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

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
3. PUBLIC QUESTION AND ANSWER SESSION	
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 27 October 2025.	3 - 6
5. OUTSTANDING ACTIONS UPDATE	
To consider any outstanding items from previous meetings.	7 - 10
6. CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS	
To receive Cabinet's response to recommendations made by the Corporate Scrutiny Committee.	11 - 16
7. CUSTOMER EXPERIENCE STRATEGY 2026 -2028	
Report of the Strategic Director of Resources	17 - 54

8.	COUNCIL DELIVERY PLAN - PERFORMANCE REPORT - 2025/26 QUARTER 2	
	Report of the Head of Human Resources and Organisational Development	55 - 82
9.	ENVIRONMENTAL POLICY	
	Report of the Head of Community Services	83 - 92
10.	ZERO CARBON UPDATE	
	Report of the Head of Community Services	93 - 118
11.	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.	119 - 144

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 Stenson House, London Road, Coalville, LE67 3FN on MONDAY, 27 OCTOBER 2025

Present: Councillor M Ball (In the Chair)

Councillors M Ball, C Beck, D Bigby, M Burke, A Morley, R L Morris, S Sheahan, J G Simmons (Substitute for Councillor K Horn), J Windram and J Legrys (Substitute for Councillor S Lambeth)

In Attendance: Councillors

Portfolio Holders: Councillors R Blunt

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

19. APOLOGIES FOR ABSENCE

Apologies were received from Councillors K Horn and S Lambeth.

20. DECLARATION OF INTERESTS

There were no interests declared.

21. PUBLIC QUESTION AND ANSWER SESSION

There were no public questions received.

22. MINUTES

Consideration was given to the minutes of the meeting held on 4 September 2025.

It was moved by Councillor R Morris, seconded by Councillor S Sheahan and

RESOLVED THAT:

The minutes of the meeting held on 4 September 2025 be approved as an accurate record of proceedings.

23. LOCAL GOVERNMENT REORGANISATION

Councillor R Blunt, the Leader of the Council, presented the report, outlining the context, process, and rationale for the North City South proposal.

The Chief Executive provided the committee with a presentation of the proposal, including the structure of three new councils, alignment with devolution, neighbourhood partnerships and public engagement results.

Mr A Wood, from the Finance Team, Rutland County Council, was asked to present to the committee on the financial modelling, savings estimates, transition costs, council tax harmonisation, and sustainability model.

A member asked how the proposed ward sizes and neighbourhoods of 50,000 would maintain a sense of community, and how areas would be divided, especially near authority boundaries.

A member questioned how chief executive salaries would be set to avoid competition between the new councils for staff, and how to attract the right candidates. They also asked how terms and conditions would be aligned across the councils.

The Head of HR and Organisational Development advised that all staff except the Chief Executive would transfer on existing terms and conditions, and future structures would be designed to avoid competition between councils, with mirrored job descriptions and terms for senior roles.

A member raised concerns about ensuring member allowances are appropriate to attract quality candidates and reflect increased responsibilities.

The Chief Executive clarified that member allowances would be determined by the new councils, with savings anticipated from reducing the number of councillors. It was also noted that increased responsibilities and spend for members would be considered in the new member allowance schemes.

A member commented on the challenge for parish councils that might be split between two neighbourhood areas, and the impact on their influence.

The Chief Executive acknowledged the challenge with the intent to avoid splitting villages and to ensure neighbourhood areas were meaningful and manageable for both members and parish councils.

A member asked if the financial modelling for the North City South proposal could be directly compared to the County Council's proposal, and whether the same input data and assumptions were used. He also questioned the predicted growth rates and their comparability.

Mr A Wood confirmed that while the same baseline data was used, the North City South team would not model the county's proposal due to time constraints and differing assumptions; each proposal's assumptions would be transparent for comparison. He also indicated that growth rates and other metrics were based on agreed methodologies, but direct comparison with other models may be limited by different assumptions and calculation methods.

A member commented that not including a physical hub in each neighbourhood partnership would devalue the model and asked for cost estimates to include them.

The Chief Executive advised that the model assumed one main customer service hub per main town, not one per neighbourhood partnership, but local staff would work in neighbourhoods using existing assets and drop-in points

A member asked about the rationale for expecting savings from intensive one-to-one preventative work with children and families, given its expense.

Mr A Wood explained that national evidence showed investment in prevention reduced long-term costs by reducing the number of children entering care, but acknowledged it required targeted, data-driven intervention.

A member asked if the financial model had been stress-tested for higher inflation rates, especially regarding wage costs, and whether the £44 million savings would be recurring or affect central government funding.

Mr A Wood confirmed that the model included inflation assumptions (mainly 2%) and had been stress tested for higher rates, with sensitivity analysis showing significant impact if inflation was higher. He also advised that the £44 million savings were recurring and intended to close budget gaps and invest in prevention, with the expectation that government would not reduce funding as a result.

A member asked how the proposal would ensure frontline services are protected and avoid levelling down, referencing previous county proposals that achieved savings by reducing service levels.

Mr A Wood clarified that the model did not assume levelling down of services; policy decisions on service levels will be made by the new councils, not by officers at the proposal stage.

A member asked if the team had learned from other local authorities' experiences with harmonisation during local government reorganisation, specifically referencing Northamptonshire.

Mr A Wood advised that officers had reviewed other reorganisations noting most chose to harmonise council tax in the first year for equity, but details would be for the new councils to decide. **(POST MEETING NOTE – Following the meeting it was confirmed by officers that most chose two to three years to harmonise council tax.**

A member commented on concerns about levelling up parking charges and green bin fees across the area, noting the impact on local communities.

Mr A Wood explained that that harmonisation of fees was an assumption for modelling purposes only; actual decisions would be made by the new councils.

A member asked about the benefits of devolution for the area and the extent of collaboration with Lincolnshire councils.

The Chief Executive noted that the proposal aligned local government reorganisation with devolution to accelerate benefits, and there was no formal collaboration with Lincolnshire; Rutland's involvement with Lincolnshire is a separate issue.

Members were advised that that all questions and comments would be collated and presented to Cabinet for consideration at its meeting on the 28 October 2025.

The Deputy Chair thanked the Committee for their comments.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.15 pm

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Corporate Governance Committee

Outstanding Actions

Key: **GREEN** – completed
AMBER – working towards completion
RED – to be completed

Item	Action	Comments	Responsible Officer/ Portfolio Holder	Target dates/ rationale for delays	Last Updated	Action Status
Meeting held on 4 September 2025						
5	KPI 5 To provide a response to Cllr Sheahan on the Cabinet's view on the likelihood of the Council achieving the ambitions relating to Coalville regeneration Cllr Woodman was asked directly and agreed to pass onto the portfolio holder for a response.	Ongoing	Councillor Rushton / Hannah Panter	16/09/25	25/11/25	AMBER
5	KPI 7 To provide Cllr Sheahan with the following details surrounding the new homes project: a) why it has taken so long? b) why it is costing so much?	Completed by email in advance of the meeting in response to an earlier request.	Andy Barton	16/09/25	10/9/25	GREEN

Item	Action	Comments	Responsible Officer/ Portfolio Holder	Target dates/ rationale for delays	Last updated	Action Status
5	Transformation delivery plan (appendix 3): Cllr Lambeth requested a meeting with Paul Stone to review the plan due to concerns about current spending and savings. Feedback to be given at next meeting.	Meeting being set up. provisionally booked for 23 September 2025. Cllr Lambeth could not attend. A request has been made to Cllr Lambeth for a meeting date.	Paul Stone	16/09/25 (Meeting to be arranged by not held)	12/9/2025	
6	To provide Cllr Lambeth with the following details in relation to virements: <ul style="list-style-type: none"> - How many virements have been approved in the last 12 months? - Are they being used to conceal overspending? - Are they persistent? - Does the practice mask structural weakness in our forecasting instead of addressing them? - Should consistently moving money around be addressed for future years? - Can the Committee see the report that goes to Cabinet? 	Paul Stone emailed Cllr Lambeth on 17 September 2025	Paul Stone	16/09/25	17/09/25	

Item	Action	Comments	Responsible Officer/ Portfolio Holder	Target dates/ rationale for delays	Last updated	Action status
6	To provide Cllr Bigby with more detail around the decision to keep the Community Focus Officer post which was originally deleted as a cost saving in the 25/26 budget.	Paul Stone emailed Cllr Bigby on 25 September	Paul Stone	16/09/25	25/09/25	
6	To draft an easy-to-understand guide for Members in relation to reserves and internal borrowing to assist greater understanding during budget process.		Paul Stone	January 2026.		

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CORPORATE SCRUTINY COMMITTEE – THURSDAY, 4 DECEMBER 2025

ITEM 6 - CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Scrutiny Comments on Final Proposals for Local Government Reorganisation in Leicester, Leicestershire and Rutland and response from Cabinet

Date submitted to Cabinet: 28 October 2025

	Comments from Scrutiny	Advice provided by Officers	Cabinet Response
C1	Ward Sizes and Community Representation: Questions about how the new ward sizes (neighbourhoods of 50,000) will maintain a sense of community, especially in villages and areas near authority boundaries. Concerns about how these areas will be divided and the impact on local identity.	It was stated that the proposed ward sizes would roughly double current district seats but remain smaller than current county divisions, aiming to balance community identity and effective representation. It acknowledged the importance of not splitting up villages unnecessarily.	It was noted that single-member wards have helped councillors stay in touch with constituents, and the initial idea was to have single-member wards but noted that a LGBCE boundary review would be required following reorganisation.
C2	Chief Executive Salary and Staff Competition: Queries on how chief executive salaries will be set to attract the right candidates and avoid competition between the new councils for top staff. Also, questions about aligning terms and conditions across councils.	It was explained that all staff except the chief executive would transfer on existing terms and conditions, and future structures would be designed to avoid competition between councils, with mirrored job descriptions and terms for senior roles.	Noted

C3	Member Allowances: Concerns were raised about ensuring member allowances are appropriate to attract quality candidates and reflect increased responsibilities.	It was clarified that member allowances would be determined by the new councils, with savings anticipated from reducing the number of councillors. It was also noted that increased responsibilities and spend for members would be considered in the new member allowance schemes.	Noted, but acknowledged that it would be up to the new authorities to consider the allowances through a newly formed IRP.
C4	Parish Council Splits: Comments were made on the challenge for parish councils that might be split between two neighbourhood areas, potentially reducing their influence.	The challenge was acknowledged, with the intent to avoid splitting villages and to ensure neighbourhood areas were meaningful and manageable for both members and parish councils.	Noted. Also noted that a LGBCE boundary review would be required following reorganisation
C5	Financial Modelling Comparisons: Questions were raised if the financial modelling for the North City South proposal could be directly compared to the County Council's proposal, and whether the same input data and assumptions were used. It was also asked if modelling of the county's proposal would be done before final submission.	It was confirmed that while the same baseline data was used, the North City South team would not model the county's proposal due to time constraints and differing assumptions; each proposal's assumptions would be transparent for comparison.	Noted

C6	<p>Growth Rate Calculations: The basis for the predicted growth rates in the proposal and whether they are comparable to other models was questioned.</p>	<p>It was indicated that growth rates and other metrics were based on agreed methodologies, but direct comparison with other models may be limited by different assumptions and calculation methods.</p>	Noted
C7	<p>Neighbourhood Hubs: It was asked if the £100 million investment in assets would include a local hub for each neighbourhood partnership with concerns expressed that not having one would devalue the partnerships.</p>	<p>It was clarified that the model assumed one main customer service hub per main town, not one per neighbourhood partnership, but local staff would work in neighbourhoods using existing assets and drop-in points</p>	Noted.
C8	<p>Preventative Work with Children and Families: Questions were asked about the rationale for expecting savings from intensive one-to-one preventative work with children and families, given its expense.</p>	<p>It was explained that national evidence showed investment in prevention reduced long-term costs by reducing the number of children entering care, but acknowledged it required targeted, data-driven intervention.</p>	Noted

C9	Inflation Stress Testing: It was asked if the financial model had been stress tested for higher inflation rates (4-5%), especially regarding wage costs.	It was confirmed that the model included inflation assumptions (mainly 2%) and had been stress tested for higher rates, with sensitivity analysis showing significant impact if inflation was higher.	Noted
C10	Savings Impact on Funding: It was questioned whether the £44 million savings would be re-fed into the model for later years or if central government funding would be reduced as a result.	It was advised that the £44 million savings were recurring and intended to close budget gaps and invest in prevention, with the expectation that government would not reduce funding as a result.	Noted
C11	Service Harmonisation and Levelling Down: It was asked about the risk of service "levelling down" during harmonisation, referencing previous county proposals that achieved savings this way, and how frontline services would be protected.	It was clarified that the model did not assume levelling down of services; policy decisions on service levels will be made by the new councils, not by officers at this stage	Noted.

C12	Parking Charges and Green Bin Fees: Concerns were expressed about the assumption of levelling up parking charges and green bin fees across the area, noting the potential impact on localities.	It was explained that harmonisation of fees was an assumption for modelling purposes only; actual decisions would be made by the new councils.	It was acknowledged that harmonisation assumptions are for modelling only, and actual decisions will be made by the new councils. It was also noted that the current council is the only one not charging for green bins, so realistically, charges may be introduced
C13	Learning from Other LGRs: It was asked if the team had learnt from other LA's that had gone through the local government reorganisations, such as Northamptonshire, especially regarding harmonisation issues.	It was noted officers had reviewed other reorganisations (e.g., Northamptonshire), noting most chose to harmonise council tax in the first year for equity, but details would be for the new councils to decide. Post Committee meeting Note: Officers advised after the meeting that most take two or more years.	Noted – The Director of Resources drew members attention to an update that had been received from Rutland CC that most councils took two or more years to harmonise council tax.
C14	Devolution and Collaboration with Lincolnshire: It was asked about the benefits of devolution for the area and the extent of collaboration with Lincolnshire councils.	It was noted that the proposal aligned local government reorganisation with devolution to accelerate benefits, and there was no formal collaboration with Lincolnshire; Rutland's involvement with Lincolnshire is a separate issue.	Noted.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 4
DECEMBER 2025

Title of Report	CUSTOMER EXPERIENCE STRATEGY 2026 -2028	
Presented by	Paul Stone Strategic Director of Resources	
Background Papers	<u>Customer Experience Strategy 2026-2028 - Cabinet 28 October 2025</u>	Public Report: Yes
Financial Implications	There are no financial implications arising from this report.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no legal implications arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no staffing and corporate implications arising from this report.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To provide Corporate Scrutiny with a draft of the Council's revised Customer Experience Strategy that has been through a period of public consultation during the period 31 October 2025 to 20 November 2025.	
Recommendations	THAT CORPORATE SCRUTINY <ol style="list-style-type: none"> 1. NOTES THE DRAFT CUSTOMER EXPERIENCE STRATEGY 2026 -2028 SET OUT IN APPENDIX ONE 2. NOTES THE CONSULTATION RESPONSES AS SET OUT IN APPENDIX TWO 3. PROVIDES ANY COMMENTS FOR CABINET FOR CONSIDERATION AT ITS MEETING ON 17 DECEMBER 2025. 	

1.0 BACKGROUND

- 1.1 The Council's current Customer Experience Strategy (the "Strategy") covers the period 2022 to 2025. Its core objective is to place customers at the heart of everything the Council does, ensuring that every interaction is accessible, consistent, efficient, and simple.
- 1.2 The Strategy aims to transform how the Council interacts with its diverse customer base including residents, businesses, visitors, partners, and suppliers by:
- Modernising customer service through digital innovation.
 - Empowering staff to deliver excellent service tailored to customer needs.

- Improving accessibility for all, including support for those less confident with digital channels.
 - Ensuring value for money by streamlining services and using data effectively.
 - Embedding customer experience into the Council's core values and operations
- 1.3 It builds on previous achievements such as website accessibility improvements, telephony upgrades and Customer Service Excellence accreditation, while responding to challenges such as reduced government funding and changing customer expectations.
- 1.4 In light of evolving priorities and the Council's forward-looking agenda, the Customer Experience Strategy now requires a refresh to ensure alignment with the Council's strategic direction for the next three years. This update will guarantee that customer-centric principles remain integral to our ongoing transformation and service delivery.

2.0 CUSTOMER EXPERIENCE STRATEGY 2026-2028

- 2.1 The Customer Experience Strategy 2026 – 2028 sets out the Council's approach to transforming how it serves its customers over the next three years. The document explains that customer experience is now seen as a responsibility for the whole organisation, not just one team, and is central to the Council's vision and values. It describes how the Council has already made significant progress, including the introduction of digital forms, a modern website and high levels of customer satisfaction, while maintaining face-to-face and telephone services for those who need them.
- 2.2 The Strategy recognises the challenges posed by financial pressures, rising demand for services and the rapid pace of technological change. It highlights the need to harness digital technology and artificial intelligence to improve efficiency, accessibility and service quality, while ensuring that no one is excluded from accessing council services. The document outlines the Council's aims to make every customer interaction positive, accessible, consistent and efficient, and sets out principles such as putting the customer first, promoting digital inclusion and using data to drive improvements.
- 2.3 A three-year plan is included focusing on reducing avoidable contact, expanding digital services, embedding customer standards and exploring the use of AI. The strategy also emphasises the importance of staff training, community engagement and continuous measurement of success through customer satisfaction and service improvements. Overall, the strategy aims to create a modern, responsive and inclusive council that puts customers at the heart of everything it does.
- 2.4 A draft of the Strategy is shown at Appendix One.

3.0 CONSULTATION

- 3.1 It is considered good practice to consult on strategy documents, particularly when the strategy will have a direct impact on the Council's residents, customers and partners. Engaging with stakeholders during the development of a strategy ensures that their views, needs and concerns are understood and taken into account. This collaborative approach helps to build trust, foster transparency and increase the legitimacy of the Strategy, making it more likely to gain broad support and be successfully implemented.
- 3.2 Consultation enables the Council to identify potential challenges, unintended consequences, or areas for improvement that may not have been apparent from an internal perspective alone. It also demonstrates a commitment to inclusivity and

responsiveness, ensuring that the Strategy aligns with the diverse needs of the community. By involving residents and partners early on, the Council can co-create solutions, enhance service delivery and ultimately achieve better outcomes for everyone affected by the strategy.

- 3.3 The public consultation period has run from 31 October 2025 to 20 November 2025 using a range of media to engage with residents and communities and staff. A total of 863 responses were received.
- 3.4 In summary, the responses indicated that the preferred ways to contact the Council are by phone or via website/online forms, though email and in-person options remain important. Key priorities include clear information, speaking to a real person, and fast responses. While many rate their online experience highly, some find it only fair or poor due to unclear information and lack of responsiveness indicating room for improving digital services, further details are shown in Appendix Two.

