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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Thursday, 19 March 2026
Location	Stenson House, London Road, Coalville, LE67 3FN
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
3. PUBLIC QUESTION AND ANSWER SESSION	
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 22 January 2026.	3 - 8
5. OUTSTANDING ACTIONS UPDATE	
To consider any outstanding items from previous meetings.	9 - 12
6. CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS	
To report on Cabinet's response to recommendations made by the Corporate Scrutiny Committee.	13 - 22
7. COUNCIL DELIVERY PLAN - PERFORMANCE REPORT - 2025/26 QUARTER 3	
Report of the Head of Human Resources and Organisational Development	23 - 66

8. HOUSING ACTION PLANS POST INSPECTION	
Report of the Head of Housing	67 - 86
9. LEGACY FUND GRANT	
Report of the Head of Finance	87 - 124
10. BIODIVERSITY DUTY REPORT	
Report of the Strategic Director of Communities	125 - 144
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.	145 - 160

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 at Stenson House, London Road, Coalville, LE67 3FN on THURSDAY, 22 JANUARY 2026

Present: Councillor S Lambeth (Chair)

Councillors M Ball, C Beck, D Bigby, A Morley, R L Morris, S Sheahan and J Windram

In Attendance: Councillors J Legrys and P Moulton

Portfolio Holders: Councillors K Merrie MBE, M B Wyatt and A C Woodman

Officers: Mr P Stone, Mrs R Wallace, Mrs A Crouch and Mr Z Fazil

35. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M Burke and K Horn.

36. DECLARATION OF INTERESTS

There were no declarations of interest.

37. PUBLIC QUESTION AND ANSWER SESSION

None.

38. MINUTES

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

It was moved by Councillor M Ball, seconded by Councillor D Bigby and

RESOLVED THAT:

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

39. OUTSTANDING ACTIONS UPDATE

The update was noted.

40. CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Members discussed the responses and were pleased that some of their recommendations had been included in the budget proposals. They went on to discuss the authority's settlement figure from central government and the opportunities available to invest in projects moving forward.

The update was noted.

41. DRAFT BUDGET 2026/27

The report was presented jointly by Councillors K Merrie, A Woodman and M Wyatt as Portfolio Holders, who were supported by the Strategic Director of Resources. Each of the draft Cabinet reports detailed in the appendices were taken in turn.

The hard work undertaken by the Strategic Director of Resources and the finance team on the draft budget was acknowledged by the Portfolio Holders and the committee.

Appendix A – Draft 2026/27 Robustness of Budget Estimates

Some inaccuracies were highlighted with the figures detailed in the table at paragraph 4.14. Officer agreed to amend these prior to consideration by Cabinet.

In relation to the Transformation Programme, concerns were raised on the wording used as it over emphasised efficiencies and service reductions and did not acknowledge the potential to approve services if finances allowed. It was suggested that improvements could be made by aligning the wording with elsewhere in the report that already recognised the balance. Officers agreed.

Comments were made on the rare position that the Council was in with some financial headroom. Officers were warned against being overly risk averse when investment could improve outcomes for communities. Officers reminded members that it was full Council that signed off the final budget proposals.

Appendix B – Draft Capital Strategy, Treasury Strategy and Prudential Indicators 2026/27

The following comments were made by the Committee:

- Capital Receipts: a Member asked why the anticipated general fund capital receipts such as the land sale at Stenson House were not shown in the Capital Programme, in comparison to the right to buy receipts which were included in the Housing Revenue Account. The Strategic Director of Resources clarified that it was due to accounting conventions and agreed to circulate a previously issued written explanation on the matter to Members outside of the meeting.
- Need to improve the programme management of projects: It was noted that this was included in the previous year's budget which Members felt was not achieved with the Marlborough Centre Project. It was hoped more diligence would be taken in future to ensure adequate costings. The Portfolio Holder acknowledged that there were lessons to be learnt from the project. The Strategic Director of Resources advised that there were better governance arrangements now in place which were more robust.
- Right to Buy Receipts: A discussion was had on the current aims to spend the receipts within a five-year period to avoid the funds returning to central government, however it was noted that it was difficult to be certain as the future circumstances were unpredictable. The Strategic Director of Communities explained the complex methodology around the housing replacement process, and that changes to government policy on this were now being phased in
- Liability Benchmark: Comparing the graphs at page 53 and 54 of the report to those in the previous financial budget 2025/26, the improvement seemed positive. A request was made for further information. The Strategic Director of Resources explained that it was a very complex matter and therefore a written response would be provided outside of the meeting.

