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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Thursday, 4 September 2025
Location	Abbey Room, Stenson House, London Road, Coalville, LE67 3FN
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
3. PUBLIC QUESTION AND ANSWER SESSION	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. MINUTES	
To approve and sign the minutes of the meeting held on 19 July 2025.	3 - 6
5. PERFORMANCE MONITORING REPORT - 2025/26 QUARTER 1	
Report of the Head of Human Resources and Organisation Development	7 - 36
6. FINANCE UPDATE - 2025/26 QUARTER 1	
Report of the Strategic Director of Finance	37 - 60
7. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	61 - 82

Circulation:

Councillor S Lambeth (Chair)
Councillor M Ball (Deputy Chair)
Councillor C Beck
Councillor D Bigby
Councillor M Burke
Councillor K Horn
Councillor A Morley
Councillor R L Morris
Councillor S Sheahan
Councillor J Windram

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Abbey Room, Stenson House, London Road, Coalville, LE67 3FN on THURSDAY, 19 JUNE 2025

Present: Councillor S Lambeth (Chair)

Councillors C Beck, D Bigby, K Horn, A Morley, S Sheahan and J Windram

Officers: Mr A Barton, Mrs A Crouch, Ms J McGarry, Panter and Mr P Stone

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors M Ball, M Burke and R Morris.

2. DECLARATION OF INTERESTS

There were declarations of interest.

3. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

4. MINUTES

Consideration was given to the minutes of the meeting held on 13 March 2025.

It was moved by Councillor S Sheahan, seconded by Councillor S Lambeth and

RESOLVED THAT:

The minutes of the meeting held on 13 March 2025 be approved as an accurate record of proceedings.

5. COUNCIL DELIVERY PLAN - PERFORMANCE REPORT - QUARTER 4 2024/25

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

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

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

A discussion was had on the Clean and Green Key Performance Indicators and concerns were raised that the benchmarking and target setting were not yet completed. Although it was explained that the delay was due to a piece of work yet to be undertaken before

Cabinet could set a target date, and that more information would be available when a report was brought to Committee in November, some Members felt that the matter needed addressing urgently as the Council needed clear annual targets. It was put to the vote and formally recommended that Cabinet undertake the benchmarking and target setting in relation to Key Performance Indicator 13 (we will aim to be carbon zero by 2030 and as a district by 2050) as soon as possible.

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

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

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

RECOMMENDED THAT CABINET:

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

6. 2024/25 Q3 GENERAL FUND FINANCE UPDATE

The Strategic Director of Finance presented the report to Members.

A discussion was had in relation to the interest earned on the Housing Revenue Account, it was suggested that it be used to purchase new homes rather than left in a bank account. The Strategic Director of Resources confirmed it was about the balance of returns, however, the use of the funds would be considered as part of the Medium Term Financial Plan.

It was also commented that a lot of the debt on the General Fund was as a result of the leisure centre build, it was felt that the cost should be spread across a longer timeframe rather than attempting to clear the debt as quickly as possible. In response to a further question regarding Council debt, the Strategic Director of Resources confirmed that there was no requirement to clear any debt prior to Local Government Reorganisation but that there was still lots of discussions to be had on the matter moving forward.

During discussion, a point was raised around the timescales of receiving the finance update as it was six months after the end of quarter three and therefore, to some Members, felt irrelevant. It was put to the vote and formally recommended to Cabinet that

the financial updates were received as close to the end of the quarter as possible, preferably prior to Cabinet.

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

In response to a question requesting the costs around the old council offices, the Strategic Director of Resources agreed to provide the information outside of the meeting.

RECOMMENDED THAT CABINET:

Consider changing the process of finance monitoring so that the Corporate Scrutiny Committee can scrutinise the information closer to the end of each quarter with the Committee's preference being prior to consideration by cabinet.

7. CUSTOMER SERVICES ANNUAL REPORT

The Strategic Director of Finance presented the report to Members.

During discussion, several questions of clarity were asked by Members and responses provided by officers.

Members were pleased with the progress made and welcomed the benchmarking data. Some concerns were raised in relation to avoidable calls and the Customer Services Team Manager shared those concerns, and explained the data was mainly relating to people calling back. It was something that the team were working on improving.