Policies and other considerations, as appropriate	
Council Priorities:	A well-run council
Policy Considerations:	Relevant policy considerations include the Council's Transformation Delivery Plan, which closely aligns with the Customer Experience Strategy due to its focus on digitalisation. The integration of digital services, reduction of avoidable contact, and the adoption of innovative technologies such as artificial intelligence are all central to both documents, ensuring a coordinated and modern approach to improving customer service and organisational efficiency.
Safeguarding:	None.
Equalities/Diversity:	It is important to ensure that the Strategy promotes fair and inclusive access to services for all individuals, regardless of their background or characteristics. This involves identifying and addressing potential barriers faced by people with protected characteristics under the Equality Act 2010. This includes ensuring digital services are accessible to all, including those with disabilities or limited digital literacy, by providing alternative contact methods and accessible online platforms. An equality impact assessment has been completed.
Customer Impact:	By aligning with the Council's Transformation Delivery Plan and focusing on digitalisation, customers will benefit from more efficient and accessible services. The Strategy aims to reduce avoidable contact and streamline interactions through innovative technologies such as artificial intelligence, making it easier for customers to get

	<p>the help they need quickly and effectively. Furthermore, the strategy emphasises fair and inclusive access for all individuals. This means that services will be designed to cater to people with diverse needs, including those with disabilities or limited digital literacy. Customers will have access to alternative contact methods and accessible online platforms, ensuring that no one is left behind and everyone can engage with council services comfortably.</p>
Economic and Social Impact:	<p>By streamlining interactions and embracing digitalisation—such as reducing avoidable contact and adopting innovative technologies like artificial intelligence—the strategy can lead to increased organisational efficiency and cost savings. Improved efficiency allows resources to be reallocated towards service enhancements or other priority areas, potentially supporting local employment and economic development.</p> <p>Additionally, as services become easier to access and more responsive, customer satisfaction may increase, which can further enhance the reputation of the Council and attract investment or partnerships.</p>
Environment, Climate Change and zero carbon:	<p>By prioritising digitalisation and reducing the need for physical interactions—such as paper-based correspondence and in-person visits—the strategy contributes to lowering the organisation’s overall carbon footprint. Moving services online and utilising innovative technologies, such as artificial intelligence, not only streamlines customer interactions but also reduces energy consumption associated with traditional service delivery.</p> <p>Additionally, the strategy’s focus on efficient processes and resource allocation can lead to indirect environmental benefits. By minimising unnecessary travel and physical resource use, the Council supports its commitments to sustainability and zero carbon targets.</p> <p>The adoption of accessible digital platforms ensures that these environmental benefits are achieved without compromising inclusivity or service quality, aligning environmental responsibility with improved customer outcomes.</p>
Consultation/Community Engagement:	<p>There has been a period of consultation with residents and staff throughout November 2025.</p>
Risks:	<p>Without a clear customer experience strategy, services may become inconsistent, difficult to access, or unresponsive to residents’ needs, leading to frustration and diminished trust in the</p>

	Council. Absence of strategic direction can result in fragmented processes, duplicated efforts, and missed opportunities for digitalisation, which may increase costs and reduce overall efficiency.
Officer Contact	Paul Stone Director of Resources paul.stone@nwleicestershire.gov.uk

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Customer Experience Strategy 2026-2028



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FORWARD

As Portfolio Holder for Customer Services, I am proud to introduce North West Leicestershire District Council's Customer Experience Strategy 2026-2028.

This strategy sets out our vision for delivering excellent customer experiences for everyone who interacts with the council—residents, businesses, visitors, and partners alike. In a time of rapid technological change and evolving customer expectations, we are committed to ensuring our services are accessible, efficient, and responsive to the needs of our community.

We recognise that outstanding customer service is not just the responsibility of one team, but a shared commitment across the whole council. By embracing digital innovation, listening to our customers, and supporting those who need us most, we will continue to put people at the heart of everything we do.

I am confident that this strategy will help us build on our achievements so far and ensure that North West Leicestershire remains a place where everyone receives the highest standard of service.

Cllr Woodman

Portfolio Holder - Customer Services

Delivering excellent customer experiences is at the heart of our ambition for North West Leicestershire District Council. This strategy marks an important step forward in how we serve our community, ensuring that every interaction—whether digital, face-to-face, or by phone—reflects our values of trust, respect, and excellence.

Our environment is changing rapidly, with new technologies and rising expectations shaping the way people want to access services. As an organisation, we are committed to adapting and innovating, making the best use of our resources while ensuring no one is left behind.

This strategy is the result of collaboration across the council and with our partners. It sets out clear aims and practical steps to improve the way we listen, respond, and deliver for our customers. I am grateful to our staff for their dedication and to our customers for their feedback, which continues to drive our improvement.

Together, we will ensure that North West Leicestershire remains a council that puts people first and delivers services our community can be proud of.

Allison Thomas

Chief Executive

EXECUTIVE SUMMARY

North West Leicestershire District Council (NWLDC) is transforming the way it interacts with its customers. This strategy provides the vision and principles to continue this transformation and in doing so, outlines our ambition and appetite to meet our customers' needs.

This strategy sets out how we will achieve the best possible experience for our customers, whoever they are (residents, businesses, visitors, partners, or suppliers) and whenever they deal with us.

Effective management of a customer relationship is not only about how responsive, efficient, and technologically advanced services are, but is equally about the emotion, feeling and impression a person experiences when interacting with an organisation.

This strategy enables us to move away from the perspective that customer service is the responsibility of a team or department, instead recognising it is a cross-cutting theme that spans the whole organisation and links intrinsically with our wider plans. It reaffirms the importance of customer experience, and its place within our core vision and values that every officer subscribes to. This strategy raises the profile of the customer, ensuring that our plans, decisions, and business actions, are customer-centric.

We are aware that both the technological landscape and our customers' preferences are changing at an ever-accelerating pace, with artificial intelligence (A.I.) and online self-service becoming an integrated part of our everyday lives. This coincides at a time where resources available to Local Government are decreasing. Now more than ever, we need to harness digital technology to find new, innovative, and efficient ways to enable and empower our customers to interact with NWLDC, whilst at the same time releasing our capacity to support those customers that to see us face to face.

The strategy outlines how we will deliver this change and reinforces our commitment to providing fair and open access to our services here at North West Leicestershire District Council. It is published at a significant time of technological change and advancement, with this change transforming the way we can communicate and serve our customers. This strategy outlines how we will continue to go above and beyond for our customers, and how they continue to be at the heart of what we do.

INTRODUCTION

As we advance further into the 21st century, the way that the council, people, and businesses communicate and interact with one another is changing at an unprecedented pace. Alongside the continued movement towards a cashless society, the increase of online services, and the increase in people's online presence, the way in which people contact us, and how we contact others is evolving. The realms of social media, improvements with technological advancements, A.I. and handheld devices are transforming how customers interact with each other.

North West Leicestershire District Council, like other councils, central government, and other service providers, has increasingly made more of its services available online. This move towards having a larger online footprint will continue, with people finding it convenient and beneficial to access services in this way. For those who find this transition difficult, support will be provided to help. Where online provision isn't possible, we will continue to provide support to customers to make all our services inclusive.

With Government funding falling, we at NWLDC will continue to strive to get the best value for every penny we receive. As a result of customers increasingly accessing our services online, they help us save money and support us in maintaining the public services that people across the district rely on and enjoy every day.

Our Customer Experience Strategy places our customers at the heart of the organisation. It seeks to modernise and improve the authority's approach to customer service, through investing in material, human and technological resources, in response to rapidly changing customer expectations.

To date the authority has made targeted attempts at improving customer experience through various programmes and initiatives; significant investment has been made in developing digitalisation and the online customer experience. NWLDC is also in the initial phases of exploring the use of A.I., and how it can be utilised to improve the customer experience. The strategy builds upon this previous work to deliver the systematic change required to continue transforming our customers' experience and realise the benefit of previous investment.

This strategy outlines the underlying principles, foundation, design, and recommended approaches to transforming the way in which we interact with our customers. Its adoption will enable systematic change required to transform the organisation's customer services over the 2026 – 2028 period.

CUSTOMER SERVICE – OUR JOURNEY SO FAR

Over the past three years, we have strived to improve the way we work to meet the needs of our customers. We have implemented some key improvements to the way customers interact with us and how we communicate with them. This includes:

28

01

Introduction of e-forms to help respond to customer queries

02

The opening of our Customer Centre in Coalville town centre

03

Maintained our Customer Service (CSE) accreditation

CUSTOMER SERVICE – OUR JOURNEY SO FAR

Digital e-forms

As part of the previous Customer Experience Strategy, we set out an ambitious goal to develop a programme of Digital Transformation across the council, reviewing customer facing process / transactions end to end. This included the continued development of digital e-forms. Created and maintained by our Customer Experience Team, we now use a wide array of digital e-forms; a valuable resource customers are able to use daily. Instead of making a call to our Customer Contact Centre, customers can quickly fill out one of our e-forms. These forms have a wide range of functions including requesting for replacement recycling containers to Council tax change of occupancy, which enables the Customer Services team to:

- Be freed up, empowering them to serve more residents, which enables a more efficient and effective service
- Support all residents who prefer online communication in comparison to face to face and phone conversations
- Support residents who are unable to reach our Customer Centre due to geographic location within the district

Overall, e-forms enable us to reach a wider array of customers, whilst still delivering the high-quality customer service standards we aspire to reach for all residents.

Our online and digital services

Our website is modern and fully mobile-responsive, meaning people can access it easily from any digital device and receive the same great experience. Our website is available 24 hours a day, 365 days a year, and provides easy access to a wealth of information and an ever-increasing number of forms thanks to our Customer Experience Team.

In 2024/25 we had more than 2.1 million unique page views on our website and more than 65,000 online e-forms were completed.

In addition, we share information through a range of social media platforms, most predominantly Facebook. Across Facebook, throughout the 2024/25 period, our posts were viewed by 2.7 million people.



CUSTOMER SERVICE – OUR JOURNEY SO FAR

Our Customer Centre

Our Customer Services Team deals with a wide range of face-to-face enquiries. In recent years, this team has embraced and used a wide range of digital forms and online provision whilst continuing to deliver excellent customer service. The team also answers a wide range of questions from people who visit the Customer Centre, on behalf of services ranging from waste services, elections and housing benefits.

In 2024/25, 8,088 people visited the Customer Centre. This number, along with those of previous years, reflects a consistent increase in the number of people visiting the centre in the aftermath of the Covid-19 pandemic, with 8,495 visiting in 2023/24, 6,009 people visiting in 2022/23, and 2,239 in the 2021/22 year. These numbers represent the vital role the Customer Centre and Customer Services team play in serving residents across the district, providing excellent customer service.

Our customer care commitments

In December 2024, the Customer Services Team was reassessed and maintained the Customer Service Excellence (CSE) accreditation. Customer Service Excellence is designed to:

- Drive continuous improvement for customer-facing services
- Enable individuals and teams to explore and acquire new skills in the area of customer focus and customer engagement
- Offer an independent validation of achievement

The achievement of this accreditation highlights the commitment of NWLDC to delivering high quality, customer-focused services.

Our customer satisfaction

NWLDC has consistently maintained high levels of customer satisfaction. This is reflected in our 2024/25 figures, achieving 94% satisfaction across phone and face to face conversations.

However, there is always more we can do to improve so we will consider how we can make it easier and simpler for our customers to give feedback.



CUSTOMER SERVICE IN NUMBERS

The diagram below shows the number of interactions our customers have had with us in 2024/25:



72,845

calls to the Customer Centre



2,100,000

website page visits



8,088

visits to the Customer Centre



65,047

completed online forms



94%

customer satisfaction

2,700,000

views on Facebook

CURRENT CHALLENGES AND OPPORTUNITY FOR CHANGE

The council faces several challenges in the coming years, which also present us with an opportunity to change the way we do things.

Financial

NWLDC's financial position has a balanced budget proposed for the 2025/26 financial year. However, there is a funding gap over the medium term.

The council is experiencing increased demand across several key services. For instance, there is a growing need for housing services, driven by rising homelessness and the demand for affordable housing.

We are also seeing higher demand for waste management services, particularly with the introduction of food waste collections.

Despite the balanced budget, NWLDC is grappling with reduced central government funding, necessitating a 2.5% increase in council tax to maintain service levels as well as finding significant savings. Additionally, inflationary pressures and increased demand for services are straining resources.

These challenges highlight the need for strategic financial planning to ensure the council can continue to deliver essential services while navigating fiscal constraints.

Technology

We must harness the opportunities that digital technology provides us across our organisation.

Technology has, and will continue to advance at a significant pace, providing opportunities to streamline the ways we work, and providing customers with self-serve opportunities at a time and place that meets their needs.

Using technology, including software such as Microsoft Teams and online shopping has completely changed the ways in which we all work, live, and operate, with no sign of this slowing down. As indicated in a report by Statista, around 60 million users access the internet in the UK, with this number projected to rise to 63 million by 2028.

¹Ani Petrosyan, "Internet usage in the United Kingdom (UK) – Statistics & Facts" Statista, Dec 19, 2023, accessed Mar 12, 2025, <https://www.statista.com/topics/3246/internet-usage-in-the-uk/#topicOverview>

This trend is reflected throughout NWLDC in the ways our customers use our technology and digital services, with customers becoming accustomed to the benefits and flexibility that 24/7/365 online services provide them. This means they can access the things they require at a time and place that suits their individual needs.

CURRENT CHALLENGES AND OPPORTUNITY FOR CHANGE

Artificial intelligence (A.I.)

Alongside the progress that is being made in technological advancements, A.I., and the development of Large Language Models (LLM) such as Microsoft CoPilot and Chat GPT is transforming the digital world as we know it.

NWLDC is currently undertaking an evaluation of the ways in which we can best use A.I. to best serve our customers.

Learning from work done by other authorities, including exploring the potential of using A.I. within the Customer Centre, we are optimistic that A.I. software can be used to significantly aid the customer experience.

Ultimately, this technology will empower us to become a more efficient council, enabling us to provide outstanding customer service to more of our customers in the coming years.

Data and processes

The Council sits in the middle of a web of information. The range and diversity of our services generates a huge quantity of data held about our customers across a variety of back-office systems.

Understanding our data is hugely beneficial in helping us to; make services more targeted and effective, allocate resources to where we can have the biggest impact and save officer time in front and back-office processes, as well as providing insight into the cause of and solutions to costly social problems. We will consider ways to use this untapped information source when redesigning and developing our processes to attain the outlined benefits

Customer needs

Customer needs, expectations and priorities are ever evolving. These changes in needs pose a number of specific challenges that we will need to address to ensure that we can continue to provide a positive customer experience.

As we strive to offer those who can self-serve an opportunity to do so 24/7, are also seeing an increasing number of complex and cross cutting issues that people need our help to address.

CURRENT CHALLENGES AND OPPORTUNITY FOR CHANGE

New ways of working

Alongside the new offices at Whitwick Business Centre, we have a councillor hub at Stenson House where our public meetings take place and our Customer Centre at the heart of Coalville Town Centre, ensuring we can make face to face contact with residents across the district.

Hybrid working, is now also the norm for NWLDC employees. We encourage our staff to work in an environment that works best for them, ensuring they can be as productive as possible and serve customers well!

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The Transformation Team

Our Transformation Team plays a pivotal role in supporting opportunities for change. Established in 2024, this team focusses on opportunities for change, creating a more efficient and value for money council which delivers for the community it serves.

The team works with all of the council's services to make sure that the impact on the customer is being taken into account. This includes support for the Improving Customer Contact and focusses on transforming the way we interact with our customers, reducing avoidable contact and making our services more efficient and effective.



CORPORATE STRATEGY – THE GOLDEN THREAD

NWLDC's Council Delivery Plan (CDP) was refreshed and updated following the district council elections in May 2023. The CDP outlines four priorities that are key to the district's success:

1. **Planning and regeneration** – Economic growth and physical development of our district.
2. **Communities and housing** – Looking after our tenants and keeping our community safe.
3. **Clean, green and zero carbon** – Looking after the environment we live in.
4. **A well-run council** – Making sure that our services are provided in a positive and friendly way, that we provide good value for money and that our finances are in good order.

Underpinning these priorities, our values have remained consistent. These are:

- **Trust** – We are honest, fair and transparent and we value trust
- **Respect** – We respect each other and our customers in a diverse, professional and supportive environment
- **Excellence** – We will always work to be the best that we can be
- **Pride** – We are proud of the role we play in making North West Leicestershire a happy, healthy and vibrant place to live and work
- **Growth** – We will work together to grow and continue to improve.

Reflecting the refreshed CDP, Key Performance Indicators (KPIs) have been refocused.

The development of the Customer Experience Strategy will support NWLDC to achieve its aims under each of these priorities.

We also recognise that there are financial challenges for local government and that this will continue. Consequently, we will use these challenges as an opportunity to transform NWLDC, becoming a more efficient, effective, and innovative organisation.



CORPORATE STRATEGY – THE GOLDEN THREAD

ICT Roadmap and Technology Strategy (2022 – 2027)

The Information and Communication Technology (ICT) strategy sets out a medium to long term vision of how ICT will develop to support the council's business requirements, its future vision for its customers, and its members.

Setting out the principles and objectives required to create a modern workplace digital environment, this strategy pulls together integrated data, enabling automated transactions and a council which is 'open' 24/7/365 for self-service.

The ICT roadmap is also the link between the People Plan, the Customer Experience Strategy, the Future Operating Model and the Council Delivery Plan.

NWLDC makes full use of technology and data to meet the organisation's needs, adopting a more commercial approach where possible.

In line with the 'well-run council' priority in our CDP, we aim to ensure our services provide good value for money, with each penny being spent as efficiently as possible.

The ICT strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years to.

Looking back at the Covid-19 pandemic, it has proven that change, improvements and efficiencies are possible and are required to create and ensure an agile and flexible council that benefits members of staff and those living throughout the district.



CORPORATE STRATEGY – THE GOLDEN THREAD

The People Plan

The People Plan sets out NWLDC's ambition to ensure we have a sustainable, ambitious, effective and efficient workforce that reflects the local communities we serve.

Building a culture of empowerment that encourages innovation and rewards excellent service will enable the council to deliver its ambitions as set out within the delivery plan.

The plan focusses on five key thematic areas:

- Being and employer of choice
- Developing and supporting staff
- Leadership
- Happy and healthy workforce
- Communicate and listen.

The People Plan is part of a wider organisation development approach seeking to effect cultural change and performance improvement across the council.



CORPORATE STRATEGY – THE GOLDEN THREAD

Our customers

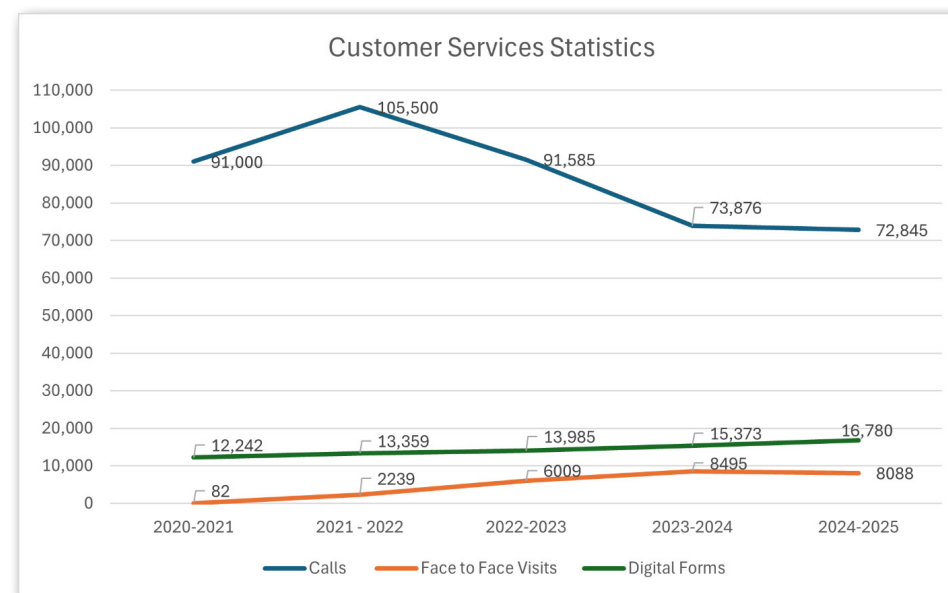
As of 2023, North West Leicestershire has more 110,000 residents. Our customers have a wide and varying range of needs, with 17.8% of our residents aged 65+. Almost 63% are of working age (16-64) and 17.7% are 15 and under.

Since the pandemic we have seen a significant change in the way our customers access our services. Alongside the opportunity for customers to engage face-to-face with staff at our Customer Centre and contacting us over the phone, our Customer Experience Team has played a significant role in encouraging and creating alternative methods of contact for our residents. One example of this is the use of e-forms.

In 2024/25, Customer Services receiving 72,845 calls, served 8,088 customers at our Customer Centre, and completed 16,780 e-forms.