Appendix C – Draft 2026/27 General Fund Budget and Council Tax

Councillor K Merrie, Portfolio Holder, reflected on the approach taken this year in drafting the budget, with the early engagement with the opposition group which had proved to be a success. He thanked the Labour Group for working with him and the officers for their extensive work in recent months.

Prior to discussion, Councillor M Wyatt, Portfolio Holder, announced the proposal to freeze carparking fees, the investment in exploring pay-on-exit technology and the extension of free parking in Coalville from one hour to two hours. In response to the announcement there was strong objection to the proposed extension of free parking in Coalville as it was described as inequitable for other areas of the district. There was also a request for a district wide parking review before these proposals were introduced. Concerns were raised in relation to the pay-on-exit technology, and it was suggested that a proper analysis be undertaken before this was taken any further.

The following comments were made by the Committee:

- Proposed Legacy Fund: Members welcomed the legacy grant but questioned why it was limited to £2million. The process in assessing and approving the grants was also questioned. The opposition group asked that they be able participate in the setting of the assessment criteria and have the opportunity to be part of the approval process. All Members agreed that the allocation mechanism needed to be transparent and equitable across the whole district. The Strategic Director of Resources provided an explanation as to the amount in the legacy fund and assured Members that it could be increased further down the line if required. He also clarified that the grant approval process was yet to be developed and would be considered by scrutiny prior to approval by Cabinet in due course.
- Moira Furnace restoration works: It was commented that there were no estimated costs for the restoration of Moira Furnace within the budget proposals. Officers confirmed that as detailed estimated costs were being prepared it was not yet included, however it would be presented to Cabinet in due course. The Portfolio Holder added that he was involved with this project and would keep Councillor M Ball updated as it progressed. Members agreed that the costs should be reflected in the Capital Programme Development Pool.
- Marlborough Centre: Concerns were raised about the rising costs of the project. Officers gave an explanation into the reasons behind the increased costs, and it was agreed to provide a full cost breakdown to Members outside of the meeting.
- Ashby Canal: It was noted that the works planned for the canal had been on hold for years for several reasons including HS2 and it was suggested that this financial year might be a good time to progress this. The Committee supported this.
- Unavoidable expenditure: Concerns were raised regarding the costs because of refuse collectors' sickness rates. It was noted that work was currently underway to address the issue, and costs were forecasted to reduce once the waste service review was implemented. It was agreed to provide the Committee with a more detailed breakdown of sickness levels and types of sickness affecting staff.
- Local Plan examination costs: In response to a question from a Member, it was agreed to provide additional details around the increased local plan examination costs outside of the meeting.

Members of the opposition group welcomed the approach taken by the administration to engage with them during the budget setting process and thanked the Portfolio Holder for the invitation to take part.

Following further discussions on the proposed figures for the Legacy Fund, the Head of Finance clarified that for cash flow reasons the fund had been split over two financial years; however it was confirmed it was one pot of money, and it could be spent in one year if required.

RECOMMENDED TO CABINET THAT:

- 1) The costs of the Moira Furnace restoration project be reflected in the capital programme development pool.
- 2) The proposal for two-hour free parking in Coalville be postponed until a full district parking review has been undertaken to provide an equitable distribution across the district.
- 3) Funding for the Ashby Canal project to be recognised in the capital development programme for the 2026/27 financial year.

The meeting was adjourned at 8.17pm and reconvened at 8.24pm.

Appendix D – Housing Revenue Account Budget and Rents 2026/27

A query was raised in relation to the review of the debt repayment reserve, officers confirmed that ongoing discussions were being had with the external company dealing with the matter. The findings would be made public in due course.

Following a question regarding the flexibility of the new supply budget, officers confirmed that it could be increased as needed based on business cases.

Members welcomed the increased stock investment and queried the large fleet replacement budget; The Strategic Director of Communities explained the need for new vehicles due to the increase in the number of operatives, a long overdue replacement programme was now coming to fruition and highlighted the challenges of moving to electric vehicles.

42. FINANCE UPDATE - 2025/26 QUARTER 2

Councillor K Merrie, Portfolio Holder, presented the report.

