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Meeting	CABINET
Time/Day/Date	5:00pm on Tuesday, 19 May 2026
Location	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 28 April 2026	3 - 6
5. COUNCIL DELIVERY PLAN - PERFORMANCE REPORT - 2025/26 QUARTER 4	
Report of the Chief Executive Presented by the Infrastructure Portfolio Holder	7 - 40
6. HOUSING ACTION PLANS POST INSPECTION	
Report of the Strategic Director of Communities Presented by the Housing, Property and Customer Services Portfolio Holder	41 - 74
7. MOIRA FURNACE VISITOR EXPERIENCE IMPROVEMENT PROGRAMME (PHASE TWO)	
Report of the Strategic Director of Place Presented by the Business and Regeneration Portfolio Holder	75 - 138

8. 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.

9. DISPOSAL - HOUSING PROPERTIES NORTHFIELD DRIVE COALVILLE

Report of the Strategic Director of Communities **139 - 142**
Presented by the Housing, Property and Customer Services Portfolio Holder

10. ACQUISITIONS AND DISPOSALS

Report of the Strategic Director of Communities **143 - 146**
Presented by the Housing, Property and Customer Services Portfolio Holder

11. UPDATE ON PROCUREMENT OF VEHICLE FLEET FOR RECYCLING CONTAINERS PROJECT

Report of the Strategic Director of Communities **147 - 150**
Presented by the Community and Climate Change Portfolio Holder

12. AWARD OF PAYMENT SOLUTION CONTRACT

Report of the Head of Finance **151 - 154**
Presented by the Finance and Corporate Portfolio Holder

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, 28 APRIL 2026

Present: Councillor R Blunt (Chair)

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

In Attendance: Councillors A Barker, T Eynon and P Moulton

Officers: Mrs A Thomas, Mr J Arnold, Mrs A Crouch, Ms B Leonard, Ms R Tapping and Mrs C Hammond

144. APOLOGIES FOR ABSENCE

Apologies were received from Councillor N Rushton.

145. DECLARATION OF INTERESTS

There were no interests declared.

146. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

147. MINUTES

Consideration was given to the minutes of the meeting held on 24 March 2026.

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

RESOLVED THAT:

The minutes of the meeting held on 24 March be approved and signed by the Chair as an accurate record of proceedings.

Reason for Decision: The Cabinet (Executive) Procedure Rules require that the minutes of the previous meeting are considered and confirmed as a correct record.

148. SUPPLEMENTARY ESTIMATES, VIREMENTS AND CAPITAL APPROVALS

The report was presented by the Finance and Corporate Portfolio Holder.

It was moved by Councillor K Merrie, seconded by Councillor A Woodman and

RESOLVED THAT:

The movement of the Capital Schemes detailed in paragraph 2.2 from the development pool to the active programme be approved.

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.

149. PLAYING PITCHES, BUILT FACILITIES (SPORTS AND COMMUNITY), AND OPEN SPACES STRATEGIES

The report was presented by the Community and Climate Change Portfolio Holder.

Comments from the Community Scrutiny Committee on the report were considered and acknowledged in turn. The Portfolio Holder agreed with all responses from Officers.

The Portfolio Holder noted the recommendation from the Community Scrutiny Committee and moved an amendment to state that 'the Council will progress those projects that it has the resources to deliver within the timeline remaining for this Council'.

It was moved by Councillor M Wyatt, seconded by Councillor K Merrie and

RESOLVED THAT:

- 1) The North West Leicestershire Playing Pitches and Outdoor Sports, Built Facilities, and Open Spaces Strategies be approved and are provided as an evidence base for the emerging North West Leicestershire Local Plan.
- 2) The Council considers feasibility studies and will progress those projects, that it has the resources to deliver within the timeline remaining for this Council.

Reason for decision: Inclusion within the Local Plan will give a robust evidence base that will allow the Council and Parish/Town councils to potentially secure section 106 contributions from developers, as well as accessing other funding streams, to be able to improve the infrastructure around playing pitches, outdoor sports, built facilities, and open spaces.

150. HOUSING SERVICE PERMISSION TO CONSULT ON THREE HOUSING POLICIES: REASONABLE ADJUSTMENTS POLICY, NO ACCESS POLICY AND AIDS AND ADAPTATIONS POLICY

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

It was moved by Councillor A Woodman, seconded by Councillor M Wyatt and

RESOLVED THAT:

- 1) The Reasonable Adjustments Policy; No Access Policy; Aids and Adaptations Policy as drafts for stakeholder consultation be approved.
- 2) the policies will return to Cabinet once the consultation has concluded seeking approval to adopt be noted.

Reason for decision: The Council's Constitution requires approval from Cabinet ahead of any consultation being undertaken with stakeholders, where deemed necessary by the

Head of Paid Service. The Head of Paid Service has confirmed it will be necessary for these consultations to be approved by Cabinet.

151. PERMISSION TO CONSULT FOR THE REVIEW OF HOUSING STRATEGY

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

It was moved by Councillor A Woodman, seconded by Councillor M Wyatt and

RESOLVED THAT:

1) The approach to the consultation on the Council's Housing Strategy as set out in this report be approved.

2) Authority be delegated to the Head of Housing in consultation with the Portfolio Holder to agree the final version of the public consultation and future consultation themes and materials as necessary.

Reason for decision: Cabinet is responsible for approving the content and scope of public consultations. This report ensures Cabinet is informed of the planned consultation with stakeholders as part of the review of the Council's Housing Strategy.

152. EXCLUSION OF PRESS AND PUBLIC

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

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.

153. PROCUREMENT OF LAUNDRY EQUIPMENT CONTRACTOR

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

It was moved by Councillor A Woodman, seconded by Councillor M Wyatt and

RESOLVED THAT:

The recommendations in the report be approved.

Reason for decision:

The Council's constitution requires approval from Cabinet ahead of any procurement of Band C and D contracts.

154. AWARD OF HOUSING CONTRACTS- GROUNDWORKS FIVE COUNTIES

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

It was moved by Councillor A Woodman, seconded by Councillor M Wyatt and

RESOLVED THAT:

The recommendations in the report be approved.

Reason for decision: Cabinet approval is required because the total potential value of this contract exceeds £100,000 and because a procurement exemption is necessary owing to the lack of competition

155. COALVILLE OLD MARKET HALL REGENERATION PROJECT

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

The Leader invited Councillor T Eynon, Chair of the Community Scrutiny Committee to address Cabinet.

It was moved by Councillor A Woodman, seconded by Councillor R Blunt and

RESOLVED THAT:

The recommendations in the report be approved.

Reason for decision: To enable a planning application to be submitted and to set out for Cabinet how (subject to planning permission being granted) the Old Market Hall project will be progressed (including initial estimates of the level of investment required). This is a matter for Cabinet given the potential future cost.

The meeting commenced at 5.00 pm

The Chair closed the meeting at 5.23 pm



NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – Tuesday 19 May 2026

Title of Report	COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 4 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 as a direct result of this report.	
	Signed off by the Acting Section 151 Officer: Yes	
Legal Implications	None arising from the report.	
	Signed off by the Interim 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 in quarter 4 for the financial year 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 plan.	
Recommendations	THAT CABINET CONSIDERS THE MONITORING REPORT AND HIGHLIGHTS THE ELEMENTS MAKING POSITIVE PROGRESS AND THOSE WHERE THERE IS A NEED FOR INTERVENTION.	

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 inputs from the Corporate Scrutiny Committee and the opposition groups and was agreed by Council at its meeting on the 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 Council's agreed 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 January to March 2026.
- 1.4 The Corporate Scrutiny Committee met on 19 March 2026. A copy of the minutes is attached at Appendix 3.

2.0 PERFORMANCE REPORT

- 2.1 Executive Summary – 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 The table in Appendix 1 shows the performance in quarter 4 overall against each of the four priority areas.
- 2.3 There are 18 key performance indicators (KPIs) in the Plan. Six relate to Planning and Regeneration, five to Housing and Community Services, four relate to Clean and Green and three relate to a well-run Council.
- 2.4 This report also includes a summary of the Zero Carbon Roadmap activity for 2025/26.

3.0 KEY PROGRESS AREAS

- 3.1 Planning performance remains strong, with the Council comfortably exceeding government targets for determining major (72.72%), minor (84.84%) and other (91.66%) planning applications. This reflects sustained operational effectiveness within the Planning and Development Team.
- 3.2 Good progress continues to be made on the Council's emerging Local Plan and the Good Design Guide SPD was adopted at Local Plan Committee in April. Key Statements of Common Ground are to be considered by Council in May 2026, keeping the Council on track for the Local Plan (Regulation 19) consultation in the summer and submission of the Local Plan for examination by the end of the year.
- 3.3 Regeneration activity has gathered momentum, with both the Coalville Regeneration Framework and the Districtwide Regeneration Framework progressing well. Several

projects have achieved key milestones, supported by regular reporting and portfolio holder engagement.

- 3.4 The Housing Service is showing significant improvement, with tenant satisfaction rising to 78% (+23%) and repairs satisfaction improving to 71% (+15%). These improving trends provide assurance ahead of the mobilisation of a new repairs' contractor in 2026/27.
- 3.5 Environmental performance is a notable strength, with North West Leicestershire achieving a 43.5% recycling rate—the highest in Leicestershire—and ranking in the upper half nationally. Progress on waste service modernisation and food waste introduction continues.
- 3.6 Clear progress on climate and biodiversity commitments, including approval of the Environmental Policy and Biodiversity Duty report, implementation of EV infrastructure, and delivery of Tree Management Strategy actions.
- 3.7 Financial resilience remains strong, with a balanced budget achieved, zero funding gap, and forecast underspends reported for the General Fund alongside a break-even position for the Housing Revenue Account (HRA).
Maybe a new para highlighting a carbon zero achievement.

4.0 AREAS REQUIRING IMPROVEMENT AND REMEDIAL ACTIONS:

- 4.1 Customer complaints performance remains below target, with 84% responded to on time against a 90% target. While this represents an improvement on earlier quarters, further work is required across service areas to ensure consistent and timely responses.
- 4.2 External audit outcomes remain a significant challenge, with disclaimed opinions received for both the 2023/24 and 2024/25 accounts. Although the Statements of Accounts have been approved, rebuilding assurance will require sustained effort over the coming years.
- 4.3 Some indicators are inherently constrained by legislative or reporting cycles, such as mandatory Biodiversity Net Gain and annual leisure centre assessments, limiting performance movement in Q4.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Planning and regeneration - Communities and housing - Clean, green and Zero Carbon - A well-run council
Policy Considerations:	N/A
Safeguarding:	N/A
Equalities/Diversity:	N/a
Customer Impact:	N/A
Economic and Social Impact:	N/A
Environment, Climate Change and Zero Carbon:	N/A
Consultation/Community/Tenant Engagement:	N/A
Risks:	N/A
Officer Contact	Hannah Panter Head of HR & Organisational Development Hannah.panter@nwleicestershire.gov.uk

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 materialized 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	Q4 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 and examination by December 2026.	Good progress continues to be made on the emerging Local Plan with a view to consulting on the Reg 19 Local Plan in Q2, 2026/27.	At its meeting on 28 January 2026, Local Plan Committee agreed a report on the Diseworth and Isley Woodhouse Area of Separation, and a report on the Open Space and Playing Pitches and Built Facilities Strategies and Policy IF4: Open Space, Sport and Recreation Facilities. At its meeting, Local Plan Committee agreed reports on the Leicester & Leicestershire	Head of Planning and Infrastructure	