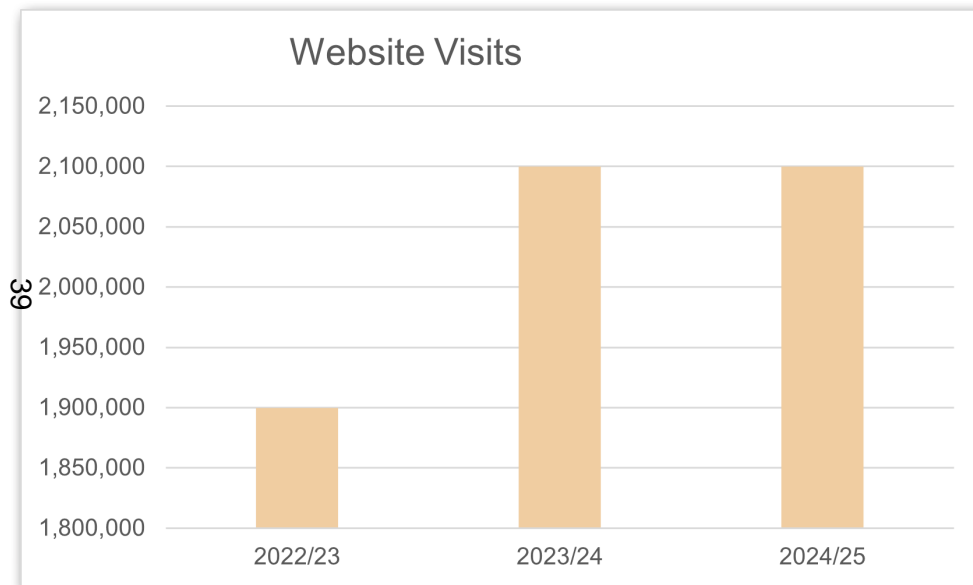
When comparing this data to previous years, it creates a visual representation of the transformation that has taken place in how customers access our services, with phone calls decreasing and the use of online services increasing. This is represented in the following diagrams:

1. The change in the number of customers using our phone channel, with an increase in our use of online forms happening concurrently. Face to face numbers have also increased in the years following the Covid-19 pandemic, demonstrating excellent use of the Customer Centre by the Customer Services Team.



CORPORATE STRATEGY – THE GOLDEN THREAD

2. Year-on-year increase in the number of customers visiting our website.



The national position

The average cost of customer interactions:

- Face-to-face interactions: £8.62
- Telephone interactions: £2.83
- Digital (online) interactions: £0.15

The migration to more digital and self-service channels provides an opportunity to increase the accessibility of our services whilst creating efficiencies.

It is also positive to see how, the attitudes that customers have towards technology is more positive than ever before. This has developed significantly in recent years, and is demonstrated through data gathered in the Lloyds Bank 2024 Consumer Digital Index, highlighting that across the UK:

- 8.6 million more people have the highest digital capability, with around 1 million people having moved from the lowest digital capability in 2024 alone
- The number of people that are digitally disadvantaged has also steadily decreased, with now just 3% of people being offline. This is 3.9 million fewer people than in 2016
- Digital skills in older demographic groups have also improved, with 7.2 million people between the ages of 70-79 being online. Within this group, 42% believe that their digital skills have improved in the last year.

²Lloyds Bank, 2024 Consumer Digital Index (London: Lloyds Bank, 2024), 4, accessed Mar 12, 2025, ipsos.com/sites/default/files/ct/publication/documents/2025-01/lb-consumer-digital-in-dex-2024-report_1.pdf

³Lloyds Bank, 2024 Consumer Digital Index, 4

CORPORATE STRATEGY – THE GOLDEN THREAD

Despite these positive steps however, it is also important to acknowledge that when it comes to digital capability, there are still hurdles to overcome and improvements that can be made. The Consumer Digital Index report further highlights this, emphasising how:

- Around 12 million people (23%) cannot use the cloud to access their content from different devices
- Around Six million people (11%) cannot recognise what content online may not be trustworthy
- Around 16 million adults (30%) could benefit from building their online safety.³

Overall, this report reflects the significant progress and positive steps that have been made in the increased uptake of people using digital services. However, it is important to acknowledge that significant action is needed to improve the user experience, to educate users further, and increase their capability in the ever-increasing digital age.



CORPORATE STRATEGY – THE GOLDEN THREAD

The North West Leicestershire position

At NWLDC, we are also seeing and embracing the benefits that digital technology can bring to improving the customer experience.

A few examples can be seen when focusing on the current digital initiatives we have running council wide:

- Digital Forms – 65,047
- Website views – 2.1 million views

• Social media engagement – 2.7 million people viewing our posts.

The use of these services has further trended upwards in recent years and is reflected in the above tables. Based on the upsurge in digital engagement nationally, and the advancement of technology, we are exploring the use of A.I. throughout the council, and the benefits it can bring to supporting our customers across the district, alongside enhancing the experience and communication they have with us.

We are also focusing on improving the ways we provide resources to our customers digitally, ensuring further resources and information are available online. In turn, this will improve the customer experience and reduce the amount of avoidable contact customers have with North West Leicestershire.

A wholesale review our website content and improvements to the resources we provide online will enable our Customer Service Team to continue to deliver high quality customer experience, whilst saving people time through convenience and availability of resources on our digital platforms.

This work does not mean our face to face and over the phone services are any less important. Alongside digital innovation, we are aware of the tens of thousands of customers who prefer to engage with our staff directly. This is shown by the 8,088 visitors we had to our Customer Centre in 2024/25, and the 72,845 phone calls our team received in the same period.

Despite our movement towards digital interactions, this will not come at the expense of our other forms of contact with residents. Consequently, our Customer Centre and our engagement with residents over the phone will be stronger than ever and continue to deliver for all our residents.

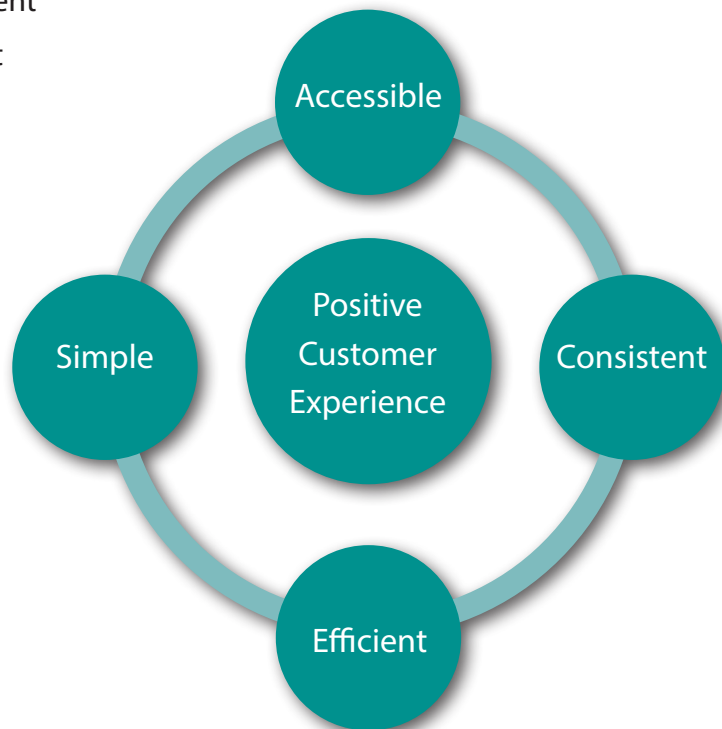
Overall, the council will take a balanced and innovative approach. Whilst still connecting with residents who prefer and rely on our face to face and phone service, we will continue to provide for residents through the use of our digital services, whilst also looking to the future, and at the 'what if' regarding A.I., and how it will enable us to deliver an even better customer experience for the people of North West Leicestershire.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Aims

The aim of our strategy is to put our customers at the heart of everything we do, ensuring that every form of engagement we provide delivers a positive experience for the customer, making sure these interactions are also:

- Accessible
- Consistent
- Efficient
- Simple



Principles

The strategy draws upon the following principles and themes in its design:

Customer First: We prioritise our customers by placing them at the core of our organisation. We empower staff to deliver exceptional customer experiences tailored to what our customers truly want and need.

Accessible: A modern, fresh approach to customer experience and spaces, whether physical or digital. Light, clean and welcoming environments.

Digital by default: Digital experiences so good that they are the channel of choice.

Inclusive: Recognising our customers' unique circumstances and in doing so ensuring that those that need our services are not excluded.

Customer insight: Consistently measuring our customer experiences. Knowing our customers and their needs. Understanding why things go wrong and learning from this to improve our services.

Value for money, efficient and delivering a return on investment: Recognising the financial climate, benefit focused outcomes, business minded decision making.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Objectives

Putting our customers at the heart of what we do.

By putting customers at the heart of what we do we will create a consistent positive customer experience whilst providing services that meet their needs.

We will include our customer when redesigning our services, looking through the lens of our customer to ensure the design meets their needs:

To achieve this, we will:

- Redesign our processes from end to end, reducing the number of times we transfer customers between teams and focusing on resolving issues at first point of contact
- Identify appropriate channels for service delivery – whilst most customers will be encouraged to access services online, we will provide alternative routes for those who need additional support and work with partners to increase our access channels where appropriate, such as face-to-face appointments

- Increase self-service and automate first (where appropriate)
- Ensure customers are involved in the development of our services and the redesign process
- Use the data we hold about our customers to inform the way we improve our processes and deliver our services
- Improve the efficiency of our services, which will ultimately reduce costs and increase quality
- Ensure services are inclusive and respond to equality needs
- Enable customers to give feedback on processes and services
- Eliminate paper where possible responding to our responsibility to be Clean, Green and Zero Carbon, as stated in the Council Delivery Plan.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Digital inclusion

As more and more services are made available online, we must ensure that those customers who have limited digital skills and access to technology are supported and encouraged to develop their skills to take advantage of the numerous benefits associated with being online.

We recognise that addressing the digital skills gap is not the responsibility of one organisation, and we will look to work with local and national organisations to play our part in improving the lives of our customers.

To do this, we will:

- Work with partners to create a Digital Inclusion Network, to identify organisations that offer support, skills training, and equipment
- Introduce Digital Champions concept across the council, providing more opportunities for people to access digital support
- Create and embed a 'triage and signposting system' to help identify customers' needs and signpost them to appropriate support

- Centralise all information about digital skills in the district in one place, such as the NWLDC website, making it easier for people to find what they need
- Support our customers to self-serve in the first instance to help develop their knowledge, skills and confidence in accessing services in digital ways
- Offer free access to our wifi network when on council premises or in Coalville and Ashby de la Zouch town centres
- Continue to offer free access to our public access computers in our Customer Centre
- Recognise that not all customers will be able to use our digital services and for those customers we will continue to offer telephone and face to face conversations.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Harnessing digital technology

Harnessing the power of digital technology will enable us to increase accessibility and flexibility for our customers, delivering efficient and effective low-cost services whilst freeing up our resources to support those customers with more specific needs.

To do this, we will:

- Make online channels convenient and easy to use so that customers choose this as their preferred method of contact with us
- ✚ Design all online forms to enable system integration and automation
- Use new technology such as artificial intelligence to deliver services in a more efficient way where appropriate
- Continue and increase the use of our social media channels
- Use telephone for supported and complex transactions only, reducing the use for low need and simple transactions
- Provide face-to-face service only where needed to meet complex and specific customer needs and offer appointments as our default approach
- Review the current relationship management system to ensure we maximise system functionality which supports customers to self-serve and manage their transactions online.

Involving the whole organisation

Customer service goes far beyond the Customer Services Team and we recognise that every employee has a part to play in delivering a positive customer experience.

Every phone call, email, and face to face interaction provides the ability to shape the perception of NWLDC and what it is trying to achieve.

To do this, we will:

- Use our customer satisfaction results and complaints feedback to develop and improve our services, sharing learning and development with employees
- Develop and embed a customer promise across the organisation to provide a consistent experience for all customers
- Ensure employees have access to appropriate support and training to provide them with the tools and skills to deliver positive customer experiences.

OUR AIMS, PRINCIPLES, AND OBJECTIVES

Measuring success

Adopting this strategy will lead to better outcomes for our customers. We will look to change the way we currently measure our performance; these changes will be considered as part of the development of the next Council Delivery Plan.

Success measures will consider what our customers have said is important to them, and the aims of this strategy. The measures will focus on:

- Improving customer satisfaction
- Getting it right first time
- Making things quick and easy
- Increasing and improving our digital services
- Improving digital capability.

Our journey

This strategy will be delivered over the next three years.

Our three year plan below set out an indicative but ambitious approach to delivering the Customer Experience Strategy.

Each element of the journey needs to be assessed individually to ensure it is responsible to the fast-changing environment of the digital world and our customer expectations.



THE THREE-YEAR PLAN

Year 1 (2026)

- Develop a Project that focuses on Customer Contact, and how we can reduce avoidable contact.
- Continue the development of e-forms
- Embed our Customer Standards across the organisation
- Continue to explore the use of Artificial Intelligence across the Council and how it can benefit our customers
- Continue to embed the importance of 'One Team, One Council,' ensuring departments work with Customer
- Services to understand the important role they play in the customer experience
- Enhance the quality and accessibility of services provided to the community, leveraging technology and innovative practices
- Establish forums for ongoing dialogue with residents and businesses to align the Council's efforts with community priorities.

Year 2 (2027)

- Customer Contact project making progress in reducing avoidable contact
- Actively be using a form of Artificial Intelligence that helps improve the customer experience
- Continue the development of e- forms
- Embed 'Digital Champions' across the District and increase our digital literacy level
- The introduction of a telephony system change that would incorporate the use of AI technology to support our Customer Service Team.

THE THREE-YEAR PLAN

Year 3 (2028)

- Continued digital transformation to improve service delivery
- Continued use of artificial intelligence to foster a more agile, responsive council structure that can adapt to changing community needs
- Enhanced community engagement and co-design of services
- By 2028/29, the council aims to ensure that its workforce is fully equipped with the digital tools and technologies needed to deliver modern, efficient, and responsive public services. This includes:
 - 48 • **Seamless access to integrated digital platforms** that streamline workflows, reduce duplication, and enhance collaboration across departments
 - **Responsible adoption of artificial intelligence (AI)** to automate routine tasks, improve decision-making, and free up staff time for more strategic and community-focused work
 - **Data-driven service delivery**, enabling employees to anticipate needs, personalise support, and respond more effectively to residents
 - **Mobile and remote working capabilities**, ensuring flexibility and resilience in how services are delivered

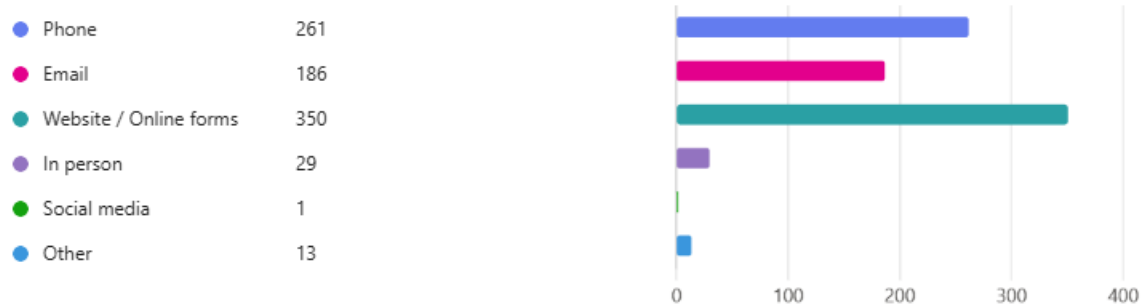
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APPENDIX 2

1. Usual Contact Method with the Council (% of total responses)

- **Website / Online forms: 41.67%**
- **Phone: 31.07%**
- **Email: 22.14%**
- **In person: 3.45%**
- **Other (Letter, Social media, etc.): Each less than 0.25%**

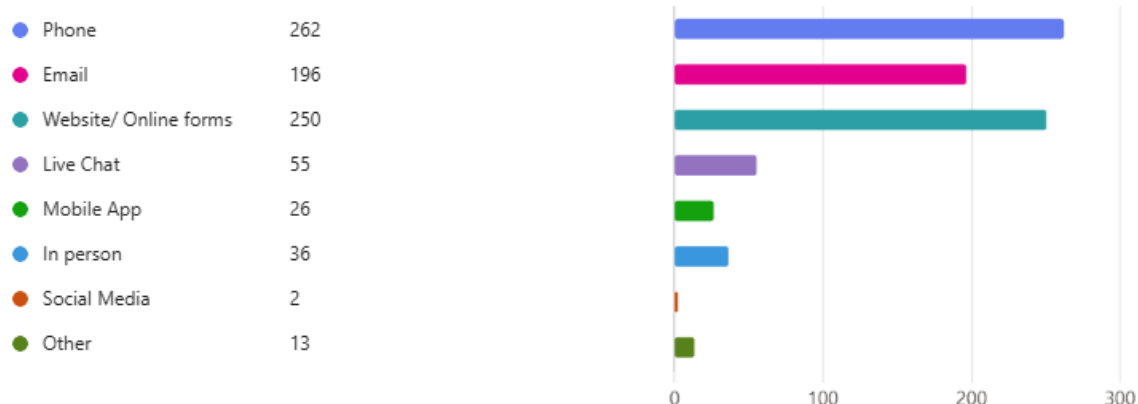
1. How do you usually contact the council?



2. Preferred Contact Method for the Future (%)

- **Phone: 31.19%**
- **Website / Online forms: 29.76%**
- **Email: 23.33%**
- **Live Chat: 6.55%**
- **In person: 4.29%**
- **Mobile App: 3.10%**
- **Other (Social Media, Letter, etc.): Each less than 0.25%**

2. How would you *prefer* to contact the council in future



3. Online Service Experience (%)

- **Good (Generally easy to use, mostly clear, met your needs): 39.29%**
- **Fair (Some difficulties or unclear areas, partially met your needs): 35.12%**
- **Poor (Hard to use, confusing information, did not meet your needs): 10.12%**
- **Excellent (Very easy to use, clear information, fully met your needs): 7.38%**
- **Very Poor (Very difficult to use, unclear or missing information, did not meet your needs at all): 6.67%**

4. Recent Customer Service Experience (%)

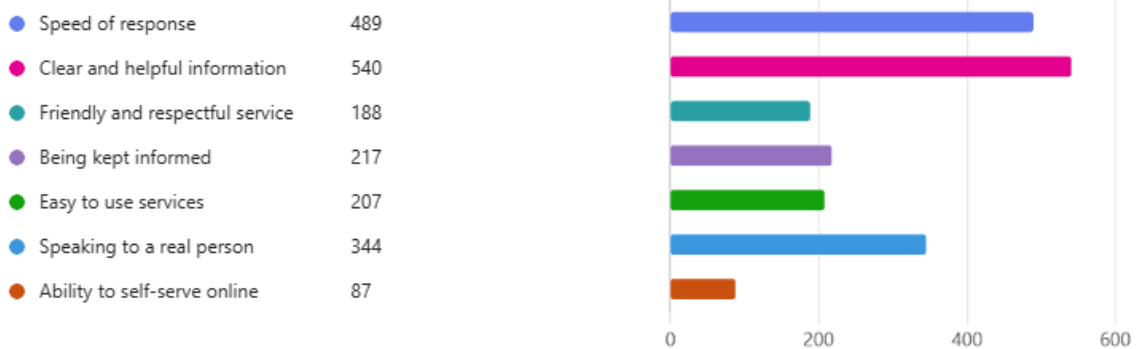
- **Good: 34.76%**
- **I haven't contacted the council recently: 19.76%**
- **Average: 19.40%**
- **Excellent: 10.48%**
- **Poor: 10.00%**
- **Neutral: 5.60%**

5. Registered Disability (%)

- **No: 86.67%**

- **Yes: 11.07%**
- **Other (specific conditions, in process, etc.): Each less than 0.25%**

4. When contacting the council, what is most important to you?



- The most preferred methods for contacting the council are 'Phone' and 'Website / Online forms', with 'Email' and 'In person' also frequently mentioned. This suggests a strong need to maintain both digital and traditional contact options.
- The most important factors when contacting the council are 'Clear and helpful information', 'Speaking to a real person', and 'Speed of response'. These themes are echoed in both the structured and open-ended responses, highlighting the value placed on clarity, responsiveness, and human interaction.
- While many respondents rate their online experience as 'Good' or 'Excellent', a significant number report only 'Fair' or 'Poor' experiences, often citing difficulties with unclear information or lack of responsiveness. This indicates opportunities to improve digital service usability and communication.