A discussion was had on Section 106 Agreements, during which officers explained the reasons for delays in releasing funds, and it was acknowledged that the matter required further scrutiny. The Strategic Director of Communities agreed to take the suggestion of a future report to the Scrutiny Work Programming Group.

The report was noted.

43. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

Consideration was given to the future work programme.

It was noted that the Finance Update – 2025/26 Quarter 3 report would be brought to committee later than scheduled due to the pressures on the team with the focus on budget proposals and statement of accounts.

The future work programme was noted.

The meeting commenced at 6.30 pm

The meeting was adjourned at 8.17pm and reconvened at 8.24pm

The Chair closed the meeting at 8.51 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	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 to be arranged with Transformation Programme Officer	Paul Stone	16/09/25 (Meeting to be arranged by not held)	11/3/2026	Amber
6	To draft an easy-to-understand guide for Members in relation to reserves and internal borrowing to assist greater understanding during budget process.	Distributed to Scrutiny Committee on 11 March 2026.	Paul Stone	January 2026.	11/3/2026	Completed

6

Item	Action	Comments	Responsible Officer/ Portfolio Holder	Target dates/ rationale for delays	Last updated	Action status
Meeting held on 11 December 2025						
6	KPI 16 – ‘Our customers are at the heart of everything we do’ Request for more detailed breakdowns of complaints by department in future performance monitoring reports. To help identify areas needing support and to fairly recognise high-performing teams		Paul Stone	For next quarterly report		
11	Zero Carbon update to be placed on work programme for the summer 2026 as in previous years.		Rachel Wallace	For next civic year work planning		Amber
Meeting held on 22 January 2026						
7	Draft Budget 2026/27 To provide a response outside of the meeting to the following requests:					
	1 – Capital receipts of the sale of assets in the Capital Programme: Cllr Bigby asked why the expected receipt from the sale of the old council office land was not included.	It was noted that a response had been provided in the past on this subject, which would be recirculated to the committee for information. Recirculated to Scrutiny Committee on 11 March 2026.	Paul Stone		11/3/2026	Completed

Item	Action	Comments	Responsible Officer/ Portfolio Holder	Target dates/ rationale for delays	Last Updated	Action Status
	2 – Liability benchmark: comparing the graphs at paragraphs 3.7, 3.9 and 3.10 to those in the 2025/26 budget, Cllr Bigby suggested that the projections had improved and asked for some information as to why.	It was acknowledged that it was complex matter and therefore a full response would be provided outside of the meeting. To be distributed to Scrutiny Committee w/c 16 March 2026	Paul Stone		11/3/2026	Amber
	3 – Marlborough Square Project: Cllr Bigby requested clarification on funding figures.	A report will be presented to Cabinet outlining the final costs in the new financial year.	Paul Stone / Keith Merrie		11/3/2026	Amber
	4 – Costs of refuge collectors sickness rates: Cllr Morris requested further information on the high costs in this area.	It was agreed to provide a more detailed breakdown of costs. Details still to be provided to Cllr Morris.	Paul Stone	31/3/2026	11/3/2026	Amber
	5 – Local Plan examination costs: Cllr Morris asked why the cost was more than initially expected.	The Portfolio Holder agreed to request officers to supply a response on the matter. To be provided w/c 16 March 2026	Chris Elston / Keith Merrie	31/3/2026	11/3/2026	Amber

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CORPORATE SCRUTINY COMMITTEE – THURSDAY, 19 MARCH 2026

ITEM 6 – CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Date considered by Cabinet: 3 February 2026

Scrutiny comments made on: 2026/27 Robustness of Budget Estimates

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C1	It was noted that there was an error in the table at paragraph 4.14. There was a casting error on the totals.	Officers agreed to update, noting that last-minute changes to the General Fund likely caused the table error.	Noted.
C2	Paragraph 6.2 in respect of Transformation references that it needs to be flexible to adapt to potential local government changes. Suggestion that it should also say that it can also look to improving services if the financial position improves.	Agreed to add this additional narrative.	Noted.
C3	Rare position where there is headroom and we should look at investing whilst be careful not to squander reserves, but also not to squander the opportunity to make a difference to the Council. It's important to engage with the community and local economy so there needs to be a balance between prudence and forward thinking, and we do the very best for our constituents.	Nothing from officers.	Noted.