					<p>Authorities statement of common ground on Strategic Distribution and the Leicester & Leicestershire Authorities statement of common ground – Housing Distribution under the new standard method. Members were also provided with an emerging Local Plan progress update.</p>		
2	<p>We will deal with your planning applications for major, minor and other developments by consistently meeting and</p>	<p>Major- At least 60% of applications determined within 13 weeks.</p> <p>Minor- At least 65% of applications determined</p>	<p>72.72%</p> <p>84.84%</p>	<p>The Planning and Development Team has comfortably exceeded national targets for Q4.</p>	<p>Head of Planning and Infrastructure</p>		

		exceeding the government's targets of 60%, 65% and 80% respectively.	within 8 weeks. Other- At least 80% of applications determined within 8 weeks.	91.66%			
3		We will have developed a new local design guide and new developments will comply with it.	2023-4 Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Government's National design guide. Undertake public consultation on the new Design Guide for North West	Good progress continues to be made towards the adoption of the New Good Design Guide for North West Leicestershire with a view to the document being adopted at Local Plan Committee on 22 April 2026	At its meeting on 24 March 2026, Cabinet was presented with a revised Good Design Guide for North West Leicestershire for consideration, with a recommendation that the Local Plan Committee adopts the SPD at a future meeting. Cabinet resolved that the Local Plan Committee be requested to adopt the Good	Head of Planning and Infrastructure	

			<p>Leicestershire.</p> <p>2024/5 Adopt the new design guide for North West Leicestershire.</p> <p>New development complies with the requirements of the adopted design guide.</p>		Design Guide for North West Leicestershire SPD.		
4	<p>We will effectively manage unauthorised development</p>	<p>Work begins in 2024/5 Adopt a new local enforcement plan by the end of Q2 24/25</p> <p>Monitor and measure response</p>	<p>Local Enforcement Plan adopted October 2024.</p> <p>Monitoring of enforcement cases has been ongoing since</p>	<p>The first report on enforcement cases was taken to Planning Committee in November 2025 for Q3 and Q4 2024/2025 and Q1 and Q2 2025/2026. A summary of the</p>	Head of Planning and Infrastructure		


			<p>times against the targets set out in the adopted Local Enforcement Plan and report biannually to Planning Committee in Q3 and 4 24/25</p>	<p>adoption of the Local Enforcement Plan.</p> <p>Updates in respect of planning enforcement cases are given to Planning Committee every six months in November and May.</p>	<p>first period of monitoring was set out in the Performance Report for Quarter 3 2-2025/26.</p> <p>The next report will be taken to Planning Committee in May 2026 for Q3 and Q4 2025/2026.</p>		
5	<p>We will have delivered our ambitious Coalville Regeneration Framework.</p>	<p>Quarterly progress statement plus an additional Annual Framework review in Q4</p>		<p>Progress towards project delivery has been demonstrated throughout the year via quarterly reports and portfolio holder briefing notes. Key milestones have been achieved on three projects. A Framework review has</p>	<p>Head Of Property and Regeneration</p>		

					been commenced.		
	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		The Council has an adopted Districtwide Regeneration Framework document that sets out the projects the Council intends to deliver. During the year significant progress has been made on 6 of these projects with three achieving key milestones. Reports setting out progress have been provided as part of each quarters performance report. Heading into 2026/27 a refresh of the	Head Of Property and Regeneration	

					Framework will be undertaken whilst seeking completion of remaining undelivered projects		
 Housing and Communities	7	We will provide a high quality housing service to our tenants.	2023/4 First data publication		The latest annual figure was published in quarter 4 and shows a 78% resident satisfaction level, representing an increase of 23% in comparison to the previous year. This is an encouraging increase to build upon and is a further endorsement of the progress demonstrated to the Regulator of Social Housing during its inspection in Aug 2025 and the subsequent	Head of Housing	

					C2 rating awarded		
	8	We will deliver an excellent repairs' service.	2023/4 First data publication		71% satisfaction level reported annually in Q4. This has increased by 15% since last year driven by a concentration on this area as a key service improvement challenge. A notable change in operation in 2026/27 will see the advent of a new main repairs' contractor allied to close contract management, to drive performance even further	Head of Housing	
	9	Our private rental tenants across the district are able to live	100% of Landlords contacted within the specified time-period within the		100% contacted within Q4	Head of Community Services	

		safely in their homes.	MEES policy for non-compliance				
			Creation of a Private Sector Housing Charter.		The Private Sector Landlords Charter was formally launched at the Landlords Forum in November 2025.	Head of Housing	
	10	Our food businesses meet food safety standards.	2024/25 81% of food businesses having a hygiene rating of 5 (very good)	82.4% for Q4 - food businesses with a hygiene rating of 5 (Very Good)		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)		This is an annual indicator and was reported on in Q3 therefore there's no update in Q4	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	Progress continues with the review of the waste and recycling service to ensure it is easy for residents to use and supports improved recycling	During 2024/25, household recycling performance across the Leicestershire district councils remained broadly stable, with end-of-year recycling rates ranging from	Head of Community Services	

				<p>performance. This work is being delivered through the New Recycling Container Project, which is central to modernising the service. An order has been placed for 17 new collection vehicles, which are currently estimated to arrive in November 2026, alongside the planned introduction of a new food waste collection service. For the 2024/25 period, the Council achieved an</p>	<p>40.0% to 43.5%, as confirmed through the annual data reported in March.</p> <p>North West Leicestershire District Council achieved the highest recycling rate at 43.5%, making it the top-performing authority in Leicestershire for 2024/25. This was closely followed by Harborough District Council, which recorded a rate of 43.4%. A group of councils, including Hinckley & Bosworth and Charnwood,</p>		
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				<p>overall recycling rate of 43.5%, placing us top in Leicestershire for recycling performance during this period. Work on the recycling container change project remains ongoing and has moved into phase one rollout planning and transitional stages, this includes detailed service planning, operational readiness, and continued review of the Waste and</p>	<p>delivered solid performance with recycling rates just above 41%, while Oadby & Wigston, Blaby, and Melton reported rates at or close to 40%.</p> <p>In national terms, North West Leicestershire District Council ranked 129th of 321 authorities in 2024/25. This places the Council comfortably within the upper half of all English authorities and further confirms its position as the leading district council for recycling</p>		
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				Recycling Policy to ensure it aligns with the new collection arrangements and supports long-term service improvement.	performance within Leicestershire.		
	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	<p>Environmental Policy approved by Cabinet in January 2026</p> <p>Biodiversity Duty report approved by Cabinet in March 2026.</p> <p>Housing and General Fund Asset Management Plans are underway which will inform options,</p>	<p>A full update on the Zero Carbon Roadmap activity for 2025/26 is provided in an appendix of this report.</p> <p>Emissions for 2025/26 will be reported in Q2.</p> <p>Key inputs are the Asset Management Plans for both General Fund and HRA which are being progressed.</p>	Head of Community Services	

				<p>costs and impact on emissions.</p> <p>Housing replacement fleet proposal has been drafted and going through approval process.</p> <p>Money Hill EV charging hub work – final costings have been agreed and funding transfer is due shortly. Community EV chargers installed. EV Car Club in Coalville is progressing.</p> <p>Warm Homes Local Grant scheme, to improve</p>			
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				<p>energy efficiency of private homes, is live.</p> <p>Focus is on end of year emissions reporting and mine water heating opportunity.</p>			
	14	We will increase the biodiversity of our District.	10% Biodiversity Net Gain on large developments with planning permission	<p>10% Biodiversity Net Gain (BNG) secured on planning applications where it is required or applications refused if the required 10% BNG is not provided.</p> <p>86 planning applications have been determined</p>	National legislation sets out the circumstances where applications are exempt from mandatory 10% BNG, which include householders, those where de minimis applies (where less than 25 sqm of habitat is affected), self/custom-builds, some variation of	Head of Planning and Infrastructure	

				<p>in Q4. Of these, none were subject to mandatory 10% BNG, as all of the applications were exempt or BNG was not applicable.</p> <p>In Q4, three discharge of condition applications have also been determined that relate to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both. All of these applications were approved.</p>	<p>conditions, reserved matters and retrospective applications.</p> <p>Only planning applications are included, as other types of applications are not subject to mandatory BNG, e.g. permission in principle, advertisements, prior notifications/prior approvals for permitted development and listed building consent.</p>		
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	15	We will have produced a Tree Management Strategy to better manage our tree stock.	2024/25 Publication of updated tree management strategy		All actions in the 2025/26 Action Plan have been delivered or managed. The 2026/27 Action Plan has been developed which includes actions around opportunities for additional tree planting, details of tree surveys and works, and woodland management actions.	Head of Community Services	
 A well-run Council.	16	Our customers are at the heart of everything we do.	2025-6 90% of Complaints responded to on time by end of year	84% overall across both stages Stage 1 – 83% Stage 2-80% At the time of reporting 3 complaints still pending a response but within time frame	In Quarter 4, 84% of complaints were responded to within the expected timeframe, which is below the target of 90% but an overall	Customer Services Team Manager	

					improvement on previous quarters in 2025/26. It is important to clarify that while the Customer Services Team is responsible for administering and overseeing the complaints process including tracking, monitoring, and issuing timely reminders they are not accountable for the performance of individual service areas. The responsibility for responding to complaints		
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					<i>within the designated timeframes ultimately lies with the relevant service officers. The Customer Services Team remains proactive and diligent in their efforts to support compliance; however, their influence is limited to oversight and facilitation rather than direct control over response rates</i>		
	17	We will provide value for money services.	Unqualified Opinion to be provided	Disclaimed opinion received for 2023/24 and 2024/25 Statement of Accounts.	The Audit and Governance Committee approved the Statement of Accounts for both 2023/24	Head of Finance	

					and 2024/25 on the 12 March 2026. Disclaimed opinions were received from the External Auditors for both sets of accounts. Work is underway to build back assurance on the accounts, however, this will take a couple of years due to the work involved.		
18	We live within our means	Zero funding gap	Achieved		A forecast underspend as at Quarter 2 in respect of the General Fund and a break-even position was for the HRA was reported to Cabinet in November 2025. A balance budget has been set for 2026/27.	Head of Finance	

Appendix 3: Scrutiny Minutes

The minutes of the Corporate scrutiny meeting on 19 March 2026 can be found [here](#).

The Committee raised the following issues for Cabinet to consider:

	Comments/recommendations from scrutiny	Advice provided by officers at the Scrutiny meeting	Cabinet response
C1	Landlord Charter: Members welcomed the launch of the charter but asked how many landlords had signed up and what percentage that was of all private landlords. The lack of private landlord register was also noted, limiting the Council's ability to assess impact.	Officers confirmed that the Council did not hold a full register of private landlords which did limit the ability to calculate meaningful percentages. Officers would explore the data held and report back with further information where possible.	
C2	Housing resident customer satisfaction: Concern was raised that the resident satisfaction figure was shown as 'amber' rather than 'red'. Members questioned whether this adequately reflected performance.	Officers explained that the annual figure differs from monthly monitoring data which showed significantly higher satisfaction levels. The colour status reflects the most up to date monitoring assessed using the same methodology as the national indicator.	