Members were unhappy to see the effect the job had on some team members mental health and in response it was confirmed that there were mental health first aiders available to staff.

A comment was made on the use of stacked bar graphs, as it was felt it was hard to see the comparisons detailed.

The Portfolio Holder referred to a visit he made to Customer Services recently along with Councillor C Beck, he confirmed that it was very interesting and recommended other Members take the opportunity to do the same if possible.

The Chair thanked the Committee for their comments.

8. CORPORATE COMPLAINTS AND FEEDBACK ANNUAL REPORT

The Strategic Director of Finance presented the report to Members.

Members were pleased with the progress made in the last 12 months and it was commented that it would be good to see an increase in complaints moving forward as it indicated residents trusted the Council enough to make a complaint. The comments were echoed by the Portfolio Holder.

The Chair thanked the Committee for their comments.

9. PEER REVIEW FEEDBACK FOLLOW UP

The Strategic Director of Finance presented the report to Members.

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

The Chair thanked the Committee for their comments.

10. SCRUTINY ANNUAL REPORT

The Strategic Director of Communities introduced the report to Members and then handed over to the Chair to present it.

In relation to the role of scrutiny as detailed in the report and the subject matters the committees could consider, it was highlighted that carbon zero was not listed. It was suggested that it be added. It was confirmed that the list was taken from the Constitution and was not exhaustive, therefore it could be included. It was proposed that the Governance Working Group, who were currently undertaking the annual review of the constitution, be requested to make the change.

RESOLVED THAT:

- a) The Governance Working Group be requested to include the addition of carbon zero in the subject matter list for scrutiny included in the scrutiny terms of reference as part of the annual review.
- b) Authority be delegated to the Scrutiny Committee Chairs to make any final amendments to the report following consideration by both Scrutiny Committees prior to consideration by Council.

11. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

Consideration was given to the future work programme.

Following concerns raised by a Member, the Strategic Director of Communities confirmed that although the carbon zero update report would be considered by the Committee later in the year, the information within it would be up to date.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.40 pm



NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – 4 SEPTEMBER 2025

Title of Report	COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 2025/26	
Presented by	Hannah Panter Head of Human Resources and Organisation Development	
Background Papers	Council Delivery Plan Council meeting held on 14 November 2023	Public Report: Yes
Financial Implications	No direct financial implications.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No direct legal implications arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda item submitted to Scrutiny Committee.	To report the performance of the Council during the first quarter of 2025/26 against the objectives and key performance indicators as detailed in the Council Delivery Plan as agreed by full Council on 14 November 2023. To request that Scrutiny Committee reviews the comments of Cabinet on the performance report and provides feedback on its response for consideration by Cabinet through the next performance Cabinet report.	
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE: 1. NOTES THE CONSIDERATION OF THE PERFORMANCE REPORT BY CABINET AT THEIR MEETING ON 26 AUGUST 2025.	

	2. PROVIDES COMMENTS AND FEEDBACK ON CABINET'S RESPONSE TO THE PERFORMANCE ACHIEVED, TO BE FED BACK THROUGH THE NEXT CABINET PERFORMANCE REPORT
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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). 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 will be monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the performance management framework. This will involve quarterly reports to Cabinet, the outcomes of the reports will then be shared with the Corporate Scrutiny Committee. The set of plans that sit below the Council delivery plan, the directorate plans, are monitored at officer level by the Corporate Leadership Team.
- 1.3 The reporting period for this report runs from 1 April to 30 June 2025.

QUARTER 1 2025/26 COUNCIL DELIVERY PLAN

Performance Monitoring Report

Cabinet is considering the performance monitoring report at its meeting on 26 August; therefore, the minutes will be made available to the Committee as soon as practicable, and an update will also be provided at the meeting.

Minutes from Cabinet meeting on 26 August can be viewed using the link below following the meeting.

[Cabinet – 26 August 2025](#)

2.0 PERFORMANCE REPORT

- 2.1 The Council Delivery Plan contains four key priority areas – notably “A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration”.
- 2.2 Appendix 2 shows the performance in quarter 1 overall against each of the four priority areas. Appendix 1 sets out the RAG Rating Key for the Key Performance Indicators (KPIs).
- 2.3 There are 18 KPIs in the Plan. Six indicators pertain to Planning and Regeneration, five to Housing and Community Services, four to Clean and Green, and three to a well-run Council. Of the 18 Key Performance Indicators, ten are on track, four are off track but improving with mitigations, two are significantly underperforming, and two lack sufficient data for a rating.