These findings suggest that enhancing clarity of information, ensuring prompt responses, and maintaining accessible human support channels are critical for improving customer experience.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE –4TH DECEMBER 2025

Title of Report	COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 2 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 second 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 ITS MEETING ON 25 NOVEMBER 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. BACKGROUND

- 1.1 In 2023 the Council prepared a Council Delivery This was 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). Developed with inputs from the Corporate Scrutiny Committee and the opposition groups, the plan 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. Further information on the progress of the set of plans that sit below the Council delivery plan, the directorate plans, are monitored at officer level by the Corporate Leadership Team.
- 1.3 The reporting period for this report runs from 1 July to 30 September 2025.

QUARTER 2 2025/26 COUNCIL DELIVERY PLAN

Performance Monitoring Report

Cabinet is considering the performance monitoring report at its meeting on 25 November 2025; 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 25 November can be viewed using the link below following the meeting.

[Cabinet meeting – 25 November 2025](#)

2 PERFORMANCE REPORT

- 2.1 Executive Summary – the Council Delivery Plan contains four key priority areas – “A well-run Council, Clean and Green, Housing and Communities and Planning and Regeneration”.
- 2.2 The table below shows the performance in quarter 2 overall against each of the four priority areas.
- 2.3 There are 18 key performance indicators (KPI's) in the Plan. Six relate to Planning and Regeneration, five to Housing and Community Services, four relate to Clean and Green and three relate to a well-run Council.

Key Progress areas

- 2.4 Planning and Regeneration
The Planning and Development Team exceeded national targets for processing applications. Public consultation on the new Design Guide was completed, with

adoption planned for the next quarter. Major regeneration projects in Coalville and across the district remain on track.

2.5 Housing and Communities

Private rental safety standards (in respect of Minimum Energy Efficiency Standards-MEES) were upheld, with all landlords contacted within required timeframes and non-compliance significantly reduced. Council carbon emissions have dropped by 62% since 2019/20, driven by fleet and energy initiatives.

2.6 Clean and Green

Biodiversity net gain requirements were robustly enforced, and the Tree Management Strategy is now in delivery.

Areas Requiring Improvement and Remedial Actions:

2.7 Housing and Communities

Resident satisfaction with housing services fell to 55%, largely due to repairs issues, and the repairs service itself reported only 56% satisfaction, though improvement plans are underway.

2.8 A Well-run Council

Only 66% of complaints were responded to within the expected timeframe, below the 90% target, with responsibility for timely responses lying with individual service areas.

The table at appendix 2 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 materialized or is very likely to.



□ Amber – Moderate Risk / Some Concerns

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

□ Green – Low Risk / On Track

- **What it means:** Everything is progressing as planned.

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

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

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


Appendix 2- Table of Performance against Key Performance Indicators.

Priority	KPI reference	Key Aim	Target	Q2 Progress	Commentary	Head of Service	RAG rating
Planning and regeneration	1	We will adopt a local plan by 2026	2023-4 Submit local plan (Reg 18 consultation). 2024/5 Pre-submission consultation (Reg 19) Submission of local plan and examination by December 2026.		Local Plan Committee of 30 July 2025 and 24 September 2025 agreed remaining housing allocations and those for general employment as well as a number of remaining policies. Work on transport modelling has progressed, including discussions with National Highways and adjoining transport authorities. In addition, an update to the Infrastructure Delivery Plan to take account of additional housing allocations has been progressed.	Head of Planning and Infrastructure	
	2	We will deal with your planning applications for major, minor and other	Major- At least 60% of applications determined within 13 weeks.	Major – 100% Minor – 68.5% Other – 82%	The Planning and Development Team has exceeded national targets for Q2.	Head of Planning and Infrastructure	


		development s by consistently meeting and exceeding the government's targets of 60%, 65% and 80% respectively.	<p>Minor- At least 65% of applications determined within 8 weeks.</p> <p>Other- At least 80% of applications determined within 8 weeks.</p>				
	3	We will have developed a new local design guide and new development s will comply with it.	<p>2023-4 Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Governments National design guide.</p> <p>Undertake public consultation on the new Design Guide</p>		Consultation on the new Good Design Guide for North West Leicestershire took place between July and September 2025. The consultation responses will be reported to Cabinet in November and to the next available Local Plan Committee for adoption in Q3.	Head of Planning and Infrastructure	

			<p>for North West Leicestershire.</p> <p>2024/5 Adopt the new design guide for North West Leicestershire.</p> <p>New development complies with the requirements of the adopted design guide.</p>				
	4	We will effectively manage unauthorised development.	<p>Work begins in 2024/5 Adopt a new local enforcement plan by the end of Q2 24/25</p> <p>Monitor and measure response times against the targets set out in the</p>	<p>Local Enforcement Plan adopted October 2024.</p> <p>Monitoring and measuring of response times against the targets set out in the adopted Local Enforcement Plan has been ongoing during Q2.</p>	<p>Monitoring will be reported to Planning Committee in Q3 25/26 (November 2025) and in Q1 26/27 (May 2026) and then once every six months after that.</p>	<p>Head of Planning and Infrastructure</p>	

			adopted Local Enforcement Plan and report 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 make progress on our priority regeneration projects in Coalville such as the Wolsey Road regeneration area, The Stenson Gardens Project and the Marlborough Centre	The Council is on target to make significant progress on at least four of its major regeneration projects in Coalville. Achievement for the year will be captured and reported in the Framework Review at the end of Q4	Head Of Property and Regeneration		
6	We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages and communities across the district.	Work begins in Q4 with the production of the NWL Regeneration Framework	We continue to progress regeneration projects in Ashby, Moira and Castle Donington.	The Council remains on track to make significant progress on a number of the projects set out in the District Regeneration Framework	Head Of Property and Regeneration		

 Housing and Communities	7	We will provide a high quality housing service to our tenants.	2023/4 First data publication		<p>The latest annual figure was published in quarter 4 and shows a 55% resident satisfaction level, representing a drop of 9% in comparison to the previous year. This reduction was driven by poor repairs measures and completion of historic cases, which pull the overall total down. A recovery plan for repair service as a whole is in train and has been reported to Scrutiny and Cabinet. More details can be found here https://www.nwleics.gov.uk/pages/tenant-satisfaction-measures.</p> <p>As part of the annual figure, monthly monitoring is undertaken in the same way as the annual figure. The most recent monthly figure is 83% satisfaction.</p>	Head of Housing	
	8	We will deliver an excellent repairs' service.	2023/4 First data publication		<p>56% Satisfaction level reported annually in Q4. This has dropped since last year driven by poor repairs measures. A recovery plan for repair service as a whole is in train and has been reported to Scrutiny and Cabinet. More details can be found here https://www.nwleics.gov.uk/pages/tenant-satisfaction-measures.</p> <p>As part of the annual figure, monthly monitoring is undertaken in the same</p>	Head of Housing	


					way as the annual figure. The most recent monthly figure is 74% satisfaction.		
	9	Our private rental tenants across the district are able to live safely in their homes.	100% of Landlords contacted within the specified time-period within the MEES policy for non-compliance	100%	100% of landlords were contacted within the time period.	Head of Community Services	
			Creation of a Private Sector Housing Charter.	The Draft Charter was consulted on at the last Landlords Forum	The Charter will be launched at the next Landlords' Forum in November 2025.	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)	82.6% of food business have a rating of 5 (very good) in Quarter 2 of 2025/2026.	The food inspection programme is on going and this Q2 figure exceeds the target the ratings can go up as well as down depending on the food outlet's performance.	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)	Not due this quarter as this is line with the UK wide inspection regime under the Quest quality framework	This will be reported as scheduled in Q3.	Head of Community Services	
Clean and Green 	12	We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.	43% Recycling rate 2023/4	The project is progressing well with a strong governance structure now in place covering a range of work strands including procurement, communications and engagement. The key achievement this quarter has been the release of the tender exercise for the purchase of the 19	DEFRA has not confirmed the recycling rate for 2024/25, this is due March 2026	Head of Community Services	

				new collections vehicles. The procurement of the containers is being prepared. Staff have been engaged with roadshows, updating on project progress and involvement in the specification of the vehicles. The 8 food waste vehicles have been ordered and are due for delivery late 2026. Once the 19 vehicles order and price have been confirmed in Q3 a detailed delivery programme can then be developed with the four phases of roll out starting in late 2026.			
	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 2030 operational emissions are predominantly driven by Fleet fuel usage and	Emissions (scope 1&2) have reduced by 62% since 2019/20, predominantly driven by the switch from diesel to Hydrotreated Vegetable Oil (HVO) and the introduction of EV vehicles. Buildings remain the priority. Gas usage is the largest driver of	Non-EV fleet continues to run on HVO maintaining a significant reduction in emissions. Housing is driving improvements across their estate and discussions are underway re fleet replacement. Property Services is exploring carbon reduction strategies for individual properties.	Head of Community Services	

			<p>utility usage across property that the Council occupies and sheltered schemes in Housing Services.</p>	<p>emissions, at 70%. This is split across 14 properties including WBC, Stenson and HRA sheltered housing units.</p> <p>Reporting for 24/25 will be presented to Corporate Scrutiny in December 2025.</p>	<p>Ashby Leisure Centre energy efficiency options are being explored with Everyone Active.</p> <p>Feasibility of minewater heating is being explored.</p> <p>Utilities: there has been a focus to switch to automated meters across the estate to ensure accurate utility usage. This work is close to completion.</p> <p>In terms of District 2050, schemes to support residents (e.g. energy switch) continue and preparation is underway by Green Living Leicestershire to deliver a new private housing grant scheme. Moneyhill car park solar PV hub design is being finalised for installation in Q4.</p> <p>Leicestershire County Council is working to develop a local area energy plan which will help identify future investment opportunities.</p>		
	14	We will increase the biodiversity of our District.	10% Biodiversity Net Gain on large developments with planning permission	10% Biodiversity Net Gain (BNG) secured on planning applications where it is required or applications refused if the required 10% BNG is not provided.	254 planning applications have been determined in Q1 and Q2. Of these, 17.4% (44) were subject to mandatory 10% BNG, with 82.6% (210) being exempt, or where BNG was not applicable.	Head of Planning and Infrastructure	

					<p>One of the applications subject to BNG was refused due to not satisfactorily demonstrating that 10% BNG could be provided.</p> <p>National legislation sets out the circumstances where applications are exempt from mandatory 10% BNG, which include householders, those where de minimis applies (where less than 25 sqm of habitat is affected), self/custom-builds, some variation of conditions, reserved matters and retrospective applications.</p> <p>Only planning applications are included above, as the other types of applications are not subject to mandatory BNG, e.g. advertisements, discharge of conditions, prior notifications/prior approvals for permitted development and listed building consent.</p>		
	15	We will have produced a Tree Management Strategy to better manage our tree stock.	2024/25 Publication of updated tree management strategy	Tree Management Strategy was approved by Cabinet on 25 March 2025.	An Action Plan to underpin delivery of the strategy has been developed and is in the process of being delivered. The strategy is now also on the Council's website.	Head of Community Services	

 A well-run Council.	16	Our customers are at the heart of everything we do.	2025-6 90% of Complaints responded to on time by end of year	66% overall across both stages Stage 1 – 70% Stage 2 – 50% At the time of reporting 3 complaints still pending a response but within timeframe.	In Quarter 1, 66% of complaints were responded to within the expected timeframe, which is below the target of 90%. It is important to clarify that while the Customer Services Team is responsible for administering and overseeing the complaints process—including tracking, monitoring, and issuing timely reminders—they are not accountable for the performance of individual service areas. The responsibility for responding to complaints within the designated timeframes ultimately lies with the relevant service officers. The Customer Services Team remains proactive and diligent in their efforts to support compliance; however, their influence is limited to oversight and facilitation rather than direct control over response rates.	Customer Services Team Manager	
	17	We will provide value for money services.	Unqualified Opinion to be provided	2023/24 Draft Audit of Statements published at the end of August 2025 and work on the 2024/25 has commenced.	The Finance Team continues to focus on completion of the 2024/25 Statement of Accounts to ensure compliance with future financial reporting requirements. Progress has been made in the last 12 months in completing overdue accounts.	Head of Finance	
	18	We live within our means	Zero funding gap	Quarter one reported a forecasted underspend of £113k.	Details will be reported to Cabinet in November 2025.	Head of Finance	

Appendix 3: Performance of Transformation Delivery Plan



Transformation Project Costs

Project	Project Cost	Actual Expenditure to Date	Comments	Project Status
Additional Communications Support	£13,922	£13,922	Increased from £13,603 due to pay increase	Complete
Customer Contact	£45,984	Website audit support - £9,500 Extended Hours - £13,174	Website audit support - £23,400 Extended hours Customer Services Officers - £22,584	Ongoing
LGA Graduate	£90,970	£45,485	LGA Graduate salary over two years (Sep 24 – Sep 26)	Ongoing
Microsoft CoPilot Proof of Concept	£20,750	£20,750	Includes configuration, training, and licence costs.	Ongoing
GovDelivery Upgrade	£1,248	£1,248	Upgrade to add additional topics for increased reach and engagement	Complete
Total	£172,874	£104,079		

Budget Housekeeping / Savings.

Description	Start Date	Update / Comments	Savings 2024/25	Savings 2025/26 (Projected)
Review of ICT Contracts	Apr 24	<p>Total contract spend before savings = £771,570</p> <p>Reduce rolling contracts</p> <ul style="list-style-type: none"> OMS Legal has moved to IKEN under a new five-year contract. House on the Hill, the IT service desk system, is moving to a five-year renewal next year, saving around £6k - Total savings over five years will be £10,695. Small reduction has also been made in relation to our HOTH IT Service Desk contract. 6DG renewal took place last quarter. £440k saving over five years. <p>Breakdown of Savings 2025/26</p> <ul style="list-style-type: none"> Hoth IT Service Desk System - £1,208 6DG Renewal - £55,000 (built into 25/26 budget) WAN renewal (net saving) - £9,000 	£388	£66,139
Budget Housekeeping	Apr 24	<p>Savings broken down in the following format (25/26):</p> <ul style="list-style-type: none"> A range of budget saving initiatives were considered and approved as part of the budget setting process for 2025/26. Details available here. Appendix 2 - Budget Changes.pdf 	£272,815	£508,000 (planned)
Contract Management	Jan 25	<p>Working with V4 to identify areas of unnecessary spend / areas where we do not have contracts with suppliers. Significant opportunity for cashable savings.</p> <p>Procurement Officer and V4 meeting with directors on quarterly basis to identify areas of non-contracted spend. Transformation also to push services to identify areas of non-contracted spend and contact the team.</p> <p>Current Projects Non-Contracted Spend out for Tender</p> <ul style="list-style-type: none"> HVO fuel Supply (Contract Value £2.2m) 		

Development of E-Forms		Income generation through providing e-forms to other councils (Oadby and Wigston Borough Council)	£11,000	
Bereavement Services Review		Review of charges for cost recovery has taken place, saving £6,000	£6,000	
Pension AVCs				£3,667
Total			£290,203	£577,806

Transformation Projects

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		Q2 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"> Residential and Business site mapping complete and shared with Cuttlefish to begin development of test site. Customer Care training commenced W/C 29th September. Lots of positive feedback. Will continue throughout October and sessions planned for November. Customer Contact Standards with CLT to be signed off. Written and delivered 'walking in the customers shoes' training to a group of officers. With CLT for approval. 				
Live							
Delayed							
Closed							

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR16	Microsoft CoPilot Proof of Concept	Oct 24	Dec 25	£20,750	N/A		
Project Status	Key Deliverables		Q2 update				
Approved	<ul style="list-style-type: none"> Creation of baseline information that can be used to inform an organisation wide rollout of Microsoft CoPilot. Potential for future savings assessed. DPIA + Privacy Notice. AI Usage Policy. 		<ul style="list-style-type: none"> Proof of Concept coming to close on 3rd October. Huge success, with 181 hours being saved over 12 weeks and 25 users. Analysis of data underway. End of project report to follow. Initial discussions underway about a further rollout of CoPilot across the authority. 				
Live							
Delayed							
Closed							

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR1 7	E-Billing	June 26	TBC	Tom Stanyard.	Paul Stone		N/A
Project Status	Key Deliverables			Q2 update			
Approved	<ul style="list-style-type: none"> • Increase in number of accounts signed up to E-billing • Financial (postage / printing) • Environmental (reduction in carbon emissions (printing / postage) • Channel shift (reduction in calls / increase in digital customer interactions) 			<ul style="list-style-type: none"> • Review of the e-billing process is taking place to make it more user friendly. • Work is also underway to establish: <ul style="list-style-type: none"> • Cost per letter • Average number of letters per household • Establish achievable target for increased sign-ups and associated savings / benefits • Benchmarking complete: <ul style="list-style-type: none"> • Three Districts: 9% signup • No other council above 10% (that NWL benchmarked against) 			
Live							
Delayed							
Closed							

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 22 April. Set to be introduced between Autumn 2026-2027. Project Manager appointed.
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	Finance systems that has wide range functionality. Implementation of systems such as budget monitoring.	N/A	<ul style="list-style-type: none"> Unit4 enhancements are ongoing. There is a focus on bank reconciliation. There has been significant work enhancing creditors and debtors processes New reports have been developed to speed up the closedown process for future years
TR11	Capital Asset Facilities Management (CAFM)	Consolidated list of all properties across NWLDC	£120k (over three years) £200k in capital receipts (over three years)	<ul style="list-style-type: none"> All sites have been sent to Concerto and now uploaded onto test and live site. Planned Preventive

		<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) 		<p>Maintenance module is complete. The Estates and Reactive Helpdesk modules are also near completion.</p> <ul style="list-style-type: none"> • Decisions have been made on reports we would like the system to produce (compliance etc.) • Work on confirming priority groups and response times for the Reactive Helpdesk underway and ensure organisation-wide consensus.
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 complete. Documents have been labelled with only relevant documents being moved over to new intranet.

Closed Projects					
Ref	Description	End Date	Update / Comments	Final Costs	Final Savings
TR1	Strategic Communication Support	Mar 25	Additional day for the Communications Manager is being funded from the LGR budget for 2025/26.	£13,922	N/A
TR5	Parking Review	May 25	Review has ended, and it has been decided that parking charges will stay the same with the exception of inflationary rises in line with other fees and charges. This followed feedback from residents and businesses. Lessons Learned will take place and Transformation will work with the Communities Team to complete this piece of work.		N/A

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 4
DECEMBER 2025

Title of Report	ENVIRONMENTAL POLICY	
Presented by	Cllr Michael Wyatt Community and Climate Change Portfolio Holder	
Background Papers	None	Public Report: Yes
Financial Implications	There are no direct financial implications but the policy commits to integrating environmental consideration into its financial planning and procurement processes.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	All decisions arising must comply with the Council's established governance and decision making processes	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no staffing implications. The Council has already demonstrated its commitment to the environment which is reflected in the Council Delivery Plan 2023-2028 .	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To present a draft environmental policy for comment. The intention is to confirm the Council's commitment to the wider environmental agenda, beyond reducing carbon emissions.	
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE: 1 CONSIDERS THE DRAFT ENVIRONMENTAL POLICY; AND 2 PROVIDES ANY COMMENTS FOR CONSIDERATION BY CABINET AT ITS MEETING ON 16 DECEMBER 2025	

1.0 BACKGROUND

- 1.1 In 2024, the Council worked with Unipart, based at Mercia Park, to develop a gap analysis to assess the Council's current environmental management practices and identify opportunities and areas to develop, aligned to the principles of ISO 14001. Unipart is an exemplar in this field and offered to share their experience with the Council following a meeting with the Chief Executive.
- 1.2 The ISO 14001 framework provides organisations with a structured approach to managing environmental responsibilities. It covers a wide range of operational areas, from leadership and planning to performance evaluation and continual improvement.

