement to this protocol, it is acknowledged that there are different rights and roles of both Scrutiny and Cabinet Members but that both are committed to developing an effective relationship. This will involve but not be limited to:

- 🔍 Frequent and honest dialogue between Cabinet Members and Scrutiny Members, either individually or collectively.
- 🔍 Regular discussions regarding Cabinet and Scrutiny work programmes/activities.
- 🔍 Establishing effective and formal reporting structures.
- 🔍 Respecting the confidential nature of the discussions that may from time to time take place.

Holding the Cabinet to Account

- 🔍 One of the underpinning principles of Scrutiny is the ability of non-Cabinet Members to hold the Cabinet to account. A key method of ensuring accountability is through critically and routinely considering the performance and decisions taken by the Cabinet or may question decisions which the Cabinet is proposing to take, as set out in the Forward Plan.
- 🔍 The Cabinet will be required to consider any recommendations or views expressed by the Scrutiny Panel relating to the development of the Council's budget or policy framework.

Training and Development

- 🔍 Cabinet and Scrutiny Members will engage in the Member Development Programme.

What	Scrutiny	Cabinet
<p>Cabinet and Scrutiny's Critical Friend relationship</p>	<p>Develop a constructive 'critical friend' relationship with officers and Cabinet members</p> <p>Attend meetings (individually or collectively), to be briefed on all matters affecting the relevant service(s).</p>	<p>Cabinet Members will work with Scrutiny Chairs to develop a critical friend relationship</p> <p>Cabinet Members will be invited to attend committee meetings to present reports relating to their Portfolio and during the debate respond to questions raised by the committee with the support of officers on technical matters</p> <p>Cabinet Members will attend and receive briefings on all matters affecting the relevant service(s), confidential items and the forward plan.</p> <p>Cabinet Members will be invited to and expected to attend any meeting when a matter is called in that falls in their portfolio.</p>
<p>Hold to account</p>	<p>Hold the Cabinet to account for decisions, performance, risk management and budget management. Invite the executive member and relevant</p> <p>Chief Officers to attend call-in meetings. Scrutiny Members should be prepared to ask searching questions of Cabinet Members.</p>	<p>Cabinet Members will be invited to and expected to attend any meeting when a matter is called in that falls in their portfolio.</p> <p>Attend call-in meetings with-in the rules outlined in the constitution</p> <p>Executive Members should respond to questions in as much detail as is possible to inform the scrutiny process. The response could be orally at the meeting, or by</p>

		reference to a published report, or by requesting officers to provide detail, or in writing following the meeting, if the information is not readily available.
Attendance at meetings	The attendance of Overview and Scrutiny Chairs at Cabinet meetings is particularly helpful in allowing clarification where needed	Attendance by Executive Members invited to Scrutiny Committees (including 'Call-In' meetings)
Work programme	<p>Consult with the relevant senior Officers, executive member and take into account the views of the public and of partner agencies</p> <p>Scrutinise relevant issues relating to service delivery, policy and decisions taken by the Cabinet and other decision makers.</p> <p>Consider reports and make recommendations to inform and advise the Cabinet or Council or other decision-making bodies on improvements to policies and service delivery.</p> <p>Planning for Overview and Scrutiny items</p>	<p>Share the forward plan with Scrutiny</p> <p>Consult with scrutiny to ensure the clarity of topics being scrutinised and to avoid potential duplication</p> <p>The Cabinet will invite Scrutiny to look at specific issues to add value to the work of the Council</p>

	<p>Individual Portfolio Holders and Overview and Scrutiny Chairs should consider meeting regularly to identify and plan for policy development work in which all members can participate</p> <p>Undertake activities or joint work when possible on the same issue</p> <p>The purpose of Scrutiny is to add value to the work of the Council</p>	
Reporting and recommendations	<p>Present findings of scrutiny work to the Cabinet and to Council as required.</p> <p>The Scrutiny recommendations to the Cabinet and the Cabinet's response to them is vital. The onus is on the respective chair of both Scrutiny and Executive to keep this issue to the front of their minds when summarising and framing resolutions.</p> <p>Scrutiny Committees, reviews or task and finish groups will have spent time considering witness evidence and formulating their recommendations to the Cabinet.</p>	<p>The Cabinet will invite Scrutiny Chairs to present the findings of scrutiny work at Cabinet meetings</p> <p>Responding to Scrutiny Recommendations: The Cabinet's response to the report should be in writing dealing with each recommendation making it clear if it is accepted or not and what action will be taken within an agreed timeframe.</p>

Monitoring outputs	The Scrutiny Committees will monitor implementation of the agreed response to their recommendations.	
Development and training	<p>Make adequate and appropriate preparation for meetings, read relevant papers and reports and attend meetings with the Cabinet Member, Director and officers as appropriate.</p> <p>Policy Briefings: Attend briefings on topics such as a Government consultation paper or a new piece of legislation</p>	Where officers are providing briefings to Scrutiny members on topics, such as a Government consultation paper or a new piece of legislation within the work programme and site visits they should consider inviting the relevant Portfolio Holder.
Be the public voice	Enable the public to engage in the work of the Council by holding public meetings to inquire into matters of local concern.	
Roles	Scrutiny Members recognise the Cabinet's role in taking operational decisions on Executive functions.	The Executive recognises the Scrutiny Committees' role in budget and policy development being critical friend and challenging decisions.

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