Key Progress areas

2.4 Planning and Regeneration

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

2.5 Housing and Communities

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

2.6 Clean and Green

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

Areas Requiring Improvement and Remedial Actions:-

2.7 Housing and Communities

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

2.8 A Well-run Council

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

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

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

Additionally, discussions with services to determine the Quarter 1 2025/26 financial performance are ongoing, with results to be presented to Cabinet in August 2025. The

Quarter 1 2025/26 Treasury Management report is also scheduled for review by the Audit and Governance Committee in August 2025.

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

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

2.9 Planning and Regeneration

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

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

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

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

Policies and other considerations, as appropriate	
Council Priorities:	<p>This report measures progress against all of the Council's priorities.</p> <ul style="list-style-type: none"> - Planning and regeneration - Communities and housing - Clean, green and Zero Carbon - A well-run council
Policy Considerations:	Council Delivery Plan
Safeguarding:	No direct considerations.
Equalities/Diversity:	No direct considerations, the plan impacts across all of the Council's communities.
Customer Impact:	No direct considerations.
Economic and Social Impact:	As detailed in the report.
Environment, Climate Change and zero carbon:	As detailed in the report.
Consultation/Community Engagement:	No direct considerations.
Risks:	Detailed in the Corporate risk register
Officer Contact	<p>Hannah Panter Head of Human Resources and Organisation Development. Hannah.Panter@nwleicestershire.gov.uk</p> <p>Allison Thomas Chief Executive Alison.Thomas@nwleicestershire.gov.uk</p>

Appendix 1: RAG Rating Key for table

● Red – High Risk / Serious Issues

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

□ Amber – Moderate Risk / Some Concerns

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


□ Green – Low Risk / On Track

- **What it means:** Everything is progressing as planned.
- **Action required:** No immediate action needed beyond routine monitoring.
- **Examples:**
 - A project is on schedule and within budget.
 - KPIs are being met or exceeded.
 - No significant risks are present.

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

- **What it means:** Work hasn't commenced against this KPI or there is insufficient data to be able to monitor at this stage.
- **Action required:** Monitoring to ensure work commences or is in a position for data to be captured and the target deadlines are adhered to.
- **Examples:**
 - The KPI refers to an annual target where the Council is awaiting information from an external body to assess progress
 - There is currently insufficient data, for instance the target is a national one, the implementation is recent and there is insufficient data to determine progress

Appendix 2: Table of Performance against Key Performance Indicators

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


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

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

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

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


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


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

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

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

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

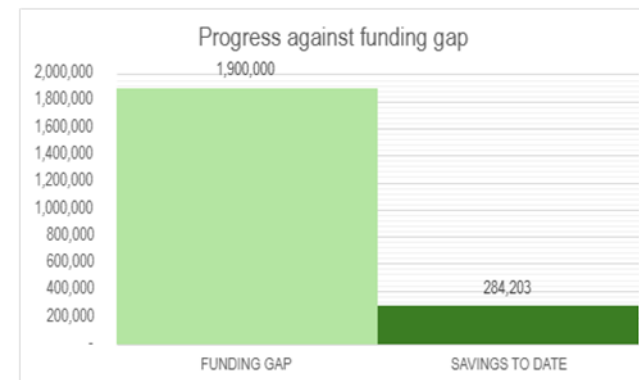
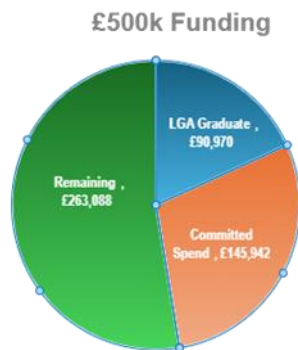
<div>Clean and Green</div> 	12	We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.	43% Recycling rate 2023/4		The review was completed in Q4 2024/2025. Work is now in progress on the key work themes as part of the Project Development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

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

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

					The Quarter 1 2025/26 Treasury Management report will be considered by Audit and Governance Committee in August 2025.		
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Appendix 3: Performance of Transformation Delivery Plan