Scrutiny comments made on: Capital Strategy, Treasury Strategy And Prudential Indicators 2026/27

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C1	Capital financing costs are less than 15% as a proportion of the general fund net revenue budget – does that just apply to the general fund?	Yes	Noted.
C2	Why are capital receipts for Stenson House not shown in the forward plan when right to buy receipts are included in the HRA.	The written detail will be provided to Members of the Scrutiny Committee.	Noted.
C3	Page 37, paragraph 3.2 references the Council will need to significantly improve its performance. This was not achieved with Marlborough Centre. The Council should be taking it more seriously in terms of due diligence on its capital projects.	The council has put in place governance arrangements for capital schemes and we remind officers of these regularly. There is an e-learning programme available to officers for the capital programme. Officers are also required to produce outline business cases for major capital schemes. We have learned from previous experience and continue to improve our approach.	Noted.
C3	Are the right to buy receipts in the capital programme going towards the new supply and we don't want to see the right to buy receipts funding being lost i.e. returned to Government.	While the receipts from right to buy are included, it's important to note that we can't provide absolute certainty over the next five years, as future circumstances are unpredictable. The replacement process is not simply a like-for-like swap; much of our housing stock dates from the 1950s, 60s, or 70s and tends to sell at lower market values, which often differs from members'	Noted.

		<p>expectations, especially regarding upgrades like improved EPC ratings. For instance, we might sell an older property for around £85,000 but need to purchase a modern replacement at approximately £235,000.</p> <p>Additionally, the situation is complicated by the fact that most of our current properties are three-bedroom homes, whereas the current demand is mainly for one-bedroom units. Therefore, our approach to replacing stock is guided by meeting present housing needs rather than direct replacement.</p>	
C4	Is it not just a question of how many years you count before you've made the return on investment?	Any proposals for capital expenditure in the HRA uses net present value, which is the calculation based on what the Council will receive as market rent versus the amount of income we would make. As such there will be a point in time known as the payback period.	Noted.
C5	The graphs on pages 53 and 54 of the report look positive but it would be helpful to understand more about what they are saying.	A briefing note will be issued to Members of the Committee to provide clarity on the graphs.	Noted.

Scrutiny comments made on: General Fund Budget and Council Tax 2026/27

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C1	Car parking remains a major topic of concern, particularly in Ashby where local businesses have highlighted ongoing issues. There was support expressed for freezing car parking charges, as well as a call to review the technology used for payments. Multiple members raised concerns about the fairness of the current system, specifically the provision of free parking in Coalville but not in Ashby, and the potential for the new technology to result in more fines for users. The committee expressed the view that a council-wide review of car parking arrangements and payment methods is needed to ensure equity and support local economic activity.	No comments from officers.	The review across the district will take place, but we'd like to include a temporary two hours free parking at Money Hill car park in Ashby whilst the review is in progress.
C2	The Committee welcomed the Legacy Grant but questioned why funding is limited to £2m, noting that future increases are possible. Members preferred a Task and Finish Group to set assessment criteria for bids, emphasising transparency and equity. It was noted that 40% of the current capital programme supports Coalville regeneration and opined that something drastic needs to be done in Ashby.	The grant amount can be increased if necessary. Assessment criteria will be developed and submitted to the Corporate Scrutiny Committee and Cabinet.	£2m is a prudent figure.

C3	The Committee noted that there are no estimated costs for Moira Furnace restoration works.	Officers are preparing detailed cost estimates that will be presented to Cabinet for review.	The Portfolio Holder for Finance and Corporate will ensure this is done.
C4	Concern was expressed at the costs of Marlborough Centre which appear to have doubled.	Officers explained that there has been time to bring it through the planning stages and get it to a stage where the Council is able to bring a contractor on board. It has taken some time. The planning process took nearly two years due to a number of issues outside the control of this Council. There have been inflationary costs. It will cost £5.3m to complete the works. The additional funding being added to the capital programme ensures sufficient funding to meet the costs.	The costs haven't doubled. The costs presented to Cabinet on 7 September 2021 was £4.4m and the current cost is £5.3m, an increase of approximately £0.7m.
C5	A member questioned the unavoidable expenditure particularly with regard to refuse and recycling.	The Head of HR has been working closely with the service to review agency costs and identify ways to reduce them. These costs are expected to decrease once the waste service review is implemented and improved bins are introduced. Additionally, we can provide analysis on sickness levels and the various types of sickness affecting staff.	Noted.
C6	Why does the Local Plan Examination cost £85k? Is this extra spending, and why has it increased so much?	Officers will provide additional detail.	The Portfolio Holder for Finance and Corporate will ensure this is done.
R1	Recommendation: That the costs of Moira Furnace are reflected in the capital programme development pool.		It will appear in the capital development pool.