C3	Complaints and customer services performance: Members noted that customer services indicators often appeared 'red' and asked if complaints data could be broken down further to better identify where problems originate.	Officers confirmed that the complaints data could be broken down further if required but assured that more detailed analysis was undertaken internally. It was noted that a full breakdown would be presented to the committee in the annual report due later in the year.	
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Appendix 4: Zero Carbon Roadmap - Summary of Activity – Financial Year 2025/26

	Sector	Action Plan Year (2025/26)	Update
	Buildings		
1	Housing	Develop an asset and investment plan for the Housing asset portfolio, including decarbonisation activity, measurement methodology and costs associated with achieving the Council's net zero carbon ambition.	The Business Plan for the HRA (30 year vision) has been completed and published during Q4. This was delayed due to late changes made in the financial settlement and specifically regarding key decisions regarding the future stock conditions that needed to be met. The Asset Management Plan (five-year plan) for the HRA is being developed and will be published in time to feed into budget setting for 2027/28.
		Develop and deliver a retrofit programme, including decarbonisation improvements and exploration of grant funding opportunities	The retrofit programme is well underway. Under the completed Social Housing Decarbonisation Fund (SHDF) Wave 2.2 scheme 134 properties were improved to an EPC rating of C. SHDF Wave 3 will bring improvements to 844 properties across three years, to March 2028. The grant value is £8,069,585. Smart meter devices are also being trialled to provide real time insight, enable proactive management and monitor energy efficiency.
		Develop and deliver the plan to achieve a minimum EPC rating of C by 2028, and before legislation is introduced in 2030, across the Housing portfolio.	End of year status is 1299 properties below EPC C. 924 will be addressed under current programmes to be delivered by 2028/29. The balance of 375 will be addressed and the work remains on track for end 2029/30 if not earlier.
		Develop new homes/new development standard aligned to the Council's zero carbon commitment and Decent Homes Standard 2, once published	New developments in progress to include sustainable measures such as solar PV and ASHP as a minimum. All fabric insulation and ventilation is required to be maximised where feasible and within the remit for the Council's own developments. Consideration will be taken where S106 and other acquisitions are made as to current specification and upgrade potential.
		Explore LED lighting and EV charging opportunities across Housing car park portfolio	Procurement is in process to commence an electrical upgrade programme where scheme and communal lighting will be upgraded to LED where possible. Work is to be undertaken across our sites through 2026/27 to assess feasibility to improve parking and EV charging opportunities.
2	Property	Implement a Computer Aided Facility Management (CAFM) system to provide one stop view of all General Fund properties and the associated data, to support portfolio decision making, including zero carbon/decarbonisation activity.	The Council's new CAFM system went live in late 2025 and is providing information to inform investment decisions. Further data needs to be added to the system particularly in regard to building improvements that are needed to ensure ongoing compliance with MEES Regulations. Savills has been appointed to provide the required advice. Continuing compliance with the MEES Regulations will incrementally contribute to carbon reduction.
		Explore opportunities to decarbonise General Fund asset portfolio linked to general maintenance activity.	Opportunities are considered as part of maintenance activity across the property portfolio. One example is that there are a number of premises with currently uninsulated roller shutter doors where the doors require replacement on Health and Safety grounds. As part of the replacement exercise, officers are looking at the additional cost that would be required in order to purchase and install insulated doors and how this would then impact the thermal performance of the property.

		Develop an improvement and decarbonisation work programme for the General Fund asset portfolio for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition.	A report has been commissioned and received an estimate of the cost of moving the Council's general fund property assets towards Zero Carbon.. Information on the investment required to maintain compliance with MEES regulations has now taken priority and will inform the future Asset Management Strategy and budget setting for 2027/28.
		Demonstrate how regeneration activity has considered zero carbon implications and biodiversity net gain within all projects.	As part of the planned redevelopment of the old Council office site, with the associated demolition of the old offices over 99% of the materials were recycled in other construction projects or through recycling companies. The Stenson Square Gardens project is now moving forwards which will create a new public garden on London Road.
3	Leisure Centres	Together with Everyone Active, continue to drive a reduction in emissions at the Leisure Centres and build business cases to support delivery of energy and carbon reduction initiatives	Additional solar panels were installed on Whitwick & Coalville Leisure Centre in March 2025 which are having a significant impact on energy efficiency and carbon reduction and driving resilience. The project was delivered in partnership with Everyone Active and funded by a Sports England Grant of £242,000. Focus is now on Ashby Leisure Centre and decarbonisation activity options.
4	Private Sector Housing	Together with Green Living Leicestershire partnership, deliver the Warm Homes Local Grant programme to improve the efficiency of some of the worst energy efficient homes in the district (on and off gas funding).	The Warm Homes Local Grant scheme follows on from previous government funded Sustainable Warmth schemes (LAD and HUG), to help drive energy efficiency of private homes. It is being delivered collectively across 6 districts in Leicestershire working in conjunction with the Warm Homes team at Leicestershire County Council, working with the delivery partner, Sustainable Building Services Limited. The scheme is now live and has had a high number of applications to date and improvement work has started. Funding is phased over the 3 years to March 2028. Eligibility is usually based on the Energy Performance Certificate (EPC) of D,E,F or G and household income of less than £36,000. Further information about the scheme is available on the Council's website including an eligibility checker and registration link.
	Power		
5	Utilities	Develop building level utility usage reporting within the new CAFM system to identify opportunities to reduce utility consumption at council owned and operated buildings - across gas, electric and water.	The Council continues to procure green electricity. Usage information for gas and electricity can now be reliably attributed to individual properties and there are plans to add usage data into the CAFM system. This will provide visibility of utility usage across the portfolio at building level and unlock the opportunity to review usage by both Property Services and building users. Water and drainage information remains to be addressed.

6	Planning	Build the council's zero carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes.	The new Local Plan includes policies on Renewable Energy (AP3) (including targets for wind and solar energy generation) and Reducing Carbon Emissions (AP4) which seeks to ensure new development addresses the need to reduce carbon emissions. The wording of Policies AP3 and AP4 have been agreed by Local Plan Committee for inclusion in the Regulation 19 version of the Local Plan, subject to the findings of the whole plan viability assessment. The viability assessment is currently underway. Consultation on the Regulation 19 Local Plan will take place in 2026.
		Reflect the council's zero carbon ambitions in the Good Design Supplementary Planning Guidance refresh.	The Good Design SPD was approved by Cabinet on 24 March 2026. It is scheduled to go to Local Plan Committee on 22 April 2026. The Good Design SPD references climate change, street trees, allotments, SuDs and emphasises the importance of connectivity through sustainable walking and cycleways. Chapter 12 of the SPD 'Looks to the future' and details the requirements for developments in terms of achieving greater energy efficiency and using sustainable methods.
		Explore carbon offset options including opportunities for the council to be a biodiversity and carbon offset provider.	The requirement for a carbon offset fund for new development has been removed from Policy AP4 of the Local Plan following external advice which identified a number of significant issues with setting up a carbon offset fund.
		Implement Biodiversity Net Gain legislation requirements and support the development of Local Nature Recovery Strategy (led by Leicestershire County Council) to increase the biodiversity of our district.	The requirements for Biodiversity Net Gain (BNG) are detailed on the Planning and Development section of the Council's website. The wording of Policy En1 (Nature Conservation/BNG) has been agreed for inclusion in the Regulation 19 version of the Local Plan. Consultation on the Regulation 19 Local Plan will take place in 2026. The Council's Biodiversity Duty Report was approved and published in March 2026.
7	Solar Together	Explore contractual options for Green Living Leicestershire partnership and the Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage.	The Solar Together scheme contract has now ended. This was a collaboration contract working with all other Leicestershire district and borough councils. There is a minimum number of properties required so an individual district council cannot take part in the scheme on their own. The threeschemes delivered 1023 solar installations across Leicestershire of over 10,800 panels. 1346 (12.5%) of these panels are in in NW Leicestershire along with 52 batteries across 126 properties.
8	Energy Switch	Support the delivery of the Energy Switch group buying scheme to assist householders to switch to renewable energy.	The Council has taken part in this scheme at every opportunity to help residents compare their utility costs for free. This year, it was rebranded as "Switch Together Energy" and three schemes ran. Further information about the scheme is available on the Council's website.
9	Mine Water	Continue to explore mine water feasibility. (This technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the Council offices.)	The Mining Remediation Authority, formerly the Coal Authority, was commissioned to undertake a phase 2 feasibility survey for Coalville, focusing on the area around Whitwick and Coalville Leisure Centre. The second report was very positive. The next step is a techno-economic survey. Whilst a grant application for funding was unsuccessful, this was approved in the Council's budget and options are being explored.

Waste			
10	Waste Services	As part of the Waste Services review, reflect all relevant actions from the Zero Carbon Roadmap and Action Plan and plan for the new container roll out.	<p>The latest recycling national results have been published by DEFRA for 2024/25. The Council achieved 43.5% and is the top performing district/borough in Leicestershire.</p> <p>The FlexCollect trial continues for 13,000 households and in 2025/26 29 tonnes of plastic bags and wrapping were collected and sent for recycling.</p> <p>Preparations are underway to roll out the new recycling container change, meeting the Government's Simpler Recycling requirements. This will be a phased approach with the first collections due at the end of 2026 which will include plastic bags and wrapping. One bin will be used to collect plastic, glass and metal (replacing red boxes); the other will be used for paper and cardboard (replacing yellow and blue bags). 61% of almost 20,000 residents chose this as their preferred option.</p> <p>The Council is the waste collection authority, with Leicestershire County Council the disposal authority. None of the general waste collected goes to landfill, it is incinerated.</p>
		Continue with the food waste collection trials and prepare for legislative changes to roll out district-wide collections by end 2026.	<p>Food waste trial continues with 202 tonnes collected in the year, from 4000 properties. Preparations for the district wide roll out continue and are scheduled to go live by the end of 2026. This will be a weekly collection.</p> <p>It is estimated the content of a general waste bin comprises of 35% food waste. Collecting food waste separately will reduce the amount of general waste sent to incineration, and contribute to the Council's recycling rates.</p>
Transport			
11	Fleet	Continue to roll out the Fleet Management Strategy, including fleet replacement and infrastructure as identified in the Waste Services Review and Housing EV Trial and infrastructure options.	<p>17 new Refuse Collection Vehicles (RCVs) have been procured, providing a modern, reliable core fleet capable of supporting current operations and future service change. This investment directly addresses fleet age, reliability, and compliance risks highlighted in the Waste Service Review. In addition, procurement has commenced for two further service vehicles to support the recycling container change programme.</p> <p>The Housing fleet trial has concluded. Housing fleet replacement will continue to consider electric vehicles (EV), where home charging feasibility allows, and plans to replace the aging, inefficient fleet are going through the approval process with a decision due Q1 2026/27.</p> <p>Fleet infrastructure requirements identified through the Waste Service Review continue to be progressed to ensure depot facilities and maintenance arrangements remain fit for purpose and aligned with future fleet requirements. The non-EV fleet will continue to run on hydrotreated vegetable oil, HVO.</p>