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

Transformation Projects

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

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

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

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

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

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

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 4
SEPTEMBER 2025

Title of Report	FINANCE UPDATE - 2025/26 QUARTER 1	
Presented by	Cllr Keith Merrie Corporate and Finance Portfolio Holder	
Background Papers	Cabinet – 26 August 2025: General Fund Finance Update – 2025/26 Quarter 1 Housing Revenue Account (HRA) Finance Update Quarter 1	Public Report: Yes
Financial Implications	The report outlines the financial position of both the General Fund and Housing Revenue Account (HRA) as at Quarter 1 2025/26	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No legal implications arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	Any staffing implications of this report are detailed in the body of the report and the attached appendices.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To provide the Corporate Scrutiny Committee with an update on the financial position for the General Fund and HRA as at Quarter 1 2025/26	
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE: 1. NOTES THE 2025/26 FORECAST UNDERSPEND ON GENERAL FUND AND HOUSING REVENUE ACCOUNT; AND 2. PROVIDES ANY COMMENTS FOR CONSIDERATION BY CABINET WHEN IT RECEIVES ITS NEXT QUARTERLY UPDATE.	

1.0 BACKGROUND

- 1.1 To update Members on the financial position of the Council following the first quarter's budget monitoring exercise for both the General Fund and Housing Revenue Account details of which were reported to Cabinet on 26 August 2025. Both reports are shown in Appendix A and B.

2.0 GENERAL FUND

- 2.1 The 'Quarter 1 General Fund Finance Update' (Appendix A) provides an overview of the financial position of the General Fund for the period 1 April 2025 to 30 June 2025. The report highlights a forecasted underspend of £113k for the 2025/26 financial year. The major variances are summarised below, and more detail is available in the attached Cabinet report:

- **Staffing £213k overspend** - £10k agency overspend and £213k pressure due to not meeting the 3% vacancy control factor.
- **Income £381k underspend** - £51k pressure due to a combination of voids within the commercial leasehold property portfolio, units and market stalls are reducing the Council's income and additional £432k Extended Producer Responsibility Payment grant income.
- **Expenditure 165k overspend** - £160k overspend on repairs and maintenance of Council vehicles and £5k overspend on discretionary housing payments.

- 2.2 The report provides an update on the Savings Programme, Reserves and the Capital programme. The 2025/26 Savings Programme is on track and £19k savings have been achieved whilst £527k savings are on track to be achieved. The 2025/26 active programme approved capital budget for the General Fund is £9.2m and expenditure for the first quarter is £78k which is less than one 1% of the budget.
- 2.3 In terms of Treasury Management, there are no changes to the borrowing interest expenditure, nor, borrowing principal repaid forecasts as no new borrowing has taken place or loans repaid early during the quarter. Investment interest income for the General Fund investments is forecast at £270k, an additional £120k

3.0 HOUSING REVENUE ACCOUNT (HRA)

- 3.1 The HRA report (Appendix B) highlights a forecasted underspend of £46k for the 2025/26 financial year, compared to a budgeted £62k. Based on the high-level assessment at Quarter One, there is a one-off pressure of £16k forecasted due to the pay award being agreed at 3.2%, an increase of 0.2% when compared to the budget.
- 3.2 There are currently no other significant variances identified that cannot be managed within the approved budget. However, officers will continue to monitor the budgets, ensuring any financial implications are identified as soon as possible and the position reported throughout the financial year.
- 3.3 The report provides an update on the Reserves and the Capital programme. The 2025/26 approved capital active programme budget for the HRA is £12.565m and actual spend to the end of Quarter 1 (June 2025) is £0.658m (5.2%) of the budget. At this early stage of the financial year, the forecast outturn position is £12.565m representing 100% of the budget, although historically there has been some slippage on capital schemes.