R2	Recommendation: That the proposal for two-hour free parking in Coalville is postponed at least until there are full details of the outcome of the full car parking review for the district. There needs to an equitable review.		There will be 2 hours free parking at Money Hill in Ashby pending the parking review.
R3	Recommendation That the legacy fund is increased to £1m for 2026/27 to ensure that there is £2m available. The award mechanism is seen to be fair and transparent and covers the whole of the district in an equitable way.	The funding of £2m is available in 2026/27, it is shown as £1m in each of the next two years for cashflow purposes only.	No comment.
R4	Recommendation Funding for Ashby Canal should be recognised in the development pool in the capital programme		Awaiting a business case then it will appear in the development pool in due course.

Scrutiny comments made on: Housing Revenue Account Budget and Rents 2026/27

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C1	Does the use of a debt payment reserve represent the best approach for a well funded HRA and best use of resources.	Work is ongoing with Savills in updating the business plan. This option will be explored as part of that work.	Noted.
C2	Total borrowing over three years is £9m less than last year's budget. Please clarify how this will be funded. Last year, Labour requested a new supply budget closer to £18m compared to this year's £15.1m. The current budget allows for flexibility and monitoring if additional supply becomes available.	The capital programme is based on existing schemes and projected costs. The Council may consider partnerships or acquisitions to boost supply and will address developments as they arise, subject to proper approval.	Noted.
C3	The fleet replacement budget has seen a significant rise this year, reaching £2.7 million. What is the reason for such a substantial increase in this year's allocation?	<p>We are expanding our internal services, which requires us to acquire additional vehicles to accommodate the increased number of staff.</p> <p>Additionally, our current fleet is aging, impacting our ability to deliver services efficiently. Although it may appear that all funding is allocated for the upcoming financial year, in practice, expenditures are likely to be spread over the next two years. Upcoming reports will address whether it is more advantageous to purchase or lease these vehicles. The proposal is nearing final approval, which has enabled us to include detailed plans in the capital program</p>	Noted.

C4	How much of the vehicles budget is going on electric vehicles?	As part of the vehicle review, we will consider various options with an emphasis on reducing carbon emissions. We must also address the infrastructure required to charge electric vehicles. Independent research has already been conducted and will be incorporated into the upcoming proposals.	Noted.
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Date considered by Cabinet: 24 February 2026

Scrutiny comments made on: Council Delivery Plan – Performance Report – 2025/26 Quarter 2

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C1	Annual targets: the lack of annual Key Performance Indicator (KPI) targets was raised as it was felt that progress was difficult to assess without them and funding needs could not be determined, especially for Zero Carbon ambitions.	Portfolio Holder acknowledged the challenge of setting targets due to uncertainties in funding and future decisions, especially with housing stock decarbonization but he agreed to consider the request for annual targets.	Nothing further to add
C2	Performance scoring: It was asked who was responsible for the oversight of the performance table and whether a common methodology was used for scoring across the teams.	Officers clarified that Cabinet had political oversight while the management team was responsible for delivery. Performance scoring used a universal process managed by the performance team not individual services.	Nothing further to add
C3	Staffing: Concerns were raised over staffing shortages, particularly in the planning service, and the impact it has on service delivery.	Officers confirmed that staffing issues were addressed by focusing management attention on areas of risk and underperformance.	Portfolio holder advised impact on service delivery would be part of Q3 update

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C4	Housing repairs service satisfaction: Councillors questioned the improvements in customer satisfaction figures and asked what changes had led to recent positive monthly results in comparison to the annual results. Caution was given against over interpreting figures as the current rating was only one step above the lowest possible rating.	Officers and the Portfolio Holder explained that significant work had been undertaken over the past two years to improve the housing repairs service, including responding to the housing regulator feedback following the recent inspection which confirmed the service as one step below the highest grading. Ongoing monitoring and improvements were planned.	Nothing further to add
C5	KPI for staffing: It was suggested that a KPI be added for agile manpower planning and staff retention. The importance of maintaining service levels was emphasized, along with supporting staff through upcoming changes.	Officers confirmed that a retention plan was being developed but there was currently no plans to include it as a KPI. However, the suggestion would be taken to Cabinet for consideration.	Cllr Merrie confirmed that a KPI for staffing had been considered but will not be progressed
C6	Customer service complaints: It was requested that more detailed breakdowns by department be provided regarding customer service complaints to identify areas needing support and to fairly recognise high performing teams.	Officers confirmed that this data did exist and was already used to target improvements.	No Further comments



NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE –19 March 2026

Title of Report	COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 3 2025/26	
Presented by	Cllr Rushton Portfolio Holder	
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:	
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:	
Reason Agenda item submitted to Scrutiny Committee.	To report the performance of the Council during the Third quarter of 2024/25 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: <ol style="list-style-type: none"> 1. NOTES THE CONSIDERATION OF THE PERFORMANCE REPORT BY CABINET AT THEIR MEETING ON 24th February 2026. 2. PROVIDES COMMENTS AND FEEDBACK ON CABINET’S RESPONSE TO THE PERFORMANCE 	

	ACHIEVED, TO BE FED BACK THROUGH THE NEXT CABINET PERFORMANCE REPORT.
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1.0 BACKGROUND

- 1.1 The Council prepared a Council Delivery Plan during late 2023, and the plan is scheduled to cover the lifetime of the Council administration for the period 2023/24 until a year beyond the next election in May 2027 (to ensure continuity in the aftermath of that election and to allow time for a new plan to be developed). The plan was developed with inputs from the Corporate Scrutiny Committee and the opposition groups and was agreed by Council at its meeting on the 14 November 2023.
- 1.2 The plan will be monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the performance management framework. This will involve quarterly reports to Cabinet, the outcomes of the reports will then be shared with the Corporate Scrutiny Committee. 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 October to December 2025.

QUARTER 3 2025/26 COUNCIL DELIVERY PLAN

Performance Monitoring Report

[Cabinet meeting - 24 February 2026](#)

Please see above for the link to the Minutes of the Cabinet meeting on the 24 February 2026 at which the Performance Monitoring Report for Quarter 3 2025/26 was discussed.

2.0 PERFORMANCE REPORT

- 2.1 Executive Summary – the Council Delivery Plan contains four key priority areas – notably “A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration”. 2.2The table in Appendix 1 shows the performance in quarter 3 overall against each of the four priority areas.
- 2.2There 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.

3.0 KEY PROGRESS AREAS

- 3.1 Significant progress continues to be made across the Planning and Regeneration portfolio. The Planning and Development Team has performed exceptionally well in Q3, comfortably exceeding national determination targets across all application categories. Major applications were determined within target 100% of the time, with strong performance also recorded for minor (76.7%) and other applications (93.5%). This reflects effective capacity management and resilient operational performance.
- 3.2 Work to strengthen the quality of development across the district is also progressing well. Public consultation on the new Good Design Guide for North West Leicestershire was

successfully completed between July and September 2025, and responses are now being used to refine the draft guide. Reports are scheduled for Cabinet in March 2026, with adoption anticipated in Q4. This represents a strong position in preparation for embedding consistent design standards ahead of Local Plan adoption.

- 3.3 The Council continues to manage unauthorised development in line with the adopted Local Enforcement Plan, with monitoring arrangements fully embedded. Performance against response time targets has been reported to Planning Committee, demonstrating transparency and assurance. Six-monthly reporting arrangements remain in place, strengthening oversight and accountability.
- 3.4 Delivery of regeneration objectives is progressing well. The Coalville Regeneration Framework has seen tangible progress across several flagship projects, including advancement of the Marlborough Centre towards construction, emerging proposals for Stenson Square and the Old Market Hall, and further planned investment in Wolsey Road. In parallel, district-wide regeneration activity continues, supported by community grants, leisure and sport infrastructure planning, improvements at Moira Furnace, and continued partnership working under the Heart of the Forest Masterplan.
- 3.5 Within Housing and Communities, there are notable strengths. Private sector housing compliance remains strong, with 100% of non-compliant landlords contacted within required timescales, and the Private Sector Landlords Charter successfully launched. Food safety performance exceeds target, with 82.2% of businesses holding the highest hygiene rating. Leisure services continue to demonstrate sector-leading performance, with Coalville and Whitwick Leisure Centre achieving the highest possible Quest “Outstanding” status, and Ashby Leisure Centre on track to retain its “Excellent” rating.
- 3.6 Significant progress has also been achieved in Clean and Green priorities. The waste service transformation programme remains on track, with key procurement milestones achieved for vehicles and containers ahead of the transition to a twin-bin system. Governance, staff engagement and delivery planning are robust. Carbon reduction work continues to deliver strong results, with an 80.9% reduction in Scope 1 and 2 emissions against the 2030 baseline and further progress on EV infrastructure, energy efficiency schemes and policy development. Biodiversity commitments are being implemented effectively, with all applicable planning permissions securing the required 10% Biodiversity Net Gain, and the Tree Management Strategy successfully adopted in Q1.
- 3.7 Finally, progress continues under the Well-Run Council theme. Complaint response performance shows improvement compared to earlier quarters following targeted training and leadership engagement. There is an annual report which is taken to both Corporate Scrutiny and Cabinet, which provides a detailed breakdown in terms of complaints received and how they are being managed. Customer Services achieved full compliance in Quarter 3 across all 57 elements of an external Customer Service Excellence (CSE) standard and secured six 'Compliance Plus' awards. The Council remains in a strong financial position, with the Finance Team on track to meet 2024/25 accounts backstop deadlines, a forecast underspend for the General Fund, a balanced HRA position, and a medium-term outlook that enables balanced budgets without further savings requirements.