12	Cycling & Walking	Deliver the cycling & walking "quiet lane" improvements in Kegworth.	The Quiet Lane has been delivered and has received positive feedback. Concerns are being raised around the speed limits which have not been reduced and these have been referred to Leicestershire County Council for consideration.
		Work with County to support the development of the NWL element of Leicestershire Cycling & Walking Infrastructure Plan with a view to being able to access Active Travel England funding to be able to deliver elements of NWL LCWIP.	Leicestershire County Council and Sustrans are supporting the Council with feasibility assessments and costings to develop two cycling routes, one in Coalville to link London Road to Broom Leys Road and one in Ashby de la Zouch to link Ashby to Hicks Lodge.
13	EV charging	Support the Installation of a solar EV charging hub at Money Hill car park, Ashby working with Green Living Leicestershire partnership and Midland Net Zero Hub.	The Money Hill car park EV charging hub is progressing. Planning has been approved, a DNO connection agreed and final costings confirmed along with the mechanism to transfer funding from Harborough District Council. Installation timescales are to be confirmed but expected to be Q1/Q2.
		Explore EV charging opportunities across the council's property portfolio, including HRA.	The Council has engaged with a number of commercial tenants in regard to their desire for landlord provided EV facilities. To date none have expressed significant desire for this. Some have introduced their own charge points to avoid the need to share. For HRA, work is to be undertaken across sites through 2026/27 to assess feasibility to improve parking and EV charging opportunities.
Other			
14	Finance	Develop a "cost of net zero" plan for budget cycle 27/28 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition.	This work is underway and encompasses three key inputs - Asset Management Plans for both the General Fund and HRA portfolios together with Fleet replacement plans. Each is progressing through the relevant governance but early indications are that decarbonising both estate portfolios will be unaffordable without further funding support. All three workstreams will inform the budget process from 2027/28. Hydrotreated vegetable oil, HVO, the interim fuel solution used across the non-electric fleet, continues to have a huge positive impact on the Council's direct emissions
15	Procurement	Build links to the zero carbon impact assessment in the procurement process.	Carbon footprint is referred to in the Procurement Plan Report that officers have to complete at the start of any procurement process. A Zero Carbon impact assessment is being developed, with the intention of it being used to help support and influence both project and procurement activity.
16	Reporting	Establish approach to explore Scope 3 emissions (indirect, supply chain related) reporting, to shape the council's procurement and influence spend	This activity links to the procurement strategy. The next stage is to develop spend mapping priorities and help drive a focus and consideration as part of procurement activity.
17	Air Quality	Continue delivering air quality action plan	This activity is complete. The Annual Status Report for Air Quality has been approved by DEFRA and is published on the Council's website
18	Biodiversity	Continue free tree scheme, if funding can be secured.	In November 2025, in partnership with the National Forest, 15,100 free trees were given away to residents that live within the National Forest. The scheme aims to encourage tree planting in gardens and hedgerows, supporting wildlife and contributing to a greener, healthier environment

		Continue to explore opportunities and funding to plant trees, working together with partners such as LCC and National Forest.	<p>The Council's Tree Management Strategy was approved in March 2025 and reflects the Council's commitment to boost tree planting and increase the amount of tree canopy cover across the district.</p> <p>A tree planting scheme of 117 trees has been completed in Coalville. Both Broomleys Cemetery and Coalville Park retained their Green Flag Award, an international quality mark for parks and green spaces, for a sixth consecutive year.</p>
19	Engagement	Work in conjunction with Green Living Leicestershire to develop district engagement opportunities.	<p>Green Living Leicestershire continues to support and promote schemes including the work under the Leicestershire CAN project, funded by Innovate UK, which resulted in the creation of a Leicestershire Local Area Energy Plan and visualisation tool. Further information is available here: https://greenerfutureleicestershire.co.uk/laep</p> <p>The LEVI grant which is funding Moneyhill solar EV hub has also provided electric vehicle chargers at Measham Leisure Centre and Blackfordby Village Hall to support communities and is funding an electric vehicle car club based at Coalville CAN.</p>
		Support community groups with zero carbon grants	Five community groups were supported with Zero Carbon grants in 2025/26. The total funding allocated was £4,230 and this facilitated the delivery of projects to the value of £11,378.
20	Governance	Seek approval for a corporate Environmental Policy and if approved, develop a plan to embed it into all Council activity.	<p>The Environmental Policy was approved by Cabinet in January 2026. The purpose of the policy is to outline the Council's commitment to environmental sustainability and the steps the Council will take to minimise its environmental impact. It applies to all activities, services, and operations of the Council. Environmental considerations will be integrated into all decisions and operations to ensure that the Council is proactive in reducing its environmental footprint, in line with the Council Delivery Plan commitment to a "clean, green, zero carbon district". The environmental policy is published on the Council's website.</p>
	Additional		<p>The Council retained its position as the top scoring Leicestershire district/borough Council in the Climate Emergency UK scorecard.</p> <p>All taxis will be Euro 6 compliant for renewal of their licence from 1 January 2026.</p>

Title of Report	HOUSING ACTION PLANS POST INSPECTION	
Presented by	Cllr Andrew Woodman Housing, Property and Customer Services Portfolio Holder PH Briefed <input type="checkbox"/>	
Background Papers	Cabinet November 2025 - Regulator Social Housing Inspection report NWLDC Regulatory judgement North West Leicestershire District Council (31UH) - Regulatory Judgement: 12 November 2025 - GOV.UK	Public Report: Yes Key Decision: Yes
	Financial Implications The plan does not contain significant financial implications over and above those already accounted for in the agreed Housing Revenue Account (HRA) budgets. Signed off by the Acting Section 151 Officer: Yes	
Legal Implications	The legal implications of the Regulator of Social Housing (RSH), significantly strengthened by the Social Housing (Regulation) Act 2023, represent a fundamental shift towards proactive, consumer-focused regulation for social housing providers (RPs) in England. From April 2024, the RSH increased its powers to enforce standards, inspect providers, and impose penalties for failing to meet safety, quality, and management requirements.	
	Signed off by the Interim Monitoring Officer: Yes	
Staffing and Corporate Implications	No significant staffing implications albeit resources and structures will be kept under review. The RSH in England introduced significant regulatory changes as of April 2024, expanding its remit from primarily economic regulation to proactive, consumer-focused regulation. These changes hold profound corporate implications for registered providers (housing associations and local authorities), requiring a shift towards better data management, board/member accountability, and tenant centred operations.	
	Signed off by the Head of Paid Service: Yes	

Purpose of Report	The report seeks to give assurance that the Council has taken on board the recommendations of the Regulator of Social Housing and has a plan to ensure that tenants receive improved housing services in line with a move towards working to achieve a C1 grading.
Reason for Decision	In line with the Cabinet report of November 2025. This is a report which affects all wards of the District
Recommendations	THAT CABINET: <ol style="list-style-type: none"> 1. CONSIDERS THE SCRUTINY COMMENTS IN ANNEX B. 2. APPROVES AND ADOPTS THE ACTION PLAN SET OUT IN ANNEX A. 3. DELEGATES ANY MINOR CHANGES TO THE ACTION PLAN TO THE STRATEGIC DIRECTOR OF HOUSING AND COMMUNITIES. 4. NOTES A PROGRESS REPORT INTO THE DELIVERY OF THE ACTION PLAN IN 12 MONTHS TIME.

1.0 BACKGROUND

- 1.1** In August 2025, The Regulator of Social Housing (RSH) carried out an inspection of North West Leicestershire District Council to assess how well the Council is delivering the outcomes of the consumer standards as part of the planned regulatory inspection programme. During the inspection, they considered all four consumer standards: Neighbourhood and Community Standard, Safety and Quality Standard, Tenancy Standard, and the Transparency, Influence and Accountability Standard.
- 1.2** The Regulator determines whether the landlord is performing at C1 level (fully meeting the outcomes of the consumer standards), C2 (some weaknesses and improvement needed but the landlord is delivering the outcomes of the consumer standards), C3 (serious failings and significant improvement needed) or C4 (very serious failings and fundamental changes). The Regulator then works with the landlord to support them on their improvement journey, towards achieving C1 status.
- 1.3** On 12 November 2025, the Regulator published its finding and ‘...concluded that there are some weaknesses in North West Leicestershire DC delivering the outcomes of the consumer standards and improvement is needed, specifically in relation to outcomes in our Safety and Quality Standard and the Transparency, Influence and Accountability Standard. Based on this assessment, we have concluded a C2 grade for North West Leicestershire DC’.
- 1.4** At the 25 November 2025 meeting, Cabinet received the report and delegated to officers and the Portfolio Holder for Housing, to develop an Action Plan to address the areas identified in the judgement and report back once it had done so.

2.0 Actions, Aims and Objectives of the Housing Improvement Strategy Action Plan

- 2.1** The Housing Improvement Strategy Action Plan is designed to address the findings by the RSH in relation to the Housing services of North West Leicestershire District Council and identifies key areas for improvement with clear, actionable goals. The Improvement Strategy Action Plan is tailored to the specific findings identified by the Regulator and picks up key themes such as quality of housing, tenant engagement, compliance with regulations, and operational efficiency. At the heart of the work will be the need for a strengthened ‘co-produced’ approach with tenants and members and will involve developing a revised service plan, a review of governance and a new set of monitoring metrics but with an aspiration of aligning all service actions in one place, providing good quality

housing services that are compliant, tenant-led and data driven to become compliant with a C1 grading.

- 2.2** The plan seeks to take corrective actions, implement recommendations, and improve the performance of social housing services in North West Leicestershire in line with regulatory requirements, and to deliver outstanding core housing services.
- 2.3** Cabinet will be aware that the Council has been on a journey to overall improvement of the housing service. The C2 grading illustrates the significant progress in the service over the last few years and should be celebrated, however, it also illustrates that there is still work to do.
- 2.4** As the aim is to secure a C1 grading on reassessment, there is a need to address the findings of the judgement and put in place an Action Plan to move towards this. These will form part of the co-regulation approach with the regulator but also should form the basis of service improvement on the day-to-day actions across the service.

Key Plan Objectives include:

- Achieve a C1 reclassification for consumer standards.
- Further improve outcomes for customers by delivering an excellent and consistent service every day.
- Do the basics well.
- Improve response times and satisfaction levels in complaint handling in line with the requirements of the Housing Ombudsman and Council processes. Ensure visibility of complaints, ensuring that complaints are visible and transparent through the governance streams.
- Minimise complaints by learning lessons and understanding the root causes of complaints and acting upon that information to make meaningful change.
- Reduce the days to complete routine repairs and reduce the work in progress.
- Improve customer transactional and perception measures in relation to repairs.
- Increase customer data and make more informed decisions.
- Increase knowledge of the Council's customers through better use of data and intelligence. Constantly review data, to demonstrate that the Council knows its tenants and to ensure policy and operational efficiency is delivered in line with presenting needs.
- Increase the number of engaged customers and make business decisions based on their knowledge and influence.
- Continue to improve how tenants are kept informed and that they are listened to and their views taken into account.
 - Continue to improve the positive contribution to neighbourhoods and work with partners in dealing with Anti-Social Behaviour.
- Ensure greater visibility and transparency of Housing performance information across the service and with tenants.
- Review governance arrangements to ensure that the tenants voice is heard and that the role of the Housing Improvement Board is strengthened within that review.
- Adopt a methodology of governance which gives tenants (alongside members and staff) an opportunity to be involved in the earliest stages of co-production, enabling genuine influence in service planning, policy development and in setting and meeting performance targets
- Ensure tenants play a leading role alongside the RSH and internal audit, in ensuring adherence to the Action Plan.
- Review team structures to more effectively support a step change in tenant engagement.
- Provide a wide menu of tenant engagement opportunities to be offered to widen the cohort of engaged tenants, further strengthening representation across the tenant body.

A full draft of the Action Plan is set out in Annex A.