- 1.3 The analysis undertaken considered the Council's current environmental practices, strategic goals and operational areas that impact environmental performance. It considered the Council's organisational structure, key environmental initiatives and leadership commitments, while also identifying strengths and challenges with current systems.
- 1.4 An observation was that whilst the Council has adopted sound environmental practices through the development of service based guidance and policy, a co-ordinated corporate approach would further assist in embedding environmental best practice across the whole of the organisation.
- 1.5 Developing an environmental policy was one of the key recommendations to support a more consistent approach to environmental practices across the Council. The Committee's views are sought ahead of consideration of the policy at Cabinet on 16 December 2025.

2 ENVIRONMENTAL POLICY

- 2.1 The recommendation was that a policy should be developed and endorsed by leaders across the Council, outlining the Council's long term commitments to the environment and ensuring alignment to strategic objectives.
- 2.2 The approach has been to develop an overarching policy aligning to the Council Delivery Plan, specifically "clean green and Zero Carbon" and the Council's Procurement Strategy. A copy of the draft policy is attached at Appendix 1.
- 2.3 The policy identifies key areas of focus, aligned to the Council's Zero Carbon Roadmap, including the Council's operations and influencing the wider district, and references to a wider environmental agenda, beyond reducing carbon emissions.
- 2.4 The policy will apply to all activities, services and operations of the Council.
- 2.5 It builds environmental considerations into all decisions and operations so that the Council is proactive in reducing its environmental footprint.
- 2.6 The policy outlines the key aims:
- Reduce Carbon Footprint
 - Sustainable Waste Management
 - Energy Efficiency
 - Water Conservation
 - Sustainable Transportation
 - Biodiversity and Green Spaces
 - Awareness, Education and Engagement
 - Changing Climate
- 2.7 Implementation of the policy will be supported by:
- Sustainable Procurement
 - Staff and Member Awareness
 - Collaboration
 - Financial and other resources where appropriate.

2.8 The policy outlines the Council's commitment to improve its environmental performance and adopt best practices.

Policies and other considerations, as appropriate	
Council Priorities:	Clean, green and Zero Carbon
Policy Considerations:	Zero Carbon Roadmap
Safeguarding:	N/A
Equalities/Diversity:	An Equality Impact Assessment has been completed.
Customer Impact:	N/A
Economic and Social Impact:	N/A
Environment, Climate Change and zero carbon:	The policy reinforces the Council's commitment to the environment.
Consultation/Community Engagement:	Internal engagement.
Risks:	None
Officer Contact	Julia Marshall Climate Change Programme Manager Julia.marshall@nwleicestershire.gov.uk

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ENVIRONMENTAL POLICY

Item	Details
Reference:	[Insert policy reference e.g. identifier on centralised spreadsheet]
Status:	DRAFT
Originator:	Climate Change Programme Manager
Owner:	Head of Community Services
Version No:	DRAFT 0.1
Date:	[Insert date policy was last approved]

Key policy details

Approvals

Item	Date of Approval	Version No.
Reviewed by CLT	March 2025	DRAFT 0.1
Reviewed by Corporate Scrutiny		
Approved by Cabinet		

Policy Location

This policy can be found at [insert location of policy e.g. NWLDC website, SharePoint page under current policies tab]

Equality Impact Assessment (EIA)

Completed by	Completion date
Julia Marshall	21/3/25

Revision history

Version Control	Revision Date	Summary of Changes
DRAFT 0.0	February 2025	Draft document creation
DRAFT 0.1	March 2025	Incorporating feedback from CLT

Policy Review Plans

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

Distribution

Title	Date of Issue	Version No.
-------	---------------	-------------

Distributed to Cabinet	tbc	
Published on NWLDC website	tbc	

DRAFT

Environment Policy

The purpose of this policy is to outline the Council's commitment to environmental sustainability and the steps the Council will take to minimise its environmental impact.

This policy applies to all activities, services, and operations of North West Leicestershire District Council.

Environmental considerations will be integrated into all decisions and operations to ensure that the Council is proactive in reducing its environmental footprint, in line with the Council Delivery Plan commitment to a "clean, green, zero carbon district".

The Council recognises that managing the environmental impact of its own operations is essential.

Key Aims

1. Reduce Carbon Footprint:

- Minimise greenhouse gas emissions from Council buildings, transportation, and operations.
- Transition to renewable energy sources wherever possible.

2. Sustainable Waste Management:

- Promote waste reduction, reuse, and recycling across the Council's operations.
- Encourage residents and businesses to reduce waste and improve recycling practices.

3. Energy Efficiency:

- Improve energy efficiency across all Council facilities.
- Support initiatives that promote energy conservation for residents and businesses.

4. Water Conservation:

- Implement water-saving measures in Council buildings and facilities.
- Encourage water-efficient practices within the community.

5. Sustainable Transportation:

- Invest in low-emission vehicles and electric vehicle charging infrastructure.
- Monitor air quality (statutory duty)
- Promote the use of public transport, cycling, and walking.

6. Biodiversity and Green Spaces:

- Protect and enhance local ecosystems, wildlife habitats, and green spaces.
- Encourage the planting of trees and the maintenance of local parks and reserves.

7. Awareness, Education and Engagement:

- Raise awareness within the district about environmental issues and sustainable practices.

- Encourage residents, businesses and tenants to reduce their own environmental impact.

8. Changing Climate

- Ensure the Council's services are resilient to extreme weather and a changing climate

Implementation

The Council will support the implementation of this policy through:

- **Sustainable Procurement:**

Ensure that when the Council purchases products and services, the environmental impact is considered, including reducing carbon footprints, minimising waste and promoting the use of eco-friendly products and services.

This is reflected in the Council's Procurement Strategy.

- **Staff and Member Awareness:**

Support staff and members to build a level of knowledge and understanding relevant to their activities to integrate environmental and sustainability principles into their work.

- **Collaboration:**

Work with other local authorities, community groups, businesses, and environmental organisations to enhance the environmental health of the region.

- **Finance:**

The Council is committed to integrating environmental considerations into its financial planning and procurement processes. This includes evaluating the lifecycle costs of projects and prioritising those that contribute to our sustainability goals.

The Council will allocate sufficient budgetary resources to ensure the successful implementation of our environmental initiatives ensuring a value for money return on investment.

Commitment to Improvement

The Council is committed to improving its environmental performance and will regularly review this policy to reflect environmental standards and best practices.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 4
DECEMBER 2025

Title of Report	ZERO CARBON UPDATE	
Presented by	Cllr Michael Wyatt Community and Climate Change Portfolio Holder	
Background Papers	<p>Minutes of 31 March 2020 Cabinet meeting where Zero Carbon Roadmap and Action Plan was adopted: Agenda for Leader of the Council Cabinet Member Meeting on Tuesday, 31st March 2020, 5.00 pm - North West Leicestershire District Council (nwleics.gov.uk)</p> <p>Minutes of 29 August 2024 Corporate Scrutiny meeting - Zero Carbon Update Agenda for Corporate Scrutiny Committee on Thursday, 29th August 2024, 6.30 pm - North West Leicestershire District Council</p>	Public Report: Yes
Financial Implications	<p>At its meeting on 25 February 2020, Council agreed to establish a £1m reserve to support the costs of climate change. Details of spend to date on both revenue and capital costs are set out in section 11 of the report.</p> <p>The costs of the Climate Change Programme Manager have been met from the £1m reserve. This will be reviewed annually as part of the budget setting process.</p>	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	<p>All decisions arising from the implementation of the action plan must comply with the Council's established governance and decision-making processes. The project team will seek legal advice on specific aspects of the action plan on a case-by-case basis.</p>	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	<p>Staffing implications will be an intricate part of each project's business case. The Council's ambition is to achieve net Zero Carbon by 2030 for the Council's direct operations, by 2050 for the District. This is reflected in the Council Delivery Plan 2023-2028</p>	
	Signed off by the Head of Paid Service: Yes	

Purpose of Report	To provide an update on the Council's Zero Carbon Roadmap and Action Plan.
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE CONSIDERS THE PROGRESS THAT THERE HAS BEEN WITH THE ZERO CARBON ROADMAP.

1.0 BACKGROUND

- 1.1 North West Leicestershire District Council (NWLDC) declared a climate emergency on 25 June 2019, one of over 300 UK local authorities to do so.
- 1.2 The Zero Carbon Roadmap and Action Plan was adopted by the Council on 31 March 2020. The Action Plan summarises recommended activity to achieve the ambition of working towards a net Zero Carbon Council by 2030 and a net Zero Carbon district by 2050.
- 1.3 The Zero Carbon Roadmap estimated, from a baseline of 2016, that the emissions from Council-owned assets of 18,000 tonnes of carbon dioxide equivalent (tCO₂e) represent just 1.5% of the total emissions of the North West Leicestershire (NWL) district. This is dominated by the buildings owned and operated by the Council, in particular housing. Whilst tackling the emissions from the Council's own operations is an imperative, the scale of the emissions from the wider district highlights how important it is for the Council to show leadership to influence wider district emissions.
- 1.4 The target for the Council's operations to be net Zero Carbon by 2030 for its own operations and the district by 2050 is highly challenging and the Council cannot achieve this alone. The Council, in its civic leadership role, has a responsibility to lead in this area to help ensure that NWL recognises and embraces the crucial activity required to meet the challenge.
- 1.5 The [Council Delivery Plan 2023-2028](#) identifies one of the four priorities as "clean, green and Zero Carbon.....looking after the environment we live in". A key aim is "We will aim to be carbon neutral as a council by 2030 and a district by 2050". The 2030 target focuses on the Council's own operations and the buildings it occupies. The 2050 target includes the Council's housing and General Fund property portfolio along with the NWL district.

2.0 ZERO CARBON ROADMAP KEY THEMES

- 2.1 The Zero Carbon Roadmap is divided into distinct activity groups.

Buildings	Forestry and Land Use
Power	Industry
Waste	Aviation
Transport	F-gases *

*Used in refrigeration, air conditioning etc

- 2.2 North West Leicestershire emissions are dominated by transport, buildings, and industrial installations.

- 2.3 As part of the Zero Carbon Roadmap, Council emissions were estimated at 2 ktCO_{2e} for Council operated buildings and vehicle fleet; and a further 16 ktCO_{2e} for Council homes, leased buildings and leisure centres. The total of 18 ktCO_{2e} equates to 1.5% of the total estimated emissions of 1281 ktCO_{2e} for the NWL district.
- 2.4 The Council can directly influence a further 32% of emissions mainly through:
- Planning for new buildings
 - Planning control for new industrial installations and site emissions
 - Electric vehicle infrastructure
 - Waste reduction and diversion from landfill
- 2.5 The initial focus is on the Council's own activities and what direct action it can take. Other categories of activities identified are where the Council can influence and where it can help to facilitate.

3.0 WIDER PERSPECTIVE ON CLIMATE CHANGE

- 3.1 The Climate Change Committee (CCC) is an independent, statutory body established under the Climate Change Act 2008 which has statutory obligations to monitor progress in responding to climate risks and opportunities.
- 3.2 Their latest progress report was published on 25 June 2025. It advises that emissions in the UK have been steadily decreasing, with levels in 2024 50.4% below those in 1990, with a tenth consecutive year of reduction (excluding Covid 2020/2021). The emissions reduction in 2024 was driven by the electricity supply and industry sectors, with the UK's last coal-fired electricity power station, Ratcliffe-on-Soar, closing in October 2024.
- 3.3 Looking forward to 2030, priorities identified are the electrification of surface transport, buildings and industry. Electric vehicles, charging infrastructure and heat pumps are key to achieving this along with further investment in renewable energy, under the Clean Power 2030 Action Plan.
- 3.4 The CCC assess that 61% of the required reduction in emissions for 2030 target have credible plans, mainly electricity supply and surface transport sectors, but 39% do not. The biggest risks include driving the uptake of heat pumps and industrial electrification.
- 3.5 The CCC has published a priority list of ten recommendations, including to make electricity cheaper, scale up heat pump deployment, introduce regulations to ensure new homes are not connected to the gas grid, expand the low-carbon electricity system, provide long term funding to decarbonise public sector buildings and ramp up rates of tree planting and peatland restoration.

4.0 WORKING COLLABORATIVELY ON CLIMATE CHANGE

- 4.1 The challenges of the Zero Carbon Roadmap are similar across the county of Leicestershire. Working collaboratively enables partners to learn from each other and achieve more together. This approach has enabled the Council to take part in activities and deliver projects that the Council would not be able to undertake on its own.
- 4.2 Green Living Leicestershire Partnership

- 4.2.1 Leicestershire district and borough councils, together with Leicestershire County Council, have an established environmental group which is currently chaired by the Chief Executive of Oadby and Wigston Borough Council. In 2022, the “Green Living Leicestershire” (GLL) partnership was created; an officer led and chief executive supported mechanism to undertake joint Zero Carbon related projects together across the county. It is a collaborative approach, sharing best practice, pooling resources and learning together.
 - 4.2.2 The GLL partnership is currently working together on Warm Homes Local Grants, a grant funded retrofit programme to improve energy efficiency of private homes which is due to launch in 2026; a shared statement of intent to support standard Eco Flex criteria across Leicestershire expanding to incorporate Rutland; a solar PV hub electric vehicle charging project which will see a hub installed at Money Hill car park, Ashby; funding for EV chargepoints for parish and community buildings; exploring options to continue the Solar Together group buying scheme; and taking a shared approach to community engagement. The net zero toolkit has been refreshed to help support community groups to reduce carbon emissions in their local area.
 - 4.2.3 The group is also supporting Leicestershire CAN (Collaborate to Accelerate Net Zero), funded by Innovate UK, which is looking at a whole-systems approach to decarbonisation and breaking down non-technical barriers to the delivery of net zero to enable accelerated delivery of projects through harnessing the collective power of collaborative working. The four workstreams are governance, decarbonisation pathway plan, community energy and an advisory service. Information about the projects is available on the [Greener Future Leicestershire website](#) which will be funded for three years after the project concludes. The local area energy plan and interactive tool is due to be published in late autumn 2025.
- 4.3 Midland Net Zero Hub (MNZH)
- 4.3.1 MNZH supports public sector organisations across the Midlands to identify and develop local net zero and energy strategies and projects.
 - 4.3.2 MNZH leads a consortium offer for Warm Homes Local Grant which GLL is taking part in, led by the Warm Homes team at LCC.
 - 4.3.3 MNZH has also provided support for the solar PV hub electric vehicle charging project, at Money Hill in Ashby.
 - 4.3.4 Alongside other districts, the Council and Everyone Active has supported MNZH to develop a [guide to support decarbonisation of public leisure centres](#).

5.0 LOCAL GOVERNMENT REORGANISATION (LGR)

- 5.1 The Government is working on a programme of devolution which involves taking powers and funding away from central government and into regional areas.
- 5.2 The LGR change is due to be implemented in May 2027 where a shadow council will be created to prepare for the future organisation structure which will take effect from April 2028.

- 5.3 The impacts of LGR are currently unknown. The Council remains committed to its Council Delivery Plan priority under “Clean, green and zero carbon district” and its aim to be carbon neutral as a council by 2030 and as a district by 2050.

6.0 EMISSIONS REPORTING

- 6.1 For the Council’s reporting, the Local Partnerships greenhouse gas accounting tool is used to report on direct emissions. It is based on the DESNZ carbon emission factors.
- 6.2 This year, the Council emissions data is reported against the targets of 2030 and 2050 to improve clarity. The historic data has been re-worked to provide the same split back to 2019/20.
- 6.3 Fleet and buildings occupied by the Council fall under the 2030 target.
- 6.4 Social housing and General Fund commercial tenanted properties are reported against the 2050 target.
- 6.5 Both 2030 and 2050 are reported by greenhouse gas emissions scope type in tonnes of carbon dioxide equivalent (tCO_{2e}).
- Scope 1 - emissions that the Council makes directly (e.g. gas boilers, vehicle fuel);
 - Scope 2 - indirect emissions (e.g. electricity) and
 - Scope 3 - emissions that the Council is indirectly responsible for (e.g. procurement of products).

Scope 1	Scope 2	Scope 3
Fuel combustion Company vehicles Fugitive emissions	Purchased electricity, heat and steam	Purchased goods and services Business travel Employee commuting Waste disposal Use of sold products Transportation and distribution (up- and downstream) Investments Leased assets and franchises

- 6.6 Data is sourced from the Council’s invoices for utilities, fuel usage and mileage claims.

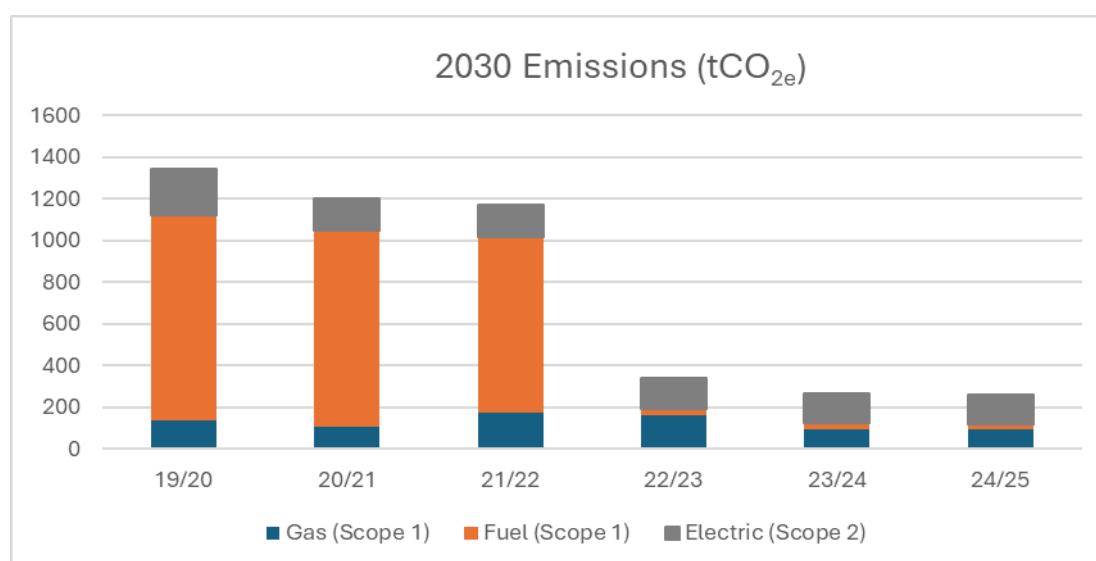
7.0 SUMMARY OF EMISSIONS PROGRESS

7.1 2030: Council Emissions

- 7.1.1 The chart and tables below summarise the direct and indirect emissions relating to the Council’s 2030 target for operational emissions.
- 7.1.2 Total 2030 Scope 1 and 2 emissions are down by 80.87% versus the baseline year of 2019/20.

- 7.1.3 There has been a reduction of 3.35% in 2024/25 versus 2023/24, to 257.45 tCO_{2e}.
- 7.1.4 The biggest change in 2024/25 is driven by a reduction in fuel related emissions. This is due to the end of use of gas oil, often referred to as red diesel. There has also been an uplift in the use of electricity for vehicles as the electric fleet has expanded.
- 7.1.5 The key driver of a reduction in gas usage of 2023/24 is the move from the old Council offices to Whitwick Business Centre in April 2023. Between March 2020 to early 2022, changes in gas and electric related emissions are linked to Covid-19.
- 7.1.6 The majority of residual gas emissions are related to Whitwick Business Centre and Stenson House heating, accounting for 31% of Scope 1 and 2 total emissions. Linden Way workshop is heated by LPG, which equates to a further 7%.
- 7.1.7 Linden Way depot offices, Coalville Park depot and the Customer Centre are all electrically heated.
- 7.1.8 The UK government has set a national target to delivery of clean power by 2030 driving an associated reduction in the grid's carbon intensity. Whilst the target remains ambitious, the UK is on track to achieve a very green grid by 2030. This will deliver a reduction in emissions related to electricity usage.
- 7.1.9 To drive further reduction in the Council's operational emissions by 2030, minimising gas consumption is key. This currently equates to 95 tCO_{2e}. Replacing gas heating systems with electrical solutions across the three sites will form part of the asset management plans.