Policies and other considerations, as appropriate	
Council Priorities:	A well-run council
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	The Council plans to invest up to £1.1m in town centre regeneration and public realm works in the current financial year.
Environment, Climate Change and zero carbon:	<p>Up to £0.5m is forecast to be spent on purchasing environmentally friendly vehicles and installing electric vehicle charging points throughout the district in the current financial year.</p> <p>The Council is forecast to invest £4m on Zero Carbon Home Improvements.</p>
Consultation/Community Engagement:	None
Risks:	<p>Consumer Price Inflation (CPI) is the highest at 3.6% since January 2024 which means the real purchasing power of the Council's reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the Council's ability to maintain financial stability and achieve its long-term financial objectives. The budgets will continue to be monitored throughout the year to ensure the Council remains within its funding envelope. Work is continuing to ensure the ledger is up to date for 2023/24 and 2024/25. As the 2023/24 and 2024/25 data is yet to be finalised, this places a risk on the 2025/26 data, and any brought forward balances from 2023/24.</p>
Officer Contact	<p>Anna Crouch Head of Finance and Deputy S151 Officer anna.crouch@nwleicestershire.gov.uk</p>

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



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

1. PURPOSE OF THE REPORT

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

2.0 GENERAL FUND

2.1 General Fund Revenue

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

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

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

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

Staffing £213k overspend

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

Income (£381k) underspend

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

Other Major Items £165k overspend

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

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

Recruitment and Retention

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

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

Pay Award 2025/26

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

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

Extended Producer Responsibility Payment

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

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

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

Vacancy Control Factor

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

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

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

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

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

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

2.2 Savings Programme

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

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

2.3 General Fund Reserves

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

2.4 General Fund Capital

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

2.5 Prudential Indicators

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

2.6 Treasury Management

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

Table 2 – Treasury Summary

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

Policies and other considerations, as appropriate	
Council Priorities:	A well run Council.
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	The Council plans to invest up to £1.1m in town centre regeneration and public realm works in the current financial year.
Environment and Climate Change:	Up to £0.5m is forecast to be spent on purchasing environmentally friendly vehicles and installing electric vehicle charging points throughout the district in the current financial year.
Consultation/Community/Tenant Engagement:	This report will be considered by Corporate Scrutiny Committee on 4 September 2025.
Risks:	<p>Consumer Price Inflation (CPI) is the highest at 3.6% since January 2024 which means the real purchasing power of the Council's reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the organisation's ability to maintain financial stability and achieve its long-term financial objectives.</p> <p>The budgets will continue to be monitored throughout the year to ensure the Council remains within its funding envelope.</p> <p>Work is continuing to ensure the ledger is up to date for 2023/24 and 2024/25. As the 2023/24 and 2024/25 data is yet to be finalised, this places a risk on the 2025/26 data, and any brought forward balances from 2023/24.</p>
Officer Contact	Anna Crouch Head of Finance & Deputy S151 Officer anna.crouch@nwleicestershire.gov.uk

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

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

APPENDIX 2

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

2.0 HOUSING REVENUE ACCOUNT

2.1 HRA Income and Expenditure

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

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

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

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

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

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

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

2.2 HRA Reserves

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

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

Table 2 – Provisional HRA Usable Reserves forecast 2025/26

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

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

2.3 HOUSING REVENUE ACCOUNT CAPITAL – ACTIVE PROGRAMME

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

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

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

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

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

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

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

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

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

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

NORTH WEST LEICESTERSHIRE

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

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

Corporate Scrutiny Committee – WORK PROGRAMME (as at 27/08/25)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
November 2025				
20 November 2025	Local Government Reorganisation	Allison Thomas, Chief Executive	-	60 minutes
December 2025				
4 December 2025	Quarterly Performance Monitoring Report To report on the Council's performance during the previous quarter, measured against the indicators as set out in the Council Delivery Plan 2023-2028.	Hannah Panter, Head of HR and Organisational Development	-	30 minutes
4 December 2025	Quarterly General Fund and Housing Revenue Account Update For Members to note and comment on the performance of the General Fund and Housing Revenue Account (HRA) budgets, during the previous quarter.	Anna Crouch, Head of Finance	-	30 minutes
4 December 2025	Stenson Square Gardens – RIBA 3 Report	Paul Wheatley, Head of Economic Regeneration and Property	-	30 minutes
January 2026				
8 January 2026	Draft Budget 2026/27 The Committee are invited to make comment on the 2026/27 draft budget proposals as part of the consultation process.	Anna Crouch, Head of Finance	-	60 minutes