3.0 PLAN GOVERNANCE

- 3.1** An initial draft of the plan was shared with the RSH during January 2026, at an initial engagement meeting. This was the first of what will be monthly meetings set up to discuss our progress against the findings. The RSH provided positive feedback on the Council's progress to date and was pleased to note the proposed ideas around enhancing the role of tenants in the Council's governance processes. Corporate Scrutiny in March 2025 and the Housing Improvement Board also reviewed the draft plan and their comments are set out in Annex B.
- 3.2** The Tenant voice is proposed to be enhanced by offering a wide-ranging menu of involvement. This will, in turn, enhance the work of the existing Tenant Scrutiny model and (Member-led) Housing Improvement Board (HIB). This will be set up to give tenants an opportunity to design housing services alongside officers and provide Members with assurance that the Council is adopting and operating an enhanced 'co-production' model with a clear 'golden thread' of governance for tenants, officers and members.
- 3.3** The HIB will have an enhanced role in managing the progress of the plan and will be presented with a quarterly progress report.
- 3.4** Once approved the approach to delivery of the Actions Plan will be:
- Internal Officer groups –including service and supporting functions such as audit, Human Resources (HR) and finance.
 - Enhanced tenant involvement, including the Tenant Scrutiny Group, referenced as a good practice example by the Regulator.
 - HIB - Quarterly reporting on progress against action plans.
 - Scrutiny and Cabinet – Annual report addressing progress.
- 3.5** The Action Plan will be delivered within the approved Housing budgets for 2026/27 and 2027/28 and will seek to achieve
- Improved Key Performance Indicators (KPIs)
 - Enhanced Tenant Satisfaction Measures (TSMs)
 - Effective risk management throughout implementation These are already monitored through the existing mechanisms of the Council Delivery Plan, Business Plans and Service Plans.
- 3.6** Each Consumer Standard will have assigned officers, and all actions will include target dates monitored through established governance routes within the Council and tenant bodies. In addition to the above there will be ongoing engagement with the regulator, and the HIB

4.0 FINANCIAL IMPLICATIONS

- 4.1** There are no additional financial implications over and above those already address in the Housing Services Budgets.

Policies and other considerations, as appropriate	
Council Priorities:	-Communities and housing -A well-run council
Policy Considerations:	Ensuring provision of housing services in compliance with regulation and achieving the aims of the Council Delivery Plan (CDP).
Safeguarding:	An improvement in capturing and managing the data held on tenants will enhance opportunities to better respond to safeguarding concerns.
Equalities/Diversity:	An improvement in capturing and managing the data held on tenants will enhance opportunities to better serve the diverse needs of tenants. An enhanced tenant engagement offer will look to give voice to all tenants, including those who may currently feel marginalised from influencing Council services.
Customer Impact:	Effective delivery of the plan will enhance the services provided to Council tenants.
Economic and Social Impact:	The plan and the improvements with Housing services that go with it, alongside capturing the tenants voice in the process will bring benefit to communities, as the Council's understanding of what communities require is enhanced.
Environment, Climate Change and Zero Carbon:	Housing services continue to seek to work to reduce the carbon footprint of the Housing stock and this plan will continue to support that agenda.
Consultation/Community/Tenant Engagement:	Consultation on the plan will take place with involved tenants, which will continue through the lifecycle of its implementation and development.
Risks:	Inherent and residual risks will be managed within the plan throughout its lifecycle.
Officer Contact	Gary Hall Head of Housing gary.hall@nwleicestershire.gov.uk

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NWLDC Housing Improvement Strategy Action Plan – The road to C1



Start Date:	1 May 2026	Proposed Completion Date	31 March 2028
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47	<p>Reason for Action Plan:</p> <p>Following the Regulator of Social Housing’s Inspection and assessment, this Action Plan details the requirements and lead persons within the Council to improve the Council’s Consumer Standards grading from C2 to C1. The plan addresses key findings from the regulator’s assessment of social housing in the Council. Its objectives are to:</p> <ul style="list-style-type: none"> • Ensure full compliance with regulatory standards • Improve tenant satisfaction and service delivery • Close gaps in housing management identified by the regulator
	<p>Measurement of Success</p> <p>The Action Plan will be delivered within the approved Housing budgets for 2026/27 and 2027/28 and will achieve:</p> <ul style="list-style-type: none"> • Improved Key Performance Indicators (KPIs) • Enhanced Tenant Satisfaction Measures (TSMs) • Effective risk management throughout implementation <p>Each Consumer Standard will have assigned officers, and all actions will include target dates monitored through established governance routes within the Council and tenant bodies.</p> <p>Success will be measured through:</p> <ul style="list-style-type: none"> • Co-production with tenants and elected members of the Housing Improvement Board • Oversight by the Council Scrutiny Committee • Quarterly progress reports to Scrutiny and an annual report to Cabinet <p>The goal is to implement corrective actions, adopt recommendations, and deliver outstanding housing services in line with regulatory requirements</p>

Objectives:

'The Safety and Quality Standard requires landlords to have an accurate, up-to-date and evidenced understanding of the condition of their homes at an individual property level that reliably informs the provision of good quality, well maintained and safe homes for tenants and to ensure that tenants' homes meet the requirements of the Decent Homes Standard (DHS)'

'The Safety and Quality Standard also requires landlords to identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas and ensure that all actions arising from legally required health and safety assessments are carried out within appropriate timescales.'

'The Safety and Quality Standard also requires landlords to provide an effective, efficient and timely repairs service for the homes and communal areas for which they are responsible'.

Findings

- Stock Condition Survey-81% of Council homes had full survey in last five years
- Decent Homes Standard-87% of Council homes met the decent safety standard
- A lack of assurance regarding the accuracy, quality and storage of compliance data and a reliance on different data sources
- A backlog of outstanding repairs and not meeting repairs targets

Root causes

- Full Stock condition survey was prevented through non-access issues and no plan for this was in place. Full visibility of this was prevented by the lack of a co-ordinated system

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	progress (inc tenant engagement)/ Notes and completion date	Relevant Assurance e.g. KPI/TSM/Policy/SDP/TP etc	Priority Rating
SQ 1 49	Conduct a full review of current maintenance backlog and prioritize urgent repairs, focusing on safety and customer well-being.	MH/AW	<ul style="list-style-type: none"> Ensure an admin resource is in place to carry out initial review Cleanse outstanding repairs to ensure they are classified correctly Communicate review to tenants to inform them when repair may take place, taking into account 	On-going to Dec 2026	External Resource required to deliver this. Data Analysis competent in QL	Complete Temp request form and gain approval from HR Advertise Role on Comensura	Q1 26/27- Target date to have resource mobilised December 2026 (Q3) December 2026 (Q3) January – March 2027 (Q4)	Relevant Assurance- KPI's built into the SDP and TP: Linked below Team Plan-Responsive Repairs, Voids and Minor Works Team.docx TP03: How satisfied or dissatisfied are you with the time taken to complete your most recent repair?	

tenant vulnerabilities

- Review resources to deliver Scheduling and Work in Progress

- Secure resources to deliver Work in Progress tied to new contract

at this stage until the cleanse is completed.

Unknown factor until Q4 26/27

MH/AW to review cleansed WIP and identify delivery method and resource required

Once review by MH/AW is completed in 26/27 Q4 work orders will be allocated to resources procured/ Direct Labour Organisation (DLO). If further resource is required. MH to progress this and a new

April-June 2027 (Q1)

						SMART action will be written.			
SQ 2	<p>Implement a new digital reporting system (portal) for tenants to easily report repair issues and track progress</p> <p>Procurement Route Agreed</p> <p>Project implementation plan developed with supplier</p> <p>Communication/Launch plan developed</p>	DS/ALL	<p>Key steps: Installation and system training Internal testing Process refinements Tenant training/launch</p>	6 months from agreement to go progress	To be resourced within the HRA budget overall	<p>Key steps: Installation and system training Internal testing Process refinements Tenant training/launch</p>	Discussion with procurement arranged	TP02: How satisfied or dissatisfied are you with the overall repairs service by your housing landlord at NWLDC over the last 12 months?	
51									
SQ 3	<p>Move to a consolidated asset and compliance management system to be able to have assurance around the</p>	RD	<ul style="list-style-type: none"> Review cost and time to implement CAFM system Appoint project support 	Dec 2026	<p>Team Manager to complete review</p> <p>Existing internal resource within PS</p>	<p>Obtain approval for funding software licenses and package</p> <p>Resource</p>	<p>March Q4 2025/26</p> <p>March Q4 2025/26</p>	TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that NWLDC provides a home that is safe?	

SQ	<p>veracity of stock and compliance data and adopt a pro-active, predictive repairs and maintenance model of working</p> <p>-Look at cost and time of Corporate Asset and Facilities Management CAFM system</p> <p>-Data upload and User Acceptance testing</p> <p>-Develop link with QL, allowing effective alignment</p>		<ul style="list-style-type: none"> • Upload existing data and complete user acceptance testing • Develop links with QL to align data updates 		<p>to look at extending</p> <p>External resource to work with Compliance TL for implementation</p> <p>Contract Supervisors to complete user testing</p> <p>External resource and Compliance TL to work with Systems Team to align with QL</p>	<p>request for project officer in AM for 6 months</p> <p>Post to go out to advert</p> <p>New starter onboarding</p> <p>TM & CTL to schedule delivery for implementation by end of Q2 2026/27</p> <p>Training plan for ongoing updates of compliance data</p>	<p>March Q4 2025/26</p> <p>April Q1 2026/27</p> <p>September Q2 2026/27</p> <p>October Q3 2026/27</p>		
SQ 4	<p>Complete stock condition surveys-to have stock information on all Council</p>	RD	<ul style="list-style-type: none"> • Complete Stock Condition Surveys of the remaining properties not 	Apr 2028	New internal surveyor post to complete outstanding	Resource request for AM stock surveyor. Post to go out to	<p>March Q3 2025/27</p> <p>April Q1 2026/27</p>	<p>Decent Homes Standard</p> <p>HHSRS</p> <p>TP04 How</p>	

SQ 5	<p>properties</p> <p>-To complete the remaining properties not picked up in 2024 surveys with identified resources/procurement</p> <p>-To instigate rolling programme to ensure full surveys are retained beyond the lifespan of the current surveys to reach 100% of surveys by April 2028</p>		<p>undertaken in 2024 by Savills. surveys with identified resources/procurement</p> <ul style="list-style-type: none"> Develop rolling programme to ensure full surveys undertaken to complete 100% of stock by April 2028 		<p>20% of incomplete stock surveys.</p> <p>Surveyor to access all 20% in Yr 1 to determine no access.</p> <p>External consultant to work with internal surveyor to capture difficult to access by end of Yr 2 – April 2028.</p> <p>Engage with external consultant to start full stock survey.</p>	<p>advert</p> <p>New starter onboarding Cabinet report for support consultant Procure external consultant for 'hard to access' properties Update QL with completed stock condition data Cabinet report to procure full SCS Start full SCS 2028/29</p>	<p>May Q1 2026/27</p> <p>December Q3 2026/27</p> <p>January Q4 2026/27</p> <p>Ongoing</p> <p>October Q3 2027/28</p> <p>April Q1 2028/29</p>	<p>satisfied or dissatisfied are you that the housing service at NWLDC provides a home that is well maintained?</p>	
	SQ 5	Complete a new Asset	RD	<ul style="list-style-type: none"> Complete new Asset 	Dec 2026	AM Team Manager	Review of existing	Q1 May 2026/27	Asset Management

	Management strategy with an aim to have all properties at Decent Homes Standard by Dec 2026		Management Strategy		draft report. AM Team Manager amalgamate SMT items AM Team Manager review of policies to be included within strategy	Strategy Prepare draft Strategy Review AM policies to include within strategy Submit to Scrutiny Panel in September 2026	Q2 July 2026/27 Q2 July 2026/27 Q3 September 2026/27	Strategy	
Q1 2026	Ensure that all properties meet fire and electrical safety regulations Fire-To be completed by Dec 2026 Electrical-To be completed by May 2026	RD	<ul style="list-style-type: none"> Aged fire remedial actions to be completed by April 2026 New fire remedial actions from 2025 surveys completed by December 2026 Aged electrical C2's to be completed by 	Dec 2026	Compliance TL to action programme with contract supervisor Compliance TL to action programme with contract supervisor Compliance TL to	Ongoing Ongoing Ongoing Process and procedure to be implemented	Q1 April 2026/27 Q3 December 2026/27 Q1 May 2026/27 Q1 May 2026/27	TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that NWLDC provides a home that is safe? Fire Safety Policy Electrical Safety Policy	