2030 Council Emissions



Emissions tCO _{2e}	Sector	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20
Scope 1 - Direct Emissions	Total	114.73	123.68	189.03	1017.64	1048.22	1121.92
Gas	Buildings	95.38	92.77	158.31	173.47	107.47	135.67
Fuel	Fleet	19.35	30.91	30.72	844.17	940.75	986.25
Scope 2 - Indirect Emission	Total	142.72	142.68	147.97	152.26	155.1	224.01
Purchased Electricity	Buildings	137.97	141.15	147.97	152.26	155.1	224.01
Purchased Electricity	Fleet	4.75	1.53	0	0	0	0
Total Scope 1 & 2	Total	257.45	266.36	337	1169.9	1203.32	1345.93
Scope 3 - Indirect Emissions	Total	41.67	45.52	43.04	41.84	39.55	65.84
T&D loss - electricity		12.61	12.34	13.54	13.47	13.34	19.02
Business Mileage		29.06	33.18	29.5	28.37	26.21	46.82

Emissions	Sector	% Change	% change	% change	% change	% change	% change
		24/25 v 23/24	23/24 v 22/23	22/23 v 21/22	21/22 v 20/21	20/21 v 19/20	24/25 v 19/20
Scope 1 - Direct Emissions	Total	-7.24%	-34.57%	-81.42%	-2.92%	-6.57%	-89.77%
Gas	Buildings	2.81%	-41.40%	-8.74%	61.41%	-20.79%	-29.70%
Fuel	Fleet	-37.40%	0.62%	-96.36%	-10.27%	-4.61%	-98.04%
Scope 2 - Indirect Emission	Total	0.03%	-3.58%	-2.82%	-1.83%	-30.76%	-36.29%
Purchased Electricity	Buildings	-2.25%	-4.61%	-2.82%	-1.83%	-30.76%	-38.41%
Purchased Electricity	Fleet	210.46%					
Total Scope 1 & 2	Total	-3.35%	-20.96%	-71.19%	-2.78%	-10.60%	-80.87%
Scope 3 - Indirect Emissions	Total	-0.084568	5.76%	2.87%	5.79%	-39.93%	-36.71%
T&D loss - electricity		2.19%	-8.86%	0.52%	0.97%	-29.86%	-33.70%
Business Mileage		-12.42%	12.47%	3.98%	8.24%	-44.02%	-37.93%

* T&D Loss is the difference between the electricity supplied and the electricity converted into useful power

7.2 2050: Council Emissions

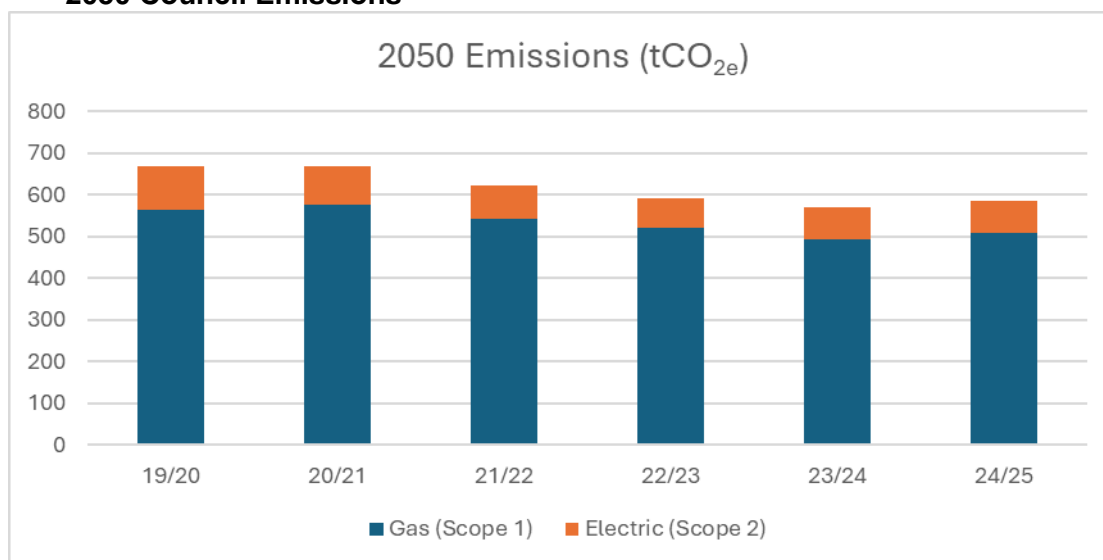
- 7.2.1 The chart and tables below summarise the direct and energy indirect emissions relating to the Council's 2050 target, relating to operational emissions.
- 7.2.2 Total 2050 Scope 1 and 2 emissions are down by 12.41% versus the baseline year of 2019.
- 7.2.3 There has been an increase of 3.06% in emissions in 2024/25 versus 2023/24, to 586.13 tCO_{2e}.
- 7.2.4 The main driver of the 2050 target gas emissions is the Council's housing (99%); for electricity, 95% of emissions relate to housing, with sheltered schemes in both cases accounting for the majority of usage. This is because for sheltered housing accommodation, utilities are paid by the Council and charged out to the tenants.
- 7.2.5 There is significant improvement activity underway across the Council's housing stock which will drive energy efficiency improvement, partly grant funded from the Social Housing Decarbonisation Fund. This links directly with the aim for all properties to achieve a minimum energy performance certificates (EPC) rating of C by 2028, in advance of the legal requirement of 2030. The

status of EPC is illustrated in the table below, recognising it is constantly updating.

EPC Rating	Count	%	Cum %
A	5	0.1%	0.1%
B	170	4.2%	4.3%
C	2,482	60.8%	65.1%
D	1,253	30.7%	95.8%
E	139	3.4%	99.2%
F	14	0.3%	99.6%
TBC	18	0.4%	100.0%
Grand Total	4,081	100.0%	

7.2.6 For the General Fund property portfolio, all properties are compliant with EPC legislation.

2050 Council Emissions



Emissions tCO _{2e}	Sector	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20
Scope 1 - Direct Emissions							
Gas	Buildings	508.73	492.39	520.5	542.89	576.17	564.42
Scope 2 - Indirect Emission							
Purchased Electricity	Buildings	77.4	76.34	70.84	80.13	92.35	104.72
Total Scope 1 & 2	Total	586.13	568.73	591.34	623.02	668.52	669.14
Scope 3 - Indirect Emissions							
T&D loss - electricity		6.84	6.6	6.48	7.09	7.94	8.89

Emissions	Sector	% Change 24/25 v 23/24	% change 23/24 v 22/23	% change 22/23 v 21/22	% change 21/22 v 20/21	% change 20/21 v 19/20	% change 24/25 v 19/20
Scope 1 - Direct Emissions							
Gas	Buildings	3.32%	-5.40%	-4.12%	-5.78%	2.08%	-9.87%
Scope 2 - Indirect Emission							
Purchased Electricity	Buildings	1.39%	7.76%	-11.59%	-13.23%	-11.81%	-26.09%
Total Scope 1 & 2	Total	3.06%	-3.82%	-5.08%	-6.81%	-0.09%	-12.41%
Scope 3 - Indirect Emissions							
T&D loss - electricity		3.64%	1.85%	-8.60%	-10.71%	-10.69%	-23.06%

* T&D Loss is the difference between the electricity supplied and the electricity converted into useful power

7.3 2050: Wider District Influence

7.3.1 Usage of electric vehicle charging facilities provided in the Council's public car parks is summarised in the table below. There has been an increase in usage across all locations versus last year, with most growth at Vicarage Street, Whitwick (189%), the Green at Thringstone (169%) and High Street at Ibstock (115%).

Financial Year	No. of Charges	% Change v PY	Sum of kWh Used	% Change v PY	Sum of tCO _{2e} saved
2019-2020	299		5295		3.0
2020-2021	141	-53%	2029	-62%	1.1
2021-2022	1256	791%	16608	718%	9.3
2022-2023	2685	114%	45045	171%	25.2
2023-2024	2446	-9%	37236	-17%	20.9
2024-2025	3631	48%	42547	14%	23.8
Grand Total	10458		148761		83.3

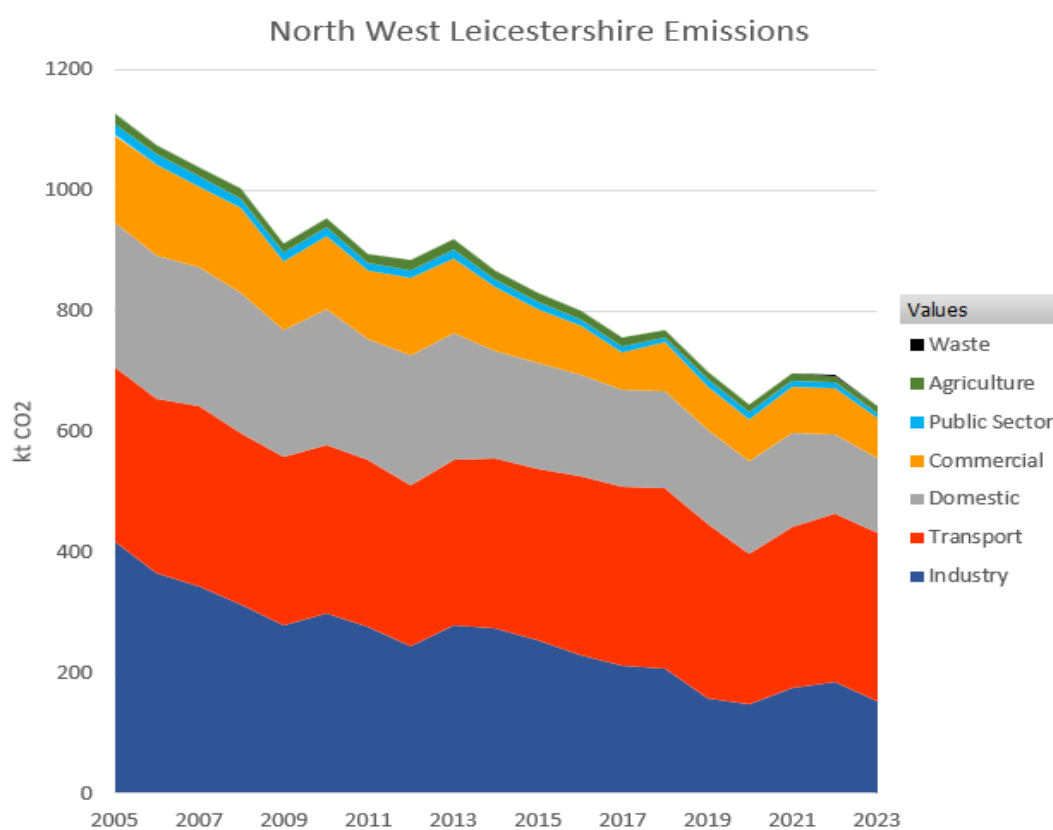
7.3.2 Taxi licencing policy changes from 1 January 2026 which will require that all vehicles must be fitted with at least a Euro 6 compliant engine at licence renewal, which will drive a reduction in emissions. Currently 81% of taxi vehicles meet this standard.

7.3.3 Recycle more activity continues. The Government expects that a weekly food waste collection will be rolled out district wide in 2026. Whilst capital funding has been received no revenue funding has been allocated by the government for this roll out. It is estimated that the addition cost for the Council to roll out food waste collections beyond the current trial will be £900.000. The district wide Flex Collect, collecting plastic bags and wrappings and tetrapaks, is planned for 2027.

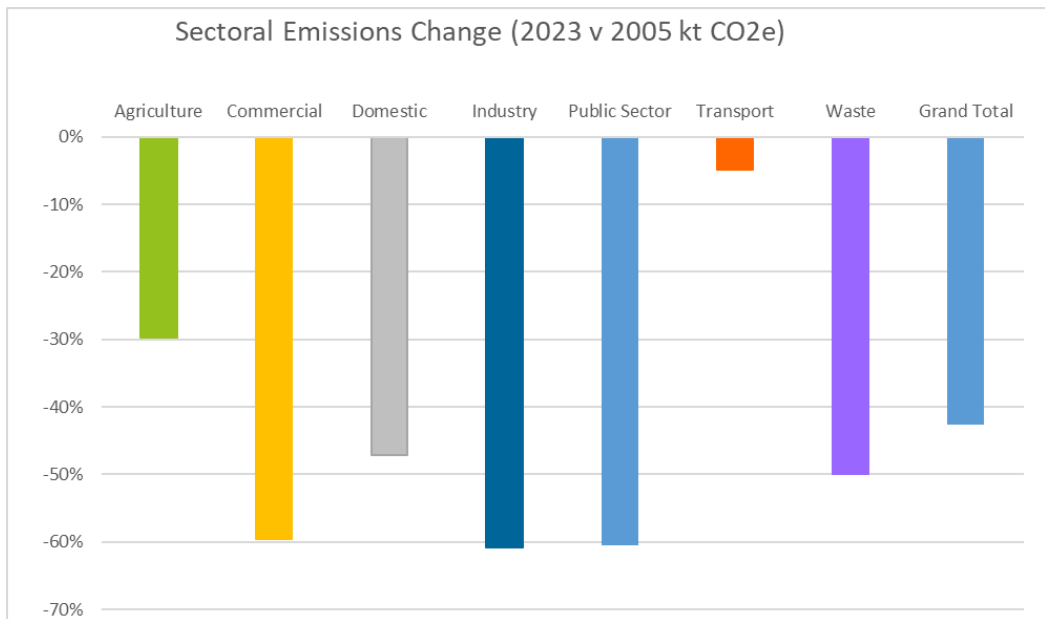
7.4 2050: North West Leicestershire

7.4.1 The Department for Energy Security and Net Zero (DESNZ, formerly BEIS) produces local authority territorial carbon emission estimates data, which is released annually each summer. This data is produced two years in arrears, and is based on territorial CO₂ emissions, those that occur within the district's borders.

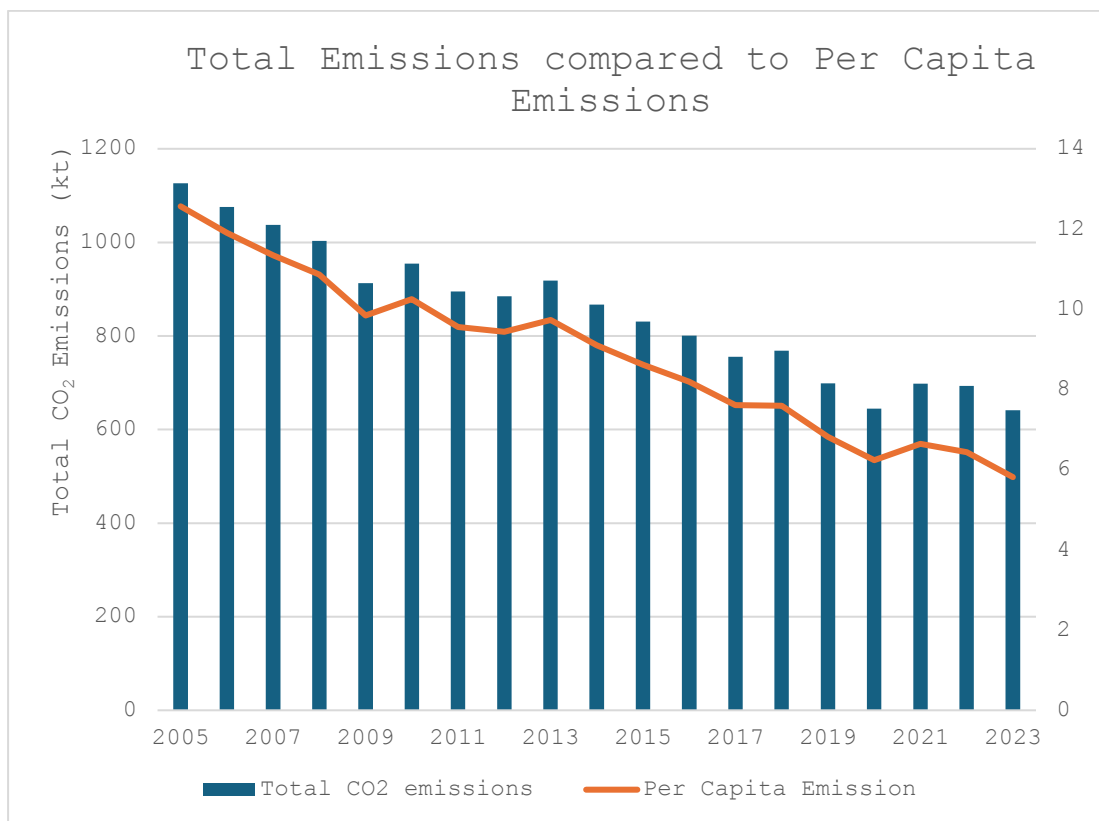
- 7.4.2 These statistics provide the most reliable and consistent breakdown of CO_{2e} emissions across the country using nationally available datasets going back to 2005. Source: [UK local authority and regional greenhouse gas emissions statistics - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-statistics).
- 7.4.3 Each year, North West Leicestershire district emissions will be reported to assess whether carbon reduction is 'on track' using the dataset that DESNZ publishes of emissions within the scope of Local Authorities. The data used excludes emissions that Local Authorities do not have direct influence over – for example, transport motorway emissions are removed.
- 7.4.4 The chart below illustrates the changes in emissions between 2005-2023, split by sector.



- 7.4.5 The chart below illustrates the percentage change since 2005, the start of the Government data set by sector.



7.4.6 Adding in the population data, the chart below indicates that the reduction per capita is improving at a similar rate to recent years.



8.0 COST OF NET ZERO

- 8.1 Forecasting the cost of achieving net zero is in progress.
- 8.2 The Council's fleet which is not electric will continue to run on hydro-treated vegetable oil, HVO. The roll out of weekly food waste collections will increase fleet mileage, driving an estimated 9% increase in fuel usage and related emissions, approximately 1.2 tCO_{2e} annually.
- 8.3 For social housing, a stock condition survey has been completed. The results will inform the Council's housing asset management programme. There are c1,424 Council properties which are below EPC C, although this data is constantly being updated. The SHDF grant programme will target 975 of these properties for energy efficiency improvement. The stock condition report forecasts that it will cost the Council £66 million, spread across 20 years up to 2040, to achieve net zero. This will be unaffordable without further external funding support.
- 8.4 A report has been commissioned by Property Services to forecast the cost of achieving Zero Carbon across the entire General Fund property portfolio. Priorities to achieve a reduction in the 2030 emissions target are Whitwick Business Centre and Stenson House, with gas usage being the priority as together they account for 31% of the 2030 Scope 1 and 2 emissions.

9.0 YEAR FIVE UPDATE SUMMARY – Financial Year 2024/25

- 9.1 The Council's Tree Management strategy was adopted in March 2025 and action plan developed. Further solar panels have been installed on the roof of Whitwick and Coalville Leisure Centre. The flexible plastics recycling scheme has been expanded, running alongside the on-going food waste trial. The local cycling and walking plan has been developed, and work is ongoing to deliver improvements. A mine water phase 1 feasibility has been undertaken to explore the opportunity to utilise the mines around Whitwick and Coalville Leisure Centre to provide low carbon heat. An environmental policy has been drafted which is due to be considered by Scrutiny and Cabinet in December 2025. Regular activities such as the free tree scheme and green shoots bulb scheme continued, together with one-off projects such as over 500 trees planted at Hermitage Eco Park and 47 more mature trees across cemeteries and parks.
- 9.2 In terms of the Fleet Management Strategy, the electric vehicle fleet increased to 15. The large emissions benefit of the fuel switch from diesel to Hydrotreated Vegetable Oil (HVO) continued (saving 938 tCO_{2e}), positively impacting on the Council's 2030 emissions. A review of Waste Service has been completed and the fleet requirements determined. The roll out of food waste collections across the district will commence in 2026. Housing fleet options are still being assessed. Whilst the home charging trial is recognised as being successful, it is acknowledged that this option is not suitable for all employees.
- 9.3 Across the Council's housing estate the retrofit programme, funded in part by SHDF grants, is progressing. The final elements of Wave 2.2 are due to complete by January 2026 and work on the much larger Wave 3 scheme, spread across three years, starts in November 2025.