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
March 2026				
19 March 2026	Housing Repairs Update This report will set out housing repairs performance and highlight the issues impeding delivery of an efficient and good housing service to Council tenants.	Andy Barton, Strategic Director of Communities	-	30 minutes
19 March 2026	Quarterly Performance Monitoring Report To report on the Council's performance during the previous quarter, measured against the indicators as set out in the Council Delivery Plan 2023-2028.	Hannah Panter, Head of HR and Organisational Development	-	30 minutes
19 March 2026	Quarterly General Fund and Housing Revenue Account Update For Members to note and comment on the performance of the General Fund and Housing Revenue Account (HRA) budgets, during the previous quarter.	Anna Crouch, Head of Finance	-	30 minutes

Work requests considered by the Scrutiny Work Programming Group

No current work requests

Principles and Criteria used for Assessing Items Put Forward

Identify Issues for consideration by Scrutiny

- Consulting with members of Scrutiny Committees, senior officers, Cabinet members – horizon scanning on policy development
- Looking at the corporate priorities, Council Delivery Plan and Cabinet Forward plan – identify key issues/topics for investigation/inquiry
- Considering events and decisions in the Council's calendar which could require an input/consultation via scrutiny – eg budget setting, CDP development
- Considering requests from members – eg via another forum or scoping report submitted
- Evaluating the Council's performance – eg quarterly reports, end of year reports, reviewing success of a particular scheme or initiative
- Reviewing any follow up work required after previous scrutiny work

Prioritise the potential list of scrutiny topics based on factors including

- the resources required to deliver it (from members, offices and financially)
- the value and level of impact which could be achieved
- link to the council's priorities
- whether it is a regular recurring item which requires consideration before Cabinet/Council approval
- consideration of the guidance for selecting scrutiny topics

Topics are suitable for Scrutiny when	Topics are not suitable for Scrutiny when
Scrutiny could have an impact and add value	The issue is already being addressed elsewhere and change is imminent
The topic is of high local importance and reflects the concerns of local people	The topic would be better addressed elsewhere (and will be referred there)
The resources are available that would be required to conduct the review – staff and budget	Scrutiny involvement would have limited or no impact on outcomes
It avoids duplication of work elsewhere	The topic would be sub-judice or prejudicial to the councils interests
The issues is one that the committee can realistically influence	The topic is too broad to make a review realistic
The issue is related to an area where the council or one of its partners is not performing well	New legislation or guidance relating to the topic is expected in the next year

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PREVIOUS SCRUTINY RECOMMENDATIONS TO CABINET (from meeting held on 19 June)

Quarterly Performance Report – Quarter 4 2024/25

Members made the following recommendations to Cabinet:

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

At its meeting on 26 August, Cabinet considered and noted the recommendations.

2024/25 Q3 General Finance Update

Members made the following recommendation to Cabinet:

‘Consider changing the process of finance monitoring so that the Corporate Scrutiny Committee can scrutinise the information closer to the end of each quarter with the Committee’s preference being prior to consideration by cabinet.’

At its meeting on 26 August, Cabinet considered and noted the recommendations.

The report and minutes for both meetings can be found below –

[Corporate Scrutiny Committee – 19 June 2025](#)

[Cabinet – 26 August 2025](#)

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Notice of Executive Key Decisions

The attached notice lists the matters which are likely to be the subject of a key decision by the Council's executive and executive decision making bodies. This notice is produced in accordance with the Constitution adopted by North West Leicestershire District Council and will be published a minimum of 28 days before the date on which a key decision is to be made on behalf of the Council.

The date of publication of this notice is Friday, 22 August 2025. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 23 September 2025 is 5pm Friday, 12 September 2025.**

Key Decisions

A key decision means a decision taken by the Cabinet, a committee of the Cabinet, an area or joint committee or an individual in connection with the discharge of a function which is the responsibility of the executive and which is likely:

- (a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council;
- (c) for the purposes of (a) and (b) above £100,000 shall be regarded as significant in terms of expenditure or savings, and any issue which, in the opinion of the Leader is likely to have an impact on people, shall be regarded as significant in terms of impact on communities.