			<p>May 2026</p> <ul style="list-style-type: none"> New legislative process for electrical remedials implemented 		<p>action programme with contract supervisor</p> <p>Compliance TL to action with Repairs, Systems Team and Admin Support</p>				
<p>SQ 7</p> <p>CS</p>	<p>Train all Housing staff and contractors on the importance of compliance work, in its broadest sense i.e. building compliance, safeguarding, tenant safety</p> <p>Develop training plan for staff and contractors</p> <p>Roll out training</p>	<ul style="list-style-type: none"> RD/AL L 	<ul style="list-style-type: none"> Develop training plan for relevant staff and contractors Roll out phased training programme 	On-going	<p>AM Team Manager to identify all training areas within AM.</p> <p>All Team Managers identify associated training and impacts within their teams</p> <p>Engage with external providers for required</p>	<p>Complete action log of training requirements.</p> <p>Staff suitability for identified sessions.</p> <p>Consult with HR for training opportunities</p> <p>Ongoing plans and procedures</p>	<p>Q2 July 2026/27</p> <p>Q2 July 2026/27</p> <p>Q2 September 2026/27</p>	<p>TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that NWLDC provides a home that is safe?</p>	

					sessions or arrange internally		Q3 October 2026/27		
					Issue training programme to Housing				

Objectives

'The Neighbourhood and Community Standard requires landlords to work in partnership with appropriate local authority departments, the police, and other relevant organisations to deter and tackle anti-social behaviour (ASB) and hate incidents in the neighbourhoods where they provide social housing.'

Findings

- Through the inspection there was evidence that the Council had an effective approach to dealing with ASB and hate crime and that it meets regulatory requirements.

Root Causes

- None identified.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g. KPI/TSM etc	Priority Rag rating
NH1	<p>Ensure key partnerships are maintained to continue to offer an ASB service which utilises all strengths of partners</p> <p>An annual review and self-assessment against the standard</p>	AH	Complete annual review and share any partnership issues with the Community Safety Partnership	Dec 2026	Data extraction from ECINS	<p>Develop task and finish group to complete review</p> <p>Obtain stakeholder feedback to feed into review</p>	Q3 -	TP11 – How satisfied or dissatisfied are you that the housing service at NWLDC makes a positive contribution to neighbourhood	

								TP12 - How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?	
NH2	<p>Continue to have an effective approach to Anti Social Behaviour (ASB) management to enable tenants to feel safe and secure in their homes and neighbourhoods-ensure a presence from Officers on our estates</p> <p>An annual review and self-assessment against the standard</p>	AH	Review data from TSMs on Neighbourhood and complete analysis at ward level, if possible. Increase 'presence' through appointment of Estate Office	Dec 2026	Recruitment of Estate Officer	<p>Obtain breakdown of TSM data to ward level to identify any trends/hotspots to feed into review</p> <p>Include new role in service wide review of Housing Structure, including the completion of JE.</p>	Q3 -	<p>TP10 – How satisfied or dissatisfied are you that NWLDC keeps communal areas clean and well maintained?</p> <p>TP11 – How satisfied or dissatisfied are you that the housing service at NWLDC makes a positive contribution to neighbourhood</p> <p>TP12 How satisfied or dissatisfied are</p>	

						Advertise and recruit to role.		you with the housing service at NWLDCs approach to handling anti-social behaviour?	
NH3	<p>Ensure the Council maintains a robust and up to date hate crime policy to protect vulnerable groups and tenants</p> <p>An annual review and self-assessment against the standard</p>	AH	Amend policy in light of findings from annual review	April 2027		<p>If minor changes identified, obtain approval for changes through delegated authority.</p> <p>If major changes identified, schedule policy approval through democratic process</p>	Q4	TP12 How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?	

Objectives

'Landlords must treat tenants and prospective tenants with fairness and respect and take action to deliver fair and equitable outcomes for tenants.'

'The Transparency, Influence and Accountability Standard also requires landlords to provide accessible information so tenants can use landlord services, understand what to expect from their landlord and hold their landlord to account.'

'The Transparency, Influence and Accountability Standard also requires landlords to take tenants' views into account when making decisions about the delivery of landlord services.'

Findings

- The Regulator observed that the Council 'demonstrated a respectful and positive culture towards tenants, and engaged tenants told us that they felt listened to and that their work was having a positive impact on outcomes for tenants'.
- The Council evidenced some understanding of the diverse needs of tenants, but we need to strengthen the information we hold to improve how tenant data is used to ensure we are delivering fair and equitable outcomes. Clearer evidence is required to show how we proactively use tenant data to inform service delivery.
- The Regulator reported limited assurance that the quality and range of information the Council makes available to tenants meets the expectations of the Standard. The Council's website was highlighted as containing several out-of-date policies and handbooks—including repairs—and offering limited performance information to tenants outside of formal engagement groups.
- The Council has a well established tenant scrutiny panel that inspects specific service areas, and the Regulator saw evidence that this work had influenced service delivery outcomes. However, further strengthening and embedding of this approach is required—established tenant scrutiny panel that inspects specific service areas, and the Regulator saw evidence that this work had influenced service delivery outcomes. However, further strengthening and embedding of this approach is required.
- The Standard sets out that landlords must ensure complaints are addressed fairly, effectively, and promptly. The inspection found weaknesses in delivering these outcomes. The Council is not meeting relevant timescales for responding to complaints. Reporting showed some learning from complaints, but this had not yet translated into improved outcomes for tenants.

Root Causes

- Tenant engagement was considered a lower priority post Covid.-COVID.
- Lack of resources and ownership in managing complaints. Repairs complaints i-n particular were driven by poor initial contractor performance and weak contract management, resulting in a prolonged recovery process.

- Poor change management and lack of a communication strategy with staff.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g. KPI/TSM etc	Priority Rating
TIA 1	Greater visibility and transparency of Housing performance information across the service and with tenants. Publish annual report Ensure quarterly performance information is published.	AW	1) Draft and publish Annual Report to Tenants (FY25/26) with tenant editorial review. 2) Build a quarterly performance pack which is presented through Tenants Group and published 3) Promote via website, InTouch, and TA/TSP channels.	July 2026 for Performance Pack Published September 2026 for Annual Report	Data extraction from systems Tenant Group ratification Editorial Panel/Review SMT to present data for annual report	Prototype dashboard (Apr 2026) First Draft of Annual Report July 2026 Quarterly cadence of Performance Pack publication embedded (July2026). Editorial Review August 2026 Publish annual report (Sept 2026)		RSH Required Outcome 1.5 of the TIA Standard April 2024 - Transparency Influence and Accountability Standard FINAL 1 .pdf	
TIA 2	Have greater visibility	AW/ ALL	1) Co-design a Housing comms plan (campaigns	Housing Comms Plan July 2026	Comms business partner, RI	Draft comms plan (May)		TP06: Satisfaction that the landlord listens to tenant views and acts upon them	

62	<p>of the Council's work in outward Council communications. Review of tenant governance and a revised comms strategy Review and publication of new tenant involvement strategy</p>		<p>calendar, brand, tone, channels) with tenants. 2) Embed governance comms (HIB/HIG/TSP outputs) in corporate channels. 3) Refresh & re-publish the Tenant/Resident Involvement Strategy</p>	<p>Governance Comms to be embedded Oct 2026</p> <p>RI Strategy to be completed by September 2026</p>	<p>Team, service leads; graphic design.</p>	<p>Sign-off (July with tenants)</p> <p>Strategy refresh and republish consult May 2025</p> <p>Final publication September 2026.</p>		<p>TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them</p>	
TI A3	<p>Ensure tenants play a leading role alongside the RSH and internal audit, in ensuring adherence to the action plan. New governance process to be</p>	AW	<p>1) Approve and implement the HIT/HIG governance model; define assurance flows between HIG ↔ TSP ↔ HIB.</p> <p>2) Publish a simple public tracker for the Improvement Plan with tenant-visible status.</p>	<p>Governance sign-off Apr 2026.</p> <p>First HIG June 2026 (Terms of Reference agreed)</p> <p>Public tracker live: July 2026.</p>	<p>Governance support, committee admin, SharePoint/w ebsite; facilitation.</p>	<p>TOR finalised (Mar 2026) HIG recruitment/training (Apr 2026)</p> <p>First HIG (June 2026)</p> <p>Public tracker live (July 2026).</p>		<p>Governance via HIB and publication of "You said we Did"</p>	

	instigated								
TIA 4	Constant review of data, to demonstrate that the Council knows its tenants and to ensure policy and operational efficiency is delivered in line with presenting needs. Also to further ensure tenant engagement strategy delivers a cohort of representatives that reflect the make up of the diverse population.	ALL	1) Data quality review programme (contact, vulnerability, language, reasonable adjustments). 2) EDI profiling and representativeness targets for engagement cohorts. 3) Integrate survey/TSM/ Feedback with CRM and dashboards.	Data Quality Review by March 2027 EDI Profiling By March 2027 Survey/TSM/ Feedback data to be included in performance packs – July 2026	Data analyst, Business Intelligence Tools, RI Team, survey tools, systems team	<ul style="list-style-type: none"> •Integrated dashboard (July 2026). Data audit identifying gaps in data (September 2026) Draft plan and who is responsible for collection of data October 2026 Cleanse plan & roles (November 2026) Conduct collection of data for whole service (first points of contact, making every contact count) 		RSH Required Outcome 1.2 of TIA	

						December 2026			
						Review in line with Reasonable Adjustments Policy and publish improvements (of data and what we have done to improve service) March 2027			
TIA 5	Website information review and update Ensure Housing content and tenant voice are captured in Corporate review Maintain Housing policies on the site	ALL	Contribute to corporate review Conduct Further Audit of Website to ensure latest policies are up to date Engage with tenants groups to review and feedback on customer journey			Customer Journey review of website September 2026 Second Audit of Website September 2026		RSH Required Outcome 1.4 TIA	
TIA 6	Ensure visibility of	AW/ ALL	1) Stand up a monthly/quarterly complaints &	Dashboard July 2026	Feedback Team, BI analyst,	• Prototype dashboard (May 2026)		KPI re: Complaint times and escalations Improved Outcomes and satisfaction in	

complaints-ensuring that complaints are visible and transparent through the governance streams
 Publish complaints through governance and comms routes and establish feedback loop
 Embed lessons learnt-through governance structure to help develop new policies and processes
 Link-in transactional surveys,

learning dashboard (incl. themes, timeliness, remedies). 2) Create a “Learning from complaints” pack for presentation to tenant groups and published.
 3) Establish feedback loop into service plans & team briefings; integrate transactional surveys. 4) Prepare a business case for additional resourcing if needed.

Complaints Pack July 2026
 Feedback Loop July 2026
 Business Case (if needed) April 2026

Comms/Web, Service leads; training.