- 9.4 For the Council's General Fund property portfolio, a corporate asset management toolkit report was approved by Cabinet in July 2024, along with the procurement of a facility management system. Implementation of this new system is underway with a go live date in Q3 of 2025/26. Further work is required to assess the cost to decarbonise the General Fund property portfolio.
- 9.5 Working collectively under the Green Living Leicestershire partnership the Home Upgrade Grant 2 scheme continued to support improving the energy efficiency of off-gas properties. This will be followed by the launch of the Warm Homes Local Grant scheme in early 2026. The net Zero Guide was refreshed, developed to support Town and Parish Councils and community groups. Plans for an EV solar charging hub at Money Hill car park in Ashby are progressing and the Solar Together scheme 3 installations were completed.
- 9.6 The Year Five action plan and progress against each of the actions is set out in the Appendix.

10.0 YEAR SIX PLANS – Financial Year 2025/26

- 10.1 The key areas of focus continue to be on the Council's buildings and asset management plans and Housing vans replacement.
- 10.2 Further details of the plans for the remainder of 2025/26 are set out in the Appendix.
- 10.3 Progress updates are provided on a quarterly basis to both Corporate Scrutiny and Cabinet as part of the Corporate Delivery Plan monitoring.

10.4 No.	10.5 Sector	10.6 Action Plan Year 5 (2024/25)
10.7	10.8 Buildings	10.9
10.10 1	10.11 Housing	10.12 Develop an asset and investment plan for the Housing asset portfolio, including decarbonisation activity.
		10.13 Develop and deliver a retrofit programme, including decarbonisation improvements and exploration of grant funding applications opportunities
		10.14 Complete stock condition surveys, refresh EPCs (100% by June 2025) and build plan to achieve a minimum EPC rating of C by 2030 across the Housing portfolio.
		10.15 Develop new homes/new development standard aligned to the Council's zero carbon commitment and Decent Homes Standard 2 once published
		10.16 Develop an improvement and decarbonisation work programme for the Housing asset portfolio for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition.
10.17 2	10.18 Property	10.19 Develop and adopt a corporate assessment management toolkit.
		10.20 Procure and implement a Computer Aided Facility Management (CAFM) system to provide one stop view of all General Fund properties and the associated data, to support portfolio decision making, including zero carbon/decarbonisation activity.
		10.21 Explore opportunities to decarbonise General Fund asset portfolio linked to general maintenance activity.

		10.22	Develop an improvement and decarbonisation work programme for the General Fund asset portfolio for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition.
		10.23	Demonstrate how regeneration activity has considered zero carbon implications and biodiversity net gain within all projects.
10.24 3	10.25 Leisure Centres	10.26	Together with Everyone Active, continue to drive a reduction in emissions at the Leisure Centres, build the business case to install solar panels and explore funding opportunities to support delivery of energy and carbon reductions.
10.27 4	10.28 Private Sector	10.29	Together with Green Living Leicestershire partnership, deliver the Sustainable Warmth programme (LAD3 on-gas and HUG2 off-gas) to improve the efficiency of some of the worst energy efficient homes in the district.
10.30	10.31 Power	10.32	
10.33 5	10.34 Utilities	10.35	Develop building level utility usage reporting to identify opportunities to reduce utility consumption at council owned and operated buildings - across gas, electric and water.
10.36 6	10.37 Planning	10.38	Build the council's zero carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes.
		10.39	Reflect the council's zero carbon ambitions in the Good Design Supplementary Planning Guidance refresh.
		10.40	Explore carbon offset options including opportunities for the council to be a biodiversity and carbon offset provider.
		10.41	Implement Biodiversity Net Gain legislation requirements and support the development of Local Nature Recovery Strategy (led by Leicestershire County Council) to increase the biodiversity of our district.
10.42 7	10.43 Solar Together	10.44	Support the delivery of the third Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage.
10.45 8	10.46 Energy Switch	10.47	Refresh the contract and support the delivery of the Energy Switch group buying scheme to assist householders to switch to renewable energy.
10.48 9	10.49 Mine Water	10.50	Continue to explore mine water feasibility. (This technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the Council offices.)
10.51	10.52 Waste	10.53	
10.54 10	10.55 Waste Services	10.56	As part of the Waste Services review, reflect all relevant actions from the Zero Carbon Roadmap and Action Plan.
		10.57	Continue with the food waste collection trials and prepare for legislative changes to roll out district-wide collections by April 2026.
10.58	10.59 Transport	10.60	
10.61 11	10.62 Fleet	10.63	Continue to roll out the Fleet Management Strategy, including fleet replacement and infrastructure as identified by the Waste Services review and Housing EV trial. Develop a plan for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition.

10.64 12	10.65 Cycling & Walking	10.66	Deliver the cycling & walking "quiet lane" improvements in Kegworth.
		10.67	Work with County to support the development of the NWL element of Leicestershire Cycling & Walking Infrastructure Plan with a view to being able to access Active Travel England funding to be able to deliver elements of NWL LCWIP.
		10.68	Develop local infrastructure plans and priorities to build connectivity improvements, as per the Cycling & Walking Plan.
10.69 13	10.70 EV charging	10.71	Support the Installation of a solar EV charging hub at Moneyhill car park, Ashby working with Green Living Leicestershire partnership and Midland Net Zero Hub.
		10.72	Explore EV charging opportunities across the council's property portfolio, including HRA.
10.73	10.74 Other	10.75	
10.76 14	10.77 Finance	10.78	Develop a "cost of net zero" plan for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition.
10.79 15	10.80 Procurement	10.81	Refresh the Procurement Strategy aligned with the Council's zero carbon ambition
10.82 16	10.83 Reporting	10.84	Establish approach to explore Scope 3 emissions (indirect, supply chain related) reporting, to shape the council's procurement policies and influence spend
10.85 17	10.86 Air Quality	10.87	Continue delivering air quality action plan
10.88 18	10.89 Biodiversity	10.90	Continue free tree scheme, planting trees and support communities with grants
		10.91	Continue to deliver elements of Hermitage Recreation Ground Eco Park and improve biodiversity working with the National Forest and Woodland Trust
		10.92	Develop Tree Management Strategy for the planting and management of the Council's tree stock.
10.93 19	10.94 Engagement	10.95	Work in conjunction with Green Living Leicestershire to develop district engagement opportunities.
10.96 20	10.97 Governance	10.98	Explore the Council's current baseline status against ISO14001 principles and draft a corporate Environmental Policy

11.0 FINANCIAL IMPLICATIONS – ZERO CARBON RESERVE

- 11.1 Each activity will be supported by a detailed business case to assess the affordability and deliverability of a potential project on a case-by-case basis. In addition, grants and funding options will be explored. At the Council meeting on 25 February 2020, a climate change reserve was established with an allocation of £1m, apportioned into £0.885m for revenue and £0.115m for capital.
- 11.2 The Zero Carbon Roadmap Financial Summary for Year Five (2024/25) is set out below showing cumulative spend against £1m initially allocated. Further capital spending has been agreed to be funded from the £0.885m revenue allocation:

Zero Carbon Reserve - Draft 24/25 Outturn & Budgets 25/26	TOTAL
Original Funding Allocation - Revenue	£885,000
Revenue used to fund Zero Carbon Capital Schemes	-£98,350
Total Revenue Project Funding	£786,650
<u>Revenue Projects - Actual Spend</u>	
Staffing	£303,736
Working Budget	£18,397
Food Waste Trial (Measham & Coalville)	£87,019
Fleet Strategy Consultants (57% contribution)	£12,284
Solar PV specification for Leisure Centre	£999
Total Expenditure	£422,435
<u>Revenue Projects - Budgeted</u>	
Staffing (25/26)	£75,970
Working Budget (25/26)	£10,020
Food Waste Trial (Measham & Coalville)	£18,981
Mine water Feasibility study	£50,000
District level resident/housing data	£10,000
Indirect emissions (Scope 3) evaluation	£15,000
Solar PV specification for Leisure Centre	£8,835
Development of works specification to decarbonise buildings portfolio	£20,000
EV charging location plans	£10,000
Biodiversity related activity	£20,000
Budgeted Expenditure	£238,806
Original Funding Allocation - CAPITAL	£115,000
External Funding - External Grant for EVCP (OLEV/EST)	£122,053
Capital Schemes Funded from Zero Carbon Reserve (Revenue)	£98,350
Total Capital Funding	£335,403
<u>Capital Projects - Actual Spend</u>	
Electric Vehicle Charging Points	£227,165
LED lighting for car parks (funded from revenue allocation)	£48,184
Solar PV specification for Leisure Centre (part funded from revenue allocation)	£166
Total Expenditure	£275,515
<u>Capital Projects - Budgeted</u>	
Electric Vehicle Charging Points	£9,888
EV charging infrastructure/strategy (funded from revenue allocation)	£50,000
Budgeted Expenditure	£59,888
Remaining Earmarked Reserve	£125,409

- 11.3 The Climate Change Programme Manager role is a permanent position. It was originally agreed by Cabinet in March 2020 that the role would be funded for three years from the Climate Change Reserve with the intention to then move it to standard staff budget. In practice, it is reviewed as part of the standard budget process and the

decision is taken annually as to where to fund the role from. To date, this has been the Climate Change Reserve.

12.0 RISK IMPLICATIONS

- 12.1 Risk Management will be a central consideration of each action's business case. Affordability will be a central concern as will the availability of technology that can deliver the required low emission solutions. Investment decisions, including for the Council's buildings portfolio and fleet, will follow the relevant Council's governance processes.
- 12.2 The achievement of net zero by 2030 for the Council's operations has been included in the Corporate Risk Register as a key risk.
- 12.3 Concerns include the lack of funding to achieve a net zero solution, reputational damage of not achieving the Council's commitment to net zero and recognition that delivering the district target of 2050 is beyond the Council's control.

Policies and other considerations, as appropriate	
Council Priorities:	Developing a clean and green district
Policy Considerations:	Zero Carbon Roadmap and Action Plan Local Plan
Safeguarding:	N/A
Equalities/Diversity:	An impact assessment will need to be carried out as part of each project's business case as appropriate, as has been the case with the food waste trial.
Customer Impact:	Communities, council tax and businesses in the district will be engaged on the roll out of the programme, as with the net zero guide for parish councils and communities
Economic and Social Impact:	This will be a key aspect of each business case to assess not only the financial impact of intervention but the wider benefits.
Environment, Climate Change and zero carbon:	The adoption of the Zero Carbon Roadmap and associated Action Plan sets out the council's future approach to addressing the climate emergency.
Consultation/Community Engagement:	Communities and businesses will be engaged on the roll out of the programme.
Risks:	Covered under Section 12 of this report.
Officer Contact	Paul Sanders Head of Community Services paul.sanders@nwleicestershire.gov.uk

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ZERO CARBON APPENDIX

1. Summary of Year Five Activity – Financial Year 2024/25

No.	Sector	Action Plan Year 5 (2024/25)	Update
	Buildings		
1	Housing	Develop an asset and investment plan for the Housing asset portfolio, including decarbonisation activity.	Work on an asset and investment plan is underway with the initial report due end Q2 2025/26. This will feed into the budget process for 26/27.
		Develop an improvement and decarbonisation work programme for the Housing asset portfolio for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net Zero Carbon ambition.	
		Develop and deliver a retrofit programme, including decarbonisation improvements and exploration of grant funding opportunities	A retrofit programme has been developed as part of the Social Housing Decarbonisation Fund (SHDF) grant funding with NWLDC match funding. SHDF wave 2 funded improvements across 131 properties and this programme is due to complete by January 2026. The grant value was £852,000. Total spend £1,472,630. SHDF Wave 2 Warm Homes is a much larger programme phased across 3 years to March 2028. This will fund investment in 844 properties. The first phase of 102 properties is due to start November 25. The grant value is £8,069,584.
		Complete stock condition surveys, refresh EPCs (100% by June 2025) and build plan to achieve a minimum EPC rating of C by 2030 across the Housing portfolio.	The stock condition survey has been completed and EPCs updated as required to identify properties qualifying for the SHDF funded improvements. Whilst the legislative deadline is 2030, the target is to achieve this by 2028.
		Develop new homes/new development standard aligned to the Council's Zero Carbon commitment and Decent Homes Standard 2 once published	This work is on-going. The Decent Homes Standard (DHS) consultation has ended and should be published by mid-2026. The new homes/new development standard will not be finalised until the DHS is published.
2	Property	Develop and adopt a corporate assessment management toolkit.	A corporate assessment management toolkit has been produced which will bring consistency in approach across teams, providing guidance and clarifying roles and responsibilities. It was approved by Cabinet in July 2024 and will be used to support the computer aided facility management (CAFM) system rollout.
		Procure and implement a Computer Aided Facility Management (CAFM) system to provide one stop view of all General Fund (GF) properties and the associated data, to support portfolio decision making, including Zero Carbon/decarbonisation activity.	The CAFM system has been procured and implementation is underway. It is due to go live in Q3 2025/26. The initial focus is on accurate data upload before rolling out for all teams to use. This system will help the Council understand how General Fund buildings are performing across many measures, including Zero Carbon, and will help to inform the new General Fund Asset Management Strategy. Any improvement measures will be required to meet a business case and would be expected to bring joint benefits such as reducing annual running costs, reduced future maintenance, increased income, alongside Zero Carbon benefits.

		Explore opportunities to decarbonise General Fund asset portfolio linked to general maintenance activity.	A number of opportunities to decarbonise have been identified but cannot be implemented at present as no budget has been allocated. However, opportunities are being delivered where this fits with general maintenance plans - for example the upgrade to LED lights at the Courtyard.
		Develop an improvement and decarbonisation work programme for the General Fund asset portfolio for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net Zero Carbon ambition.	CAFM, new Asset Management Plan and stock condition surveys will lead to creation of this work programme plan by end of 25/26 financial year. This will include a review of the GF asset portfolio to establish which assets to retain, which to dispose of and which to invest in.
		Demonstrate how regeneration activity has considered Zero Carbon implications and biodiversity net gain within all projects.	The refurbishment of the Memorial Toilets as a work space is underway and will be finished in 25/26. This work will see LED lighting installed alongside electric heating and maximisation of natural daylight.
3	Leisure Centres	Together with Everyone Active, continue to drive a reduction in emissions at the Leisure Centres, build the business case to install solar panels and explore funding opportunities to support delivery of energy and carbon reductions.	Additional solar panels have been installed at Whitwick and Coalville Leisure Centre using Sport England Swimming Pool Support funding. It is anticipated these will lead to a reduction of 39 tonnes of carbon emissions per annum.
4	Private Sector Housing	Together with Green Living Leicestershire partnership, deliver the Sustainable Warmth programme (LAD3 on-gas and HUG2 off-gas) to improve the efficiency of some of the worst energy efficient homes in the district.	HUG2 scheme was to support improving energy efficiency of off-gas properties. It was delivered collectively across 6 districts in Leicestershire working in conjunction with the Warm Home team at Leicestershire County Council. Despite strong uptake, significant drop out was experienced due to difficulties in identifying viable measures within cost caps and value for money triggers under the scheme. Across the programme, 108 properties received 145 measures driving a SAP improvement score of 21 SAP points, a significant improvement versus the previous scheme which achieved 12 points (HUG1 off-gas) and 11.5 points (LAD3 on-gas). Further funding has been made available under Warm Homes Local Grant, which can be used on both on and off gas properties. This scheme will launch in early 2026.
	Power		
5	Utilities	Develop building level utility usage reporting to identify opportunities to reduce utility consumption at council owned and operated buildings - across gas, electric and water.	Focus has been on maintaining green electricity, driving value for money through contract renewal and preparing for CAFM system set up and data input. The CAFM system will provide visibility of utility usage across the portfolio at building level and unlock the opportunity to review usage by both Property Services and building users.
6	Planning	Build the Council's Zero Carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes.	The new Local Plan includes draft policies on Renewable Energy (including targets for solar and wind energy generation) and Reducing Carbon Emissions which seeks to ensure that new developments address the need to reduce carbon emissions. We are currently reviewing the responses to the draft local plan consultation. The wording for Policy AP3 (Renewable Energy) has been agreed by Local Plan Committee for inclusion in the Regulation 19 version of the Local Plan. The draft wording of Policy AP4 (Reducing Carbon Emissions) is going to Local Plan Committee on 19 November 2025. The

			Regulation 19 Local Plan will be consulted on in 2026.
		Reflect the council's Zero Carbon ambitions in the Good Design Supplementary Planning Guidance refresh.	<p>Work is ongoing on the Good Design Supplementary Planning Guidance. It was consulted on between 23 July and 17 September 2025. The responses are currently being reviewed.</p> <p>It is intended to report the consultation responses and seek approval for adoption of the document at Cabinet in December 2025 and Local Plan Committee in January 2026.</p>
		Explore carbon offset options including opportunities for the council to be a biodiversity and carbon offset provider.	The issue of carbon offsetting will be considered at Local Plan Committee on 19 November 2025 as part of the consideration of Policy AP4.
		Implement Biodiversity Net Gain legislation requirements and support the development of Local Nature Recovery Strategy (led by Leicestershire County Council) to increase the biodiversity of our district.	The requirements for Biodiversity Net Gain (BNG) for planning applications are detailed on the Planning and Development section of our website. The draft wording of Local Plan Policy En1 (Nature Conservation/Biodiversity Net Gain) has been agreed at Local Plan Committee for inclusion in the Regulation 19 version of the Local Plan. The Regulation 19 Local Plan will be consulted on in 2026.
7	Solar Together	Support the delivery of the third Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage.	The third Solar Together scheme supported residents to invest in 514 panels and 46 batteries across 51 properties in NW Leicestershire.
8	Energy Switch	Refresh the contract and support the delivery of the Energy Switch group buying scheme to assist householders to switch to renewable energy.	The contract has been completed, and the Council has taken part in every scheme. Residents can sign up and at any time for the scheme - all details are available on the website.
9	Mine Water	Continue to explore mine water feasibility. (This technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the Council offices.)	The Mining Remediation Authority, formerly the Coal Authority, was commissioned to undertake a phase 1 feasibility survey for Coalville, focusing on the area around Whitwick and Coalville Leisure Centre. The report was very positive suggesting that mine water is likely to be present reasonably close to the surface, and the site has good potential with the recommendation to complete a phase 2 study. This has been commissioned.

	Waste		
10	Waste Services	As part of the Waste Services review, reflect all relevant actions from the Zero Carbon Roadmap and Action Plan.	Waste Services Review was approved by Cabinet in April 2025. This will see the change for recycling collection to a twin bin collection, which meets the Government's Simpler Recycling requirements. This decision was supported by 61% of the 19507 residents who responded to a survey, alongside waste teams due to the reduction in manual handling and other safety considerations. The plan is to roll out the new service from November 2026. The Council is the waste collection authority, with Leicestershire County Council the disposal authority. None of the waste collected goes to landfill, it is incinerated.
		Continue with the food waste collection trials and prepare for legislative changes to roll out district-wide collections by April 2026.	Preparations continue for the requirement of weekly food waste collections from April 2026. This includes food waste collection vehicle procurement and the purchasing of food waste containers. Food waste collections form part of the Simpler Recycling reforms and this will be rolled out across the district in late 2026.
	Transport		
11	Fleet	Continue to roll out the Fleet Management Strategy, including fleet replacement and infrastructure as identified by the Waste Services review and Housing EV trial. Develop a plan for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net Zero Carbon ambition.	This work is directly linked to the Waste Services review which will inform the waste collection vehicles required in future. Vehicle replacement is also required for much of the Housing fleet. Whilst home charging is considered successful, not all employees have the opportunity to home charge and alternative options will be explored.
12	Cycling & Walking	Deliver the cycling & walking "quiet lane" improvements in Kegworth.	Leicestershire County Council (LCC) is now leading on this project, working with the Council and Kegworth Parish Council. Due to purdah, LCC was unable to consult on proposals which meant that the project was not completed until summer 2025. The "quiet lane" is now open.
		Work with County to support the development of the NWL element of Leicestershire Cycling & Walking Infrastructure Plan with a view to being able to access Active Travel England funding to be able to deliver elements of NWL LCWIP.	Work with Leicestershire County Council colleagues continues to develop detailed costings for key routes in the LCWIP, along with the development of highway improvements that LCC have responsibility for.
		Develop local infrastructure plans and priorities to build connectivity improvements, as per the Cycling & Walking Plan.	The LCWIP has been developed, and work is ongoing with parish/town councils to support the delivery of improvements when opportunities allow.
13	EV charging	Support the Installation of a solar EV charging hub at Money Hill car park, Ashby working with Green Living Leicestershire partnership and Midland Net Zero Hub.	This project will deliver a solar PV charging hub in each of the districts. In NWL this will be a Money Hill car park in Ashby. Procurement is underway led by Harborough District Council with first phase installations planned for Q4 2025/26, including Money Hill.
		Explore EV charging opportunities across the council's property portfolio, including HRA.	For commercial properties, opportunities are explored where tenants are requesting or supportive of chargers. In addition, a public car park is being considered for EV chargers. For HRA estates, the focus has been on retrofit of properties, but this will remain on the agenda.