The Council's Executive

The Council's executive committee is the Cabinet. The Cabinet comprises:

Councillor R Blunt	-	Leader
Councillor M Wyatt	-	Deputy Leader and Communities & Climate Change
Councillor T Gillard	-	Business and Regeneration
Councillor K Merrie MBE	-	Finance & Corporate
Councillor N J Rushton	-	Infrastructure
Councillor A Saffell	-	Planning
Councillor A Woodman	-	Housing, Property & Customer Services

Confidential Items and Private Meetings of the Executive

Whilst the majority of the Cabinet's business at the meetings listed in this notice will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is a formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Forward Plan may be held in private because the agenda and reports for the meeting contain exempt information under Part 1 Schedule 12A to the Local Government Act (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. Those Items where it is considered that they should be considered in private are identified on the Notice.

Access to Agenda and Related Documents

Documents relating to the matters listed in this notice are available at least 5 clear working days prior to the date of decision as indicated below. Other documents relevant to the matters listed in this notice may be submitted to the decision maker.

If you wish to request or submit a document, or make representation in relation to any issue contained within this notice, please contact Democratic Services on telephone number 01530 454512 or by emailing memberservices@nwleicestershire.gov.uk

Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
September 2025							
2023/24 Provisional Financial Outturn - General Fund	Cabinet	Non-Key	Public	23 September 2025	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance, Tel: 01530 454492, anna.crouch@nwleicester-shire.gov.uk, deborah.proctor@nwleicester-shire.gov.uk</p>	2023/24 Provisional Financial Outturn - General Fund	N/A
2023/24 Provisional Financial Outturn - Housing Revenue Account (HRA)	Cabinet	Non-Key	Public	23 September 2025	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance, Tel: 01530 454492, anna.crouch@nwleicester-shire.gov.uk, deborah.proctor@nwleicester-shire.gov.uk</p>	2023/24 Provisional Financial Outturn - Housing Revenue Account (HRA)	N/A

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	23 September 2025	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk</p>	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Local Nature Recovery Strategy	Cabinet	Key	Public	23 September 2025	<p>Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk</p>	Local Nature Recovery Strategy	
Coalville Regeneration Framework - 2025 Update	Cabinet	Key	Public	23 September 2025	<p>Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester-shire.gov.uk</p> <p>Economic Regeneration Team Manager Tel: 01530 454822 Barrie.Walford@nwleicestershire.gov.uk</p>	Coalville Regeneration Framework - 2025 Update	Community Scrutiny Committee 09 September 2025.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Review of Corporate Governance Policies	Cabinet	Key	Public	23 September 2025	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester shire.gov.uk emma.lant@nwleicesters hire.gov.uk	Report Review of Corporate Governance Policies	Being considered at Audit and Governance Committee on 6 August 2025
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council tax, Non Domestic Rates and Sundry Debts Write Offs	Cabinet	Key	Public	23 September 2025	Head of Finance Tel: 01530 454492 anna.crouch@nwleicester shire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council tax, Non Domestic Rates and Sundry Debts Write Offs	n/a - function delegated to Cabinet
Award of contract - River Mease Project Delivery Partner	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	23 September 2025	Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicesters hire.gov.uk	Report Award of contract - River Mease Project Delivery Partner	This is a Cabinet Function

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Fair Funding Review	Cabinet	Non-Key	Public	23 September 2025	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Strategic Director of Resources (Section 151 Officer) Tel: 01530 454495 paul.stone@nwleicestershire.gov.uk</p>	Consultation Response. Fair Funding Review	The report provides details of the Council's response. The Constitution states that consultation responses can be submitted by the Director in consultation with the relevant Portfolio Holder. The report is for information only.
October 2025							
2024/25 Provisional Financial Outturn - General Fund	Cabinet	Non-Key	Public	28 October 2025	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Finance Team Manager Tel: 01530 454684 sarah.magill@nwleicester-shire.gov.uk</p>	2024/25 Provisional Financial Outturn - General Fund	To be confirmed when the schedule for the civic year 2025/26 has been agreed.
2024/25 Provisional Financial Outturn - Housing Revenue Account (HRA)	Cabinet	Non-Key	Public	28 October 2025	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Finance Team Manager Tel: 01530 454684 sarah.magill@nwleicester-shire.gov.uk</p>	2024/25 Provisional Financial Outturn - Housing Revenue Account (HRA)	To be confirmed when the schedule for the civic year 2025/26 has been agreed.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	28 October 2025	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Final proposals for local government reorganisation in Leicester, Leicestershire, and Rutland 27	Cabinet	Key	Public	28 October 2025	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester-shire.gov.uk Chief Executive Tel: 01530 454500 allison.thomas@nwleicestershire.gov.uk	Report Final proposals for local government reorganisation in Leicester, Leicestershire, and Rutland	Corporate Scrutiny - Tuesday 21 October 2025
Award of Payroll and Human Resources (HR) System Contract	Cabinet	Key	Public	28 October 2025	Finance and Corporate Portfolio Holder Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Award of Payroll and Human Resources (HR) System Contract	N/A - function delegated to Cabinet