→ • HIB review (May) → • Publish web section (July) → • Learning Feedback July 2026
 You Said, We Did Published in InTouch/W ebsite October 2026
 Review Feedback and Learning as standard agenda on Tenant Group October 2026 onwards

TSM’s
 RSH Required Outcome 1.6 of TIA

	<p>satisfaction and TSM's to drive improvements and capture in service plans and team briefings</p> <p>Further resources to be established for this work</p>								
<p>TIA 7</p> <p>66</p>	<p>Ensure complaints are responded to in a timely manner, in line with the requirements of the Housing Ombudsman and NWLDC processes</p> <p>Resource to be established to reach and maintain</p>	ALL	<p>Identify Resource in TIA 6</p> <p>Review cadence of regular stand up meetings with Customer Experience Team to encourage timely responses</p>	<p>≥95% on-time by 30 June 2026; sustained 100% by 30 Sept 2026.</p>	<p>Feedback Team, Service Leads</p>	<p>≥95% on-time by 30 June 2026; sustained 100% by 30 Sept 2026.</p>		<p>KPI re: Complaint times and escalations</p> <p>Improved Outcomes and satisfaction in TSM's</p> <p>RSH Required Outcome 1.6 of TIA</p>	

	100% response times								
TIA 8	<p>Work together, alongside internal audit and tenant scrutiny, to place a focus on areas of improvement to drive policy development and operational excellence</p> <p>New Governance process to establish a 'golden thread' of improvement through co-production</p>	AW/ ALL	<p>1) Map the golden thread from tenant insight → policy/service change → performance.</p> <p>2) Agree an audit & scrutiny schedule on priority themes with TSP and Internal Audit.</p> <p>3) Co-produce an Improvement Register/Action Plans from TSP inspections with owners, dates, and evidence.</p>	<p>Golden Thread Mapping to be completed by June 2026</p> <p>Audit and Scrutiny Schedule – Ongoing</p> <p>Improvement Register from TSP October 2026</p>	Internal Audit, TSP/HIG, RI	<p>Golden Thread drafted by May 2026</p> <p>Review ongoing Audit plan and recommendations – Monthly at SMT</p> <p>Introduce Golden Thread into Governance structures in June 2026</p> <p>Map Actions agreed with TSP July 2026</p> <p>Publish Improvement Register October 2026</p> <p>Include in</p>		<p>HIB oversight</p> <p>Start recording KPI against improvements delivered. on time to establish a baseline</p> <p>RSH Required Outcome 1.3 of TIA standard</p>	

						"You Said We Did articles" January 2027			
TIA 9	Review of governance to ensure that the tenants voice is heard and that the role of HIB is strengthened within that review.	AW	<p>A full 'menu' of Tenant engagement to be produced to ensure the tenant voice is fully captured and to give members assurance that they have been part of the co-production process.</p> <p>A strengthening of the Tenant Scrutiny model to ensure a role for tenants in monitoring performance of the Housing service</p>	Forward Plan to be produced and published July 2026	Governance/committee admin; training Comms/Web.	Forward plan available July 2026			
TIA 10	Establish new team structure to more effectively support a step change in tenant engagement	AW/GH	A new team to be created (from existing staff) to ensure we capture the tenants voice effectively and use data, feedback and monitoring tools to effect	Team structure to be in place by August 2026	HR processes and internal Senior Management sign-off	Team to be in place by Aug 2026			

			improvement across the Housing Service						
TIA 11	Provide a wide menu of tenant engagement opportunities to be offered to widen the cohort of engaged tenants, further strengthening representation across the tenant body.	AW	<p>1) Publish an Engagement Menu (digital panel, roadshows, task & finish, TA support, scrutiny, editorial, recruitment panels).</p> <p>2) Improve representation/engagement by publishing you said/we did and increasing numbers for digital engagement</p> <p>3) Annual participation & representativeness report (part of Annual Report)</p>	<p>Menu of Involvement agreed April 2026</p> <p>You Said We Did July 2026 and quarterly there on</p> <p>Participation numbers in Annual Report September 2026</p>	RI Team, Comms; budget for outreach/incentives; Service leads.	<p>Menu agreed April 2026</p> <p>Menu launched and promoted May 2026</p> <p>You Said We Did co-produced June 2026</p> <p>YSWD launched and promoted July 2026</p> <p>Annual Report September 2026</p> <p>Review on representation in tenants involved December 2026</p> <p>Baseline established</p>		<p>RSH Required Outcomes 1.2 and 1.3</p> <p>TS06 Tenant Satisfaction Measures Satisfaction that the landlord listens to tenant views and acts upon them.</p> <p>TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them.</p> <p>TP08: Agreement that the landlord treats tenants fairly and with respect.</p>	

, set target for 27/28 figures in February 2027

Tenancy Standard (T)

Owner – Head of Housing

Objectives

‘Outcomes social landlords must deliver about the fair allocation and letting of homes and how tenancies are managed and ended by landlords.’

Findings

- There was evidence that North West Leicestershire District Council offers tenancies or terms of occupation that are compatible with the purpose of its accommodation, the needs of individual households, the sustainability of the community, and the efficient use of its housing stock.
- Appropriate procedures and systems were shown to be in place to ensure the policy is applied effectively.

Root Causes

- None identified.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g. KPI/TSM etc	Priority Rating
T3	Include in annual report section detailing allocations outcomes, waiting list information and stock turnover.	DS		May 2026	DS & ZD to compile	Deadline date for copy TBC		n/a	
T4	Provide an article to in-touch each issue covering housing options. First x topics -	DS		In line with	DS and ZD to	Deadline date		n/a	

	Applying to other providers directly			'InTouch' print deadlines	draft	for copy TBC			
-	Changes to the private rented sector								
-	Tips to maximise your chances of an offer								
-	Current demand on the waiting list								

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Annex B

HOUSING IMPROVEMENT STRATEGY ACTION PLAN POST INSPECTION

Comments on the Housing Improvement Strategy Action Plan Post Inspection report made by Corporate Scrutiny Committee at its meeting on 19 March 2026

Date to be considered by Cabinet: 19 May 2026

	Comments/recommendations from scrutiny	Advice provided by officers at the Scrutiny meeting	Cabinet response
C1	<p>Language, accessibility and jargon: Members welcomed the report but noted that it contained a significant amount of jargon which could make it difficult for tenants and wider public to understand.</p>	<p>Officers acknowledged the concern and confirmed that a jargon-free, easy-to-read version of the document would be produced, aimed at tenants and the public once adopted.</p>	
C2	<p>Digital repairs reporting: Members welcomed the proposals for a new digital system, however the following concerns were raised –</p> <ul style="list-style-type: none"> - Not all tenants were digitally confident - Digital reporting must not become the only route for reporting repairs - The system should be carefully tested before full implementation. 	<p>Officers confirmed that there would be user acceptance training before the roll out and existing non-digital reporting routes would remain available.</p>	

C3	<p>Stock condition survey timescales: Members raised concerns regarding inconsistencies in timescales noting that –</p> <ul style="list-style-type: none"> - Some actions suggested properties should meet the decent homes standard by December 2026 - The stock condition survey was shown as completing in 2028 which appeared contradictory. <p>Members also questioned whether these timescales were realistic and appropriate, particularly with the final proportion of properties.</p>	<p>Officers confirmed that the 2028 date was an error in the report and would be amended. It was noted that the final proportion of properties could take longer to access and assess, particularly where access was difficult.</p>	
C4 74	<p>Tenant involvement and representation: Members spoke in support of the tenant groups, however, questioned if they were sufficiently representative for the wider tenant population. The challenge of achieving wider representation was acknowledged. They encouraged broader engagement including outreach beyond meetings.</p>	<p>Officers confirmed that a range of engagement methods were being developed and the approach would evolve over time. It was indicated that a clearer overview of engagement methods would be shared when reporting back on progress.</p>	
C5	<p>Member involvement with housing officers: Members welcomed opportunities for greater involvement between councillors and housing officers, such as estate walks and informal engagement.</p>	<p>The Portfolio Holder acknowledged the benefit of informal engagement and supported the approach where appropriate.</p>	

	subsequent contractor procurement will be undertaken in accordance with the Procurement Act 2023.
	Signed off by the Interim Monitoring Officer: Yes
Staffing and Corporate Implications	The project will be delivered using existing Economic Regeneration Team and Property Services Team staff resources.
	Signed off by the Head of Paid Service: Yes
Purpose of Report	<ol style="list-style-type: none"> 1) To present phase two of the Moira Furnace Visitor Experience Programme. 2) To seek approval to allocate funding from the Business Rates Reserve to the Council's Capital Programme. 3) To seek approval to progress phase two of the Moira Furnace Visitor Experience Programme.
Reason for Decision	Cabinet approval required to enable the progression of phase two Moira Furnace Visitor Experience Programme in compliance with the Council's Contract Procedure Rules and procurement legislation.
Recommendations	<p>1) CONSIDERS THE COMMENTS AND RECOMMENDATIONS OF THE COMMUNITY SCRUTINY COMMITTEE ON 23 APRIL 2026</p> <p>2) RECOMMENDS TO COUNCIL THAT £2.455M BE ALLOCATED TO THE COUNCIL'S CAPITAL PROGRAMME</p> <p>3) APPROVES THE USE OF AN APPROPRIATE PROCUREMENT FRAMEWORK TO COMMISSION THE PROFESSIONAL DESIGN TEAM</p> <p>4) DELEGATE AUTHORITY TO THE DIRECTOR OF PLACE IN CONSULTATION WITH THE PORTFOLIO HOLDERTO:</p> <p>A) NEGOTIATE, AGREE & FINALISE THE TERMS OF THE CONSTRUCTION CONTRACT WITHIN THE BUDGET.</p> <p>B) COMPLETE SUCH OTHER AGREEMENTS AS SHALL BE NECESSARY TO IMPLEMENT THE PROJECT, WITHIN THE APPROVED BUDGET</p>

1.0 BACKGROUND

- 1.1 The regeneration of sites within North West Leicestershire is a key priority within the Council Delivery Plan and the Moira Furnace project is one of the flagship schemes highlighted in the Districtwide Regeneration Framework 2024.

- 1.2 The continued development of Moira Furnace Museum and Country Park will contribute to the Council's long held ambition to transform the former coalfield area of Moira and Donisthorpe as part of the National Forest's transformation of the Heart of the National Forest.
- 1.3 Moira Furnace is owned by the Council and is listed as a scheduled monument dating back to 1806. It is considered one of the most well-preserved blast furnaces in the country. The Furnace and site are operated by the Moira Furnace Museum Trust (the "Trust") on behalf of the Council, and the Trust receives an annual grant of £45,000 from the Council towards the running costs. The grant contributes towards operational staffing costs. All other day-to-day running costs and expenses (e.g. utility costs) are funded by the Trust, with annual operational costs currently being approximately £140,000 per annum.
- 1.4 Whilst the Trust is responsible for the day-to-day operation of the Furnace, liability for structural repairs remains with the Council as freeholder. It is the Council that has legal responsibility for protecting the building as a scheduled monument and Historic England ensures the Council meets its obligations.
- 1.5 The Moira Furnace "Phase One" restoration and refurbishment works concluded in March 2026, following the investment of Council and UKSPF funding, with the launch event on 16 April 2026.
- 1.6 The Phase One improvements were never intended to be the full extent of the overall improvement works, but more a discreet phase delivered against committed funding, bringing the monument up to a good standard of repair. There is a further opportunity to invest in the wider site, developing the site to improve and enhance facilities, in order to improve the visitor experience and increase visitor numbers.
- 1.7 Further development and investment will secure the site as a visitor attraction in the Heart of the Forest, aligned with the North West Leicestershire Council Delivery Plan 2023 – 2028, the North West Leicestershire Districtwide Regeneration Framework and Heart of the Forest Vision.
- 1.8 The Council's Community Scrutiny Committee reviewed the proposed phase two project. Their comments and recommendations are contained in Section 10.0 of the report.