	Other		
14	Finance	Develop a "cost of net zero" plan for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net Zero Carbon ambition.	This work is underway and will feed into the budget cycle for 26/27 and beyond across General Fund and HRA buildings and fleet. Early indications are that it will cost £66m spread across 20 years up to 2040 to decarbonise the Council's social housing estate. This will be unaffordable without further funding support. General fund assessment is underway. Property that the Council directly occupies are priorities, especially Whitwick Business Centre and Stenson house as they are gas heated, with Linden Way workshop running on LPG. HVO, an interim fuel solution used across the non-electric fleet, continues to have a huge positive impact on the Council's direct emissions. Electric vehicles are considered for car and vans as part of the fleet replacement business case.
15	Procurement	Refresh the Procurement Strategy aligned with the Council's Zero Carbon ambition	Cabinet approved and adopted the revised Procurement Strategy on 25 March 2025. The update was made to align with the Procurement Act 2023, which came into effect on 24 February 2025, introducing reforms to enhance transparency, efficiency, and accountability in public procurement, with references to environmental sustainability and commitments to prioritise sustainable procurement practices, such as reducing carbon footprints, minimising waste, and promoting the use of eco-friendly products and services
16	Reporting	Establish approach to explore Scope 3 emissions (indirect, supply chain related) reporting, to shape the council's procurement policies and influence spend	This activity links to the procurement strategy above. The next stage is to develop spend mapping priorities to influence procurement activity.
17	Air Quality	Continue delivering air quality action plan	Complete, Annual Status Report for Air Quality approved by DEFRA and published on the Council's website
18	Biodiversity	Continue free tree scheme, planting trees and support communities with grants	The Free Tree Scheme was delivered in partnership with the National Forest in November 2024 with 13795 hedging trees and 609 individual trees given out to residents within the National Forest area. Trees continue to be planted, including over 500 trees planted at Hermitage Eco Park and 47 more mature trees across cemeteries and parks. £5,271 of Zero Carbon grant funding has been issued by the Council towards 6 projects with a total value of £12,446.
		Continue to deliver elements of Hermitage Recreation Ground Eco Park and improve biodiversity working with the National Forest and Woodland Trust	All biodiversity improvements at the Hermitage Eco Park have been delivered, including the planting of a Tiny Forest and 3,600 trees.
		Develop Tree Management Strategy for the planting and management of the Council's tree stock.	A Tree Management Strategy has been developed and consulted on and was approved by Cabinet in March 2025. The strategy outlines the Council's commitments and approach to tree management and also signs up to the principles of the Leicestershire Tree Charter, developed between Leicestershire County Council and The National Forest. It refers to using trees and hedgerows to help mitigate climate change impact and to integrate tree planting into carbon reduction and flood prevention strategies as well as planting native species to support biodiversity. The strategy will be supported by an annual action plan.

19	Engagement	Work in conjunction with Green Living Leicestershire to develop district engagement opportunities.	The net zero toolkit, designed to help kick-start community action, was refreshed in February 2025. To aid community groups in addressing energy efficiency challenges with community buildings and village halls, there are links to ACRE net zero guide and encouragement to apply for the Council's Zero Carbon Grants.
20	Governance	Explore the Council's current baseline status against ISO14001 principles and draft a corporate Environmental Policy	An assessment was undertaken by Unipart to help determine the current status and identify next steps. The first activity agreed is to create an environmental policy which has been drafted and will go through the approval process, including Corporate Scrutiny and Cabinet in 2025.

2. Year Six Plan – Financial Year 2025/26

No.	Sector	Action Plan Year 5 (2025/26)
	Buildings	
1	Housing	Develop an asset and investment plan for the Housing asset portfolio, including decarbonisation activity, measurement methodology and costs associated with achieving the Council's net Zero Carbon ambition.
		Develop and deliver a retrofit programme, including decarbonisation improvements and exploration of grant funding opportunities
		Develop and deliver the plan to achieve a minimum EPC rating of C by 2028, and before legislation is introduced in 2030, across the Housing portfolio.
		Develop new homes/new development standard aligned to the Council's Zero Carbon commitment and Decent Homes Standard 2, once published
		Explore LED lighting and EV charging opportunities across Housing car park portfolio
2	Property	Implement a Computer Aided Facility Management (CAFM) system to provide one stop view of all General Fund properties and the associated data, to support portfolio decision making, including Zero Carbon/decarbonisation activity.
		Explore opportunities to decarbonise General Fund asset portfolio linked to general maintenance activity.
		Develop an improvement and decarbonisation work programme for the General Fund asset portfolio for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net Zero Carbon ambition.
		Demonstrate how regeneration activity has considered Zero Carbon implications and biodiversity net gain within all projects.
3	Leisure Centres	Together with Everyone Active, continue to drive a reduction in emissions at the Leisure Centres and build business cases to support delivery of energy and carbon reduction initiatives.
4	Private Sector Housing	Together with Green Living Leicestershire partnership, deliver the Warm Homes Local Grant programme to improve the efficiency of some of the worst energy efficient homes in the district (on and off gas funding).
	Power	
5	Utilities	Develop building level utility usage reporting within the new CAFM system to identify opportunities to reduce utility consumption at council owned and operated buildings - across gas, electric and water.
6	Planning	Build the council's Zero Carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes.
		Reflect the council's Zero Carbon ambitions in the Good Design Supplementary Planning Guidance refresh.
		Explore carbon offset options including opportunities for the Council to be a biodiversity and carbon offset provider.

		Implement Biodiversity Net Gain legislation requirements and support the development of Local Nature Recovery Strategy (led by Leicestershire County Council) to increase the biodiversity of our district.
7	Solar Together	Explore contractual options for Green Living Leicestershire partnership and the Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage.
8	Energy Switch	Support the delivery of the Energy Switch group buying scheme to assist householders to switch to renewable energy.
9	Mine Water	Continue to explore mine water feasibility. (This technology could provide low carbon, low-cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the Council offices.)
	Waste	
10	Waste Services	As part of the Waste Services review, reflect all relevant actions from the Zero Carbon Roadmap and Action Plan and plan for the new container roll out. Continue with the food waste collection trials and prepare for legislative changes to roll out district-wide collections by end 2026.
	Transport	
11	Fleet	Continue to roll out the Fleet Management Strategy, including fleet replacement and infrastructure as identified in the Waste Services Review and Housing EV Trial and infrastructure options.
12	Cycling & Walking	Deliver the cycling & walking "quiet lane" improvements in Kegworth. Work with Leicestershire County Council to support the development of the NWL element of Leicestershire Cycling and Walking Infrastructure Plan with a view to being able to access Active Travel England funding to be able to deliver elements of NWL LCWIP.
13	EV charging	Support the Installation of a solar EV charging hub at Money Hill car park, Ashby working with Green Living Leicestershire partnership and Midland Net Zero Hub. Explore EV charging opportunities across the council's property portfolio, including HRA.
	Other	
14	Finance	Develop a "cost of net zero" plan for budget cycle 2027/28 and beyond, including measurement methodology and costs associated with achieving the Council's net Zero Carbon ambition.
15	Procurement	Build links to the Zero Carbon impact assessment in the procurement process.
16	Reporting	Establish approach to explore Scope 3 emissions (indirect, supply chain related) reporting, to shape the council's procurement and influence spend
17	Air Quality	Continue delivering air quality action plan
18	Biodiversity	Continue free tree scheme, if funding can be secured. Continue to explore opportunities and funding to plant trees, working together with partners such as LCC and National Forest.
19	Engagement	Work in conjunction with Green Living Leicestershire to develop district engagement opportunities. Support community groups with Zero Carbon grants
20	Governance	Seek approval for a corporate Environmental Policy and if approved, develop a plan to embed it into all Council activity.

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Corporate Scrutiny Committee – WORK PROGRAMME (as at 19/11/25)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
January 2026				
22 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.	Paul Stone, Strategic Director of Resources	-	1 hour
22 January 2026	Finance Update – 2025/26 Quarter 2 For Members to note and comment on the performance of the General Fund and Housing Revenue Account (HRA) budgets during the previous quarter.	Paul Stone, Strategic Director of Resources		30 minutes
March 2025				
19 March 2026	Council Delivery Plan – Performance Report – 2025/26 Quarter 3 To report 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 Human Resources and Organisational Development	-	30 minutes
19 March 2026	Finance Update – 2025/26 Quarter 3 For Members to note and comment on the performance of the General Fund and Housing Revenue Account (HRA) budgets during the previous quarter.	Paul Stone, Strategic Director of Resources	-	30 minutes

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
19 March 2026	Housing Action Plans Post Inspection This report will set out the proposed action plans following the recent housing regulator inspection and highlight performance and issues impeding delivery of an efficient and good housing service.	Andy Barton, Strategic Director of Communities	-	30 minutes
June 2025				
18 June 2026	Annual Scrutiny Report To present the work of the two scrutiny committees for the 2025/26 civic year.	Andy Barton, Strategic Director of Communities	-	20 minutes

Work requests considered by the Scrutiny Work Programming Group

Request	Update
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

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, 12 December 2025. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 13 January 2026 is 5pm Friday, 2 January 2026.**

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
January 2026							
Supplementary Estimates, Virements and Capital Approvals 124	Cabinet	Key	Public	13 January 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, deborah.proctor@nwleicestershire.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Good Design Guide for North West Leicestershire	Cabinet	Key	Public	13 January 2026	Councillor Tony Saffell tonyc.saffell@nwleicester-shire.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
2024/25 Provisional Financial Outturn - General Fund		Non-Key	Public			2024/25 Provisional Financial Outturn - General Fund	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
2024/25 Provisional Financial Outturn - Housing Revenue Account (HRA)		Non-Key	Public			2024/25 Provisional Financial Outturn - Housing Revenue Account (HRA)	N/A
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council tax, Non Domestic Rates and Sundry Debts Write Offs	Cabinet	Key	Public	13 January 2026	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
2024/25 Provisional Financial Outturn - General Fund	Cabinet	Non-Key	Public	13 January 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Finance Team Manager, Head of Finance Tel: 01530 454492 georgina.gwillim@nwleicester-shire.gov.uk, anna.crouch@nwleicester-shire.gov.uk	2024/25 Provisional Financial Outturn - General Fund	not required

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
2024/25 Provisional Financial Outturn - Housing Revenue Account (HRA)	Cabinet	Non-Key	Public	13 January 2026	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance, , Finance Team Manager Tel: 01530 454492, , anna.crouch@nwleicester-shire.gov.uk, deborah.proctor@nwleicester-shire.gov.uk, georgina.gwillim@nwleicester-shire.gov.uk</p>	2024/45 Provisional Financial Outturn - Housing Revenue Account (HRA)	not required
CPO - 65 Station Road	Cabinet	Key	Public	13 January 2026	<p>Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester-shire.gov.uk</p> <p>Public Protection Team Leader Tel: 01530 454575 minna.scott@nwleicester-shire.gov.uk</p>	CPO - 65 Station Road	No, the policy already exists.

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
Council Tax Base 2026/27	Cabinet	Key	Public	13 January 2026	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk</p> <p>Head of Finance, Finance Team Manager Tel: 01530 454492, anna.crouch@nwleicester-shire.gov.uk, georgina.gwillim@nwleicestershire.gov.uk</p>	Council Tax Base 2026/27	N/A - Council Tax Base is calculated in line with legislation
Acquisitions and Disposals 127	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Report contains Exempt information	13 January 2026	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place Tel: 01530 454819, Tel: 01530 454555 andy.barton@nwleicester-shire.gov.uk, james.arnold@nwleicestershire.gov.uk</p>	Acquisitions and Disposals	Delegated 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
Award of Contracts 128	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	13 January 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Strategic Director of Place, Strategic Director of Communities, Strategic Director of Resources (Section 151 Officer) Tel: 01530 454555, Tel: 01530 454819, Tel: 01530 454495 james.arnold@nwleicestershire.gov.uk, andy.barton@nwleicester-shire.gov.uk, paul.stone@nwleicestershire.gov.uk	Award of Contracts	Delegated Cabinet Function
3 February 2026							
There are no items for this meeting.							
Capital Strategy, Treasury Management Strategy and Prudential Indicators 2026/27	Cabinet	Key	Public	3 February 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	Capital Strategy, Treasury Management Strategy and Prudential Indicators 2026/27	Corporate Scrutiny Committee: 22/01/26

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
2026/27 Robustness of Budget Estimates	Cabinet	Non-Key	Public	3 February 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	2026/27 Robustness of Budget Estimates	Corporate Community Scrutiny: 22/01/26
2026/27 Housing Revenue Account (HRA) Budget and Rent Setting 129	Cabinet	Key	Public	3 February 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	2026/27 Housing Revenue Account (HRA) Budget and Rent Setting	Corporate Scrutiny Committee: 22/01/26
2026/27 General Fund Budget and Council Tax	Cabinet	Key	Public	3 February 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	2026/27 General Fund Budget and Council Tax	Corporate Scrutiny Committee: 22/01/26

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	24 February 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.
Housing Revenue Account (HRA) Finance Update - 2025/26 Quarter 3 131	Cabinet	Key	Public	24 February 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	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	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 3	Corporate Scrutiny Committee - 19/03/26

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
Council Delivery Plan - Performance Report - 2025/26 Quarter 3 132	Cabinet	Key	Public	24 February 2026	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Organisation Development Team Leader, Head of Human Resources and Organisation Development laura.staveley@nwleicester.gov.uk, hannah.panter@nwleicester.gov.uk	Council Delivery Plan - Performance Report - 2025/26 Quarter 3	Corporate Scrutiny 19 March 2026
Review of Corporate Governance Policies - Information Governance Framework	Cabinet	Key	Public	24 February 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester.gov.uk emma.lant@nwleicester.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

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
Acquisitions and Disposals	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contains Exempt information	24 February 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Strategic Director of Place, Strategic Director of Communities Tel: 01530 454555, Tel: 01530 454819 james.arnold@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk	Acquisitions and Disposals	Delegated Cabinet Function
Award of Contracts	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contains Exempt information	24 February 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Strategic Director of Communities, Strategic Director of Resources (Section 151 Officer), Strategic Director of Place Tel: 01530 454819, Tel: 01530 454495, Tel: 01530 454555 andy.barton@nwleicester.gov.uk, paul.stone@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk	Award of Contracts	Delegated 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
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	24 March 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	24 March 2026	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
Stenson Square Gardens - Presentation of Designs Post Public Engagement and Approval to Fund and Submit Planning Application(s)	Cabinet	Key	Public	24 March 2026	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester-shire.gov.uk Senior Economic Development Officer, Head of Property and Regeneration Tel: 01530 454678, Tel: 01530 454 354 emily.marquez@nwleices-tershire.gov.uk, paul.wheatley@nwleicest-ershire.gov.uk	Stenson Square Gardens - Presentation of Designs Post Public Engagement and Approval to Fund and Submit Planning Application(s)	Community Scrutiny Committee - 26 February 2026

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 April 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.
<p>Council Delivery Plan - Performance Report - 2025/26 Quarter 4</p> <p>136</p>	Cabinet	Key	Public	28 April 2026	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Organisation Development Team Leader, Head of Human Resources and Organisation Development</p> <p>laura.staveley@nwleicestershire.gov.uk, hannah.panter@nwleicestershire.gov.uk</p>	Council Delivery Plan - Performance Report - 2025/26 Quarter 4	Corporate Scrutiny likely 18 June

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) Update - 2025/26 Quarter 4 137	Cabinet	Key	Public	28 April 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Strategic Director of Resources (Section 151 Officer), Head of Finance, Finance Team Manager Tel: 01530 454495, Tel: 01530 454492, paul.stone@nwleicestershire.gov.uk, anna.crouch@nwleicester-shire.gov.uk, georgina.gwillim@nwleicestershire.gov.uk	Housing Revenue Account (HRA) Update - 2025/26 Quarter 4	Corporate Scrutiny likely 18 June 2026
General Fund Finance Update - 2025/26 Quarter 4	Cabinet	Key	Public	28 April 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester-shire.gov.uk Finance Team Manager, Head of Finance, Strategic Director of Resources (Section 151 Officer) Tel: 01530 454492, Tel: 01530 454495 georgina.gwillim@nwleicestershire.gov.uk, anna.crouch@nwleicester-shire.gov.uk, paul.stone@nwleicestershire.gov.uk	General Fund Finance Update - 2025/26 Quarter 4	Corporate Scrutiny likely 18 June 2026

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 Action Plans Post Inspection	Cabinet	Key	Public	28 April 2026	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester-shire.gov.uk</p> <p>Strategic Director of Communities Tel: 01530 454819 andy.barton@nwleicester-shire.gov.uk</p>	Comments made by Scrutiny Report Housing Action Plans Post Inspection	Corporate Scrutiny Committee - 19 March 2026
Award of Contracts 138	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contains Exempt information	28 April 2026	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester-shire.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Resources (Section 151 Officer), Strategic Director of Place Tel: 01530 454819, Tel: 01530 454495, Tel: 01530 454555 andy.barton@nwleicester-shire.gov.uk, paul.stone@nwleicestershire.gov.uk, james.arnold@nwleicestershire.gov.uk</p>		Delegated 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
Acquisitions and Disposals	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	28 April 2026	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Place, Strategic Director of Communities Tel: 01530 454555, Tel: 01530 454819 james.arnold@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk</p>	Acquisitions and Disposals	Delegated 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
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
Award of Contracts 141	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contains Exempt information	19 May 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Strategic Director of Resources (Section 151 Officer), Strategic Director of Communities, Strategic Director of Place Tel: 01530 454495, Tel: 01530 454819, Tel: 01530 454555 paul.stone@nwleicestershire.gov.uk, andy.barton@nwleicester-shire.gov.uk, james.arnold@nwleicestershire.gov.uk	Award of Contracts	Delegated 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
Acquisitions and Disposals	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contains Exempt information	19 May 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Strategic Director of Place, Strategic Director of Communities Tel: 01530 454555, Tel: 01530 454819 james.arnold@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk	Acquisitions and Disposals	Delegated Cabinet Function
4 June 2026							
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	23 June 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicester.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Treasury Management Stewardship Report 2025/26	Cabinet	Non-Key	Public	23 June 2026	Head of Finance Tel: 01530 454492 anna.crouch@nwleicester.gov.uk	Treasury Management Stewardship Report 2025/26	Audit and Governance Committee - 10/06/25

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
Acquisitions and Disposals	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contains Exempt information	23 June 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Strategic Director of Place, Strategic Director of Communities Tel: 01530 454555, Tel: 01530 454819 james.arnold@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk	Acquisitions and Disposals	Delegated Cabinet Function
Award of Contracts	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contains Exempt information	23 June 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Strategic Director of Communities, Strategic Director of Resources (Section 151 Officer), Strategic Director of Place Tel: 01530 454819, Tel: 01530 454495, Tel: 01530 454555 andy.barton@nwleicester.gov.uk, paul.stone@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk	Award of Contracts	Delegated Cabinet Function

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