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Award Housing Contracts	Cabinet	Key	Private	28 October 2025	Housing Responsive Repairs, Voids and Minor Works Team Manager MEGAN.HOODGETT@nwleicestershire.gov.uk	Award Housing Contracts	
73 17 Ashby Road, Moria	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	28 October 2025	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Report 17 Ashby Road, Moria	Delegated Cabinet Function
November 2025							
Good Design Guide for North West Leicestershire	Cabinet	Key	Public	25 November 2025	Councillor Tony Saffell tonyc.saffell@nwleicestershire.gov.uk Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk	Good Design Guide for North West Leicestershire	Community Scrutiny Committee, 10 April 2025

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Award of Finance System Contract	Cabinet	Key	Public	25 November 2025	Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Award of Finance System Contract	N/A - function delegated to Cabinet
Regulator Social Housing Inspection 74	Cabinet	Key	Public	25 November 2025	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester-shire.gov.uk Strategic Director of Communities Tel: 01530 454819 andy.barton@nwleicester-shire.gov.uk	Regulator Social Housing Inspection	outcome and actions related to Executive Function
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council tax, Non Domestic Rates and Sundry Debts Write Offs	Cabinet	Key	Public	25 November 2025	Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council tax, Non Domestic Rates and Sundry Debts Write Offs	n/a - function delegated to cabinet

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Housing Revenue Account (HRA) Finance Update - 2025/26 Quarter 2	Cabinet	Key	Public	25 November 2025	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Housing Revenue Account (HRA) Finance Update - 2025/26 Quarter 2	Corporate Scrutiny Committee - 04/12/25
General Fund Finance Update - 2025/26 Quarter 2 75	Cabinet	Key	Public	25 November 2025	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	General Fund Finance Update - 2025/26 Quarter 2	Corporate Scrutiny Committee - 04/12/25
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	25 November 2025	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Head of Finance, Tel: 01530 454492, anna.crouch@nwleicester-shire.gov.uk, deborah.proctor@nwleicestershire.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Stenson Square Gardens – RIBA 3	Cabinet	Key	Public	25 November 2025	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Senior Economic Development Officer Tel: 01530 454678 emily.marquez@nwleicestershire.gov.uk	Stenson Square Gardens – RIBA 3	
December 2025							
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	16 December 2025	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicestershire.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicestershire.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Review of Corporate Governance Policies - Information Governance Framework	Cabinet	Key	Public	16 December 2025	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicestershire.gov.uk emma.lant@nwleicestershire.gov.uk	Report Review of Corporate Governance Policies - Information Governance Framework	Report will be considered at Audit and Governance Committee meeting on 12 November 2025

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Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
There are no items for this meeting.							
24 February 2026							
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	24 February 2026	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk</p>	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Housing Revenue Account (HRA) Finance Update - 2025/26 Quarter 3	Cabinet	Key	Public	24 February 2026	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk</p>	Housing Revenue Account (HRA) Finance Update - 2025/26 Quarter 3	Corporate Scrutiny Committee - 19/03/26
General Fund Finance Update - 2025/26 Quarter 3	Cabinet	Key	Public	24 February 2026	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk</p>	General Fund Finance Update - 2025/26 Quarter 3	Corporate Scrutiny Committee - 19/03/26

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Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	19 May 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council tax, Non Domestic Rates and Sundry Debts Write Offs	Cabinet	Key	Public	19 May 2026	Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk		N/A - function delegated to Cabinet
June 2026							
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	23 June 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Treasury Management Stewardship Report 2025/26	Cabinet	Non-Key	Public	23 June 2026	Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Treasury Management Stewardship Report 2025/26	Audit and Governance Committee - 10/06/25

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