2.0 NEXT STEPS – INVESTMENT IN INFRASTRUCTURE AND VISITOR EXPERIENCE

- 2.1 Investment in the attraction supports the longer-term sustainability and viability of the site, specifically the investment in improved infrastructure that gives commercial return. This accords with the 2021 Options Appraisal Report findings. The options appraisal was officer commissioned work and used as an evidence base for the "Conserving and Enhancing our Heritage" key project within the North West Leicestershire District Regeneration Framework 2024.
- 2.2 Phase Two investment proposes the following improvements:
- a) A fit for purpose on site operational and storage facility for the Trust
 - b) A new visitor centre (café/restaurant, interpretation and toilet provision)
 - c) Improved site access (inc. bridge loft), roadways, and parking upgrade (inc. EV charging), play facilities and canal structural and safety works.
- 2.3 A further phase - Phase Three is also being planned (presently uncosted) and could focus on the following:

- a) basement entrance area and retaining walls
- b) monument interpretation and illumination

2.4 Both Phase Two and Phase Three improvements were identified as opportunities in the Future Options Appraisal 2021: Moira Furnace Museum and Country Park and follow up Moira Furnace Café Development Study 2021.

3.0 PROJECT BENEFITS

3.1 The proposed Phase Two improvements accord with the 2021 Options Appraisal.

3.2 The following benefits are expected to be achieved as a result of the Phase Two improvements:

- Increased footfall and visitor numbers
- Longer dwell time on site (more site attractions)
- Visitor experience upgrade (café, visitor hub)
- Reputation and status as a visitor attraction
- Increased footfall to associated businesses on site
- Opportunity to improve the financial stability of the Trust

4.0 FINANCIAL IMPLICATIONS

4.1 This report outlines a recommendation for Phase Two (fees and works) for the Council to allocate £2,455,000, comprising £446,000 of consultancy fees and £2,009,000 for construction over the next two years 2026-2028 to invest in improvements at Moira Furnace. In order to proceed, this will require a further allocation to the Council's Capital Programme from the Business Rates Reserve.

TOTAL - £2,455,000

(comprising fees and works, see below)

Fees

RIBA 2-3 £204,650

RIBA 4 Total - £102,280 (budget figures)

RIBA 5-7 Total - £139,000 (budget figures)

TOTAL (rounded) - £446,000

Works

Construction cost estimates (inclusive of inflation and contingency)

1. Operational and Storage Facility - £465,000

2. A new visitor hub - £990,000

3. Improved site access (inc. bridge loft), parking and play facilities - £554,000

TOTAL - £2,009,000

4.2 Phase Three is currently uncosted, a full report will be presented to Cabinet for consideration prior to proceeding.

5.0 PROCUREMENT

5.1 The professional design team will be procured via a call off contract from the Scape Framework.

- 5.2 The method of procurement for the construction contract will be determined at a later date but is likely to be mini-competition using a national framework of contractors and Cabinet approval will be required to appoint that contractor due to value.

6.0 OTHER IMPLICATIONS

- 6.1 The Trust is a charitable organisation part-funded by the Council through an annual Service Level Agreement. The annual grant from the Council represents around 30% of the funding required by the Trust to operate the site. The Trust leases the Furnace building and associated land from the Council.
- 6.2 The Trust has a track record of delivering services on the site, supported by the Council. Since the announcement of Local Government Reorganisation in December 2024, the Trust is keen to explore options to support their own financial sustainability. The Trust continues to work with the Council on site improvements that accord with that objective.
- 6.3 The site operations team comprises a Site Manager, Site Assistant/Volunteer Coordinator and seasonal Events Coordinator. The introduction of the seasonal Events Coordinator role in 2026 acknowledges the importance of event delivery on the site which significantly increases visitor numbers and extends visitor dwell time.
- 6.4 The Moira Furnace Museum Trust Limited (charity number: 702783) has seven active trustees and over 80 volunteers currently registered.
- 6.5 The main objects of the charity are to provide, establish and preserve facilities in the village of Moira in the District of North West Leicestershire for the purposes of the study of and research into its industry, archaeology, architecture, transportation, social history, natural history and the conservation of its flora and fauna for the benefit and education of the public.
- 6.6 Moira Furnace Museum is an accredited museum; the accreditation is currently being renewed and should be confirmed in May 2026.
- 6.7 The Council has legal responsibility for protecting the building as a scheduled monument and Historic England ensures the Council meets its obligations.
- 6.8 The Council and Moira Furnace Museum Trust Limited are the two landowners at Moira Furnace Museum Country Park. The park adjoins land owned by Leicestershire County Council, The National Forest Company and private landowners.

7.0 PROJECT RISKS

- 7.1 Detailed project risks are identified in the RAID Risk Register and include materials availability, contractor pricing, required permission, Local Government Reorganisation (LGR), inflation etc.
- 7.2 The project timetable has been assessed in the context of the anticipated LGR timeline, and a delivery plan will be maintained to ensure continuity should governance arrangements change.

8.0 PROJECT TIMEFRAME

8.1 The following timeframe is proposed for project commencement, implementation and conclusion.

Date	Process
July 2026 to October 2026	RIBA 2-3 (Concept Design and Spatial Coordination) of: Item 1. Operational building Item 2. Visitor centre / café Item 3. Improved site access (inc. bridge loft), parking and play facilities
October 2026 to February 2027	Planning consent for: Item 1. Operational building Item 2. Visitor centre / café Item 3. Improved site access (inc. bridge loft), parking and play facilities
March 2027 to August 2027	RIBA 4 (Technical Design and Tendering): Item 1. Operational building Item 2. Visitor centre / café Item 3. Improved site access (inc. bridge loft), parking and play facilities
September 2027	Installation of: Item 1. Operational building
October 2027 to February 2028	RIBA 5,6,7 progression of: Item 2. Visitor centre / café
February 2028 to May 2028	RIBA 5,6,7 progression of: Item 3. Improved site access (inc. bridge loft), parking and play facilities

9.0 CONSULTATION, ENGAGEMENT AND COMMUNICATION

- 9.1 The Future Options Appraisal 2021: Moira Furnace Museum and Country Park involved background research including a review of the ‘then’ current position, consultation with trustees, volunteers, staff and a range of stakeholders along with market assessment, a review of case examples and a module of primary research.
- 9.2 Before and during the Phase One works there was significant engagement with interested parties, ranging from trustees, tenants, ward councillors (District and County), neighbouring landowners and the wider community and residents.
- 9.3 Project communication was supported by a robust communication, delivered by officers of the Economic Regeneration Team and Communications Team, using a wide range of techniques (social media, press releases and on site information).
- 9.4 It is proposed that Phase Two will adopt the same approach as Phase One for consultation, engagement and communication.

10.0 COMMUNITY SCRUTINY FEEDBACK

- 10.1 A report was considered at the Community Scrutiny meeting on 23 April 2026. Members comments and officers’ responses to these are attached as Appendix Four.

11.0 APPENDICES

Appendix one – Phase One photos

Appendix two – Phase Two – Visitor Centre artist’s impression and site map

Appendix three – Site map taken from the Options Appraisal 2021 Report

Appendix four – Community Scrutiny Committee Meeting 23 April 2026 – members comments and officers’ responses

Policies and other considerations, as appropriate	
Council Priorities:	Planning and regeneration
Policy Considerations:	North West Leicestershire Districtwide Regeneration Framework
Safeguarding:	Principles of safeguarding will be taken into account through the design and planning process.
Equalities/Diversity:	Phase Two will be designed for all users.
Customer Impact:	Creation of new visitor economy facilities for economic and social regeneration, enjoyment, education, and leisure/recreation (wellbeing/quality of life).
Economic and Social Impact:	Creation of new visitor economy facilities for economic and social regeneration, enjoyment, education, and leisure/recreation (wellbeing/quality of life).
Environment, Climate Change and Zero Carbon:	Tree planting Provision of EV charging points Bio diversity improvements
Consultation/Community/Tenant Engagement:	Refer section 9.0.
Risks:	Refer section 7.0.
Officer Contact	Paul Wheatley Head of Property and Regeneration paul.wheatley@nwleicestershire.gov.uk

APPENDIX ONE – Phase One photos

Moira Furnace in scaffold March to August 2025, to allow for Phase One works



Moira Furnace post Phase One works including new site signage and Interpretation



APPENDIX TWO – Phase Two

Artist's impression taken from the Moira Furnace Café Development Study – Final Report 2021

NOTE: this is for illustration purposes only and may not be representative of the final design and location.



APPENDIX THREE – Site map taken from the Options Appraisal Report 2021



Moira Furnace & Country Park

KEY

Proposals Short-term: Completed within 12 months

1. Sense of welcome and new car parking signage
 2. Woodland adventure trail (specific location to be identified)
 3. Dog agility area
 4. Lime Kilns Interpretation
 5. Watersports shipping container
 6. Improve condition of existing trails
- Youth shelter (location to be identified)
CCTV (location to be identified)

Proposals Medium-term: Completed within 12 to 30 months

7. New car parking (location to be identified)
 8. Car parking payment system
 9. Tensile structure over part of the courtyard
 10. New catering offer (extending Unit 8)
 11. Changing Places facility
 12. High quality self catering accommodation within Blast Furnace
 13. Introduce digital technology within Furnace Museum
 14. Introduction of visitor accommodation (pods, camping pitches and service block)
 15. Extend play area with accessible play
- Allowance for events service infrastructure and improvements to the public realm (locations to be identified)

Proposals Long-term: Completed 30+ months

- Outdoor shelter (location to be identified)

APPENDIX FOUR – Community Scrutiny Committee Meeting 23 April 2026 – members comments and officers’ responses

Comments on the Moira Furnace Visitor Experience Improvement Programme (Phase 2) made by Community Scrutiny Committee at its meeting on 23 April 2026

Date considered by Cabinet: 19 May 2026

	Comments/recommendations from scrutiny	Advice provided by officers at the Scrutiny meeting	Cabinet response
C1	Improvements to date: Members welcomed the improvements made to the site and praised the quality of the refurbishment works. The Furnace was described as one of the district’s key heritage and tourism assets, and members highlighted the importance of continuing to promote the positive work undertaken by the Council.	-	
C2	Potential parking charges: Members raised concerns regarding potential parking charges, stressing the need to avoid excessive charges that could deter visitors or local residents. Suggestions included consideration of local resident concessions and ensuring a balance between income generation and accessibility.	-	
C3	Historic building: Questions were raised about the Council’s responsibilities as custodian of a historic building.	Officers confirmed that all necessary consents had been obtained and that Historic England requirements had been met.	
C4	Delivery timetable: Members discussed the tight delivery timetable in the context of Local Government Reorganisation (LGR).	Officers acknowledged the challenging timescales but advised that delaying approval would significantly increase the risk of the project not proceeding. Arrangements were being made to support continuity, including risk management and handover planning.	

C5	Community impact: Members commented on the positive impact the site had on the area including reducing anti-social behaviour, volunteer engagement, opportunities for younger people and work experience placements. Planned future activities as well as possible ideas for the future were also acknowledged.	-	
C6	Project support: The committee was in full support of the project and the allocation of funds required to complete the phase 2 improvements.	-	
R1	Recommendation: That Cabinet allocate the £2.455,000 over the two year period 2026-2028 to the Council's Capital Programme from the Business Rates Reserve for Improvements at Moira Furnace.		

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