4.0 AREAS REQUIRING IMPROVEMENT AND REMEDIAL ACTIONS:

- 4.1 Despite positive progress across many areas, some performance challenges remain. Tenant satisfaction indicators for housing services declined at the annual reporting point (April 2025), with overall satisfaction reducing to 55% and repairs satisfaction to 56% as

reported in Q1 and Q2. This reduction has been driven largely by historic and complex repairs cases, which continue to affect perception measures. While encouragingly, monthly satisfaction figures now show upward trends (86% for overall satisfaction and 70% for repairs), sustained focus is required to embed recovery actions, reduce legacy cases and stabilise performance ahead of the next annual reporting cycle.

- 4.2 Customer complaint timeliness, while improving, remains below the 90% year-end target, with current performance at approximately 82% across both stages. Although complaints still pending remain within timescales and additional training has been delivered, further improvement is needed to ensure consistent compliance and meet the Council's ambition for customer-focused service delivery. This is a key strand of the developing Action Plan for the Housing service.
- 4.3 Finally, while long-term environmental performance is strong, progress towards the 2050 carbon neutrality target remains more challenging, with a smaller reduction achieved to date. Ongoing effort will be needed to address harder-to-decarbonise areas such as the housing fleet, unmetered assets and external funding dependencies, particularly following the unsuccessful mine water heating grant application.
- 4.4 The table in appendix one provides detailed performance data for each priority area and associated KPIs.

Policies and other considerations, as appropriate	
Council Priorities:	This report measures progress against all of the Council's priorities. <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	Hannah Panter Head of Human Resources and Organisation Development. Hannah.Panter@nwleicestershire.gov.uk Allison Thomas Chief Executive Alison.Thomas@nwleicestershire.gov.uk

Appendix 1 RAG Rating Key for table

● Red – High Risk / Serious Issues

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

□ Amber – Moderate Risk / Some Concerns

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

□ Green – Low Risk / On Track

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

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

○ **White- Work has not commenced yet/there is insufficient data to monitor progress.**

- **What it means:** Work has not 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	Q3 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.		Work on the review of the Local Plan continues. Local Plan Committee (19 November 2025) agreed strategic warehousing site allocations and also finalised some remaining housing allocations and policies. Work on key 'cross plan'	Head of Planning and Infrastructure	

					<p>evidential studies is progressing, namely transport modelling, infrastructure development plan, viability assessment and Sustainability Appraisal.</p> <p>The Planning Policy and Land Charges Manager retired at the end of Q3 and the post has not been recruited to.</p> <p>Alternative arrangements to ensure the Local Plan timetable can be achieved</p>		
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					are being put in place.		
2	We will deal with your planning applications for major, minor and other developments by consistently meeting and exceeding the government's targets of 60%, 65% and 80% respectively.	<p>Major- At least 60% of applications determined within 13 weeks.</p> <p>Minor- At least 65% of applications determined within 8 weeks.</p> <p>Other- At least 80% of applications determined within 8 weeks.</p>	<p>Majors – 100%</p> <p>Minors – 76.74%</p> <p>Others – 93.5%</p>	The Planning and Development Team has comfortably exceeded national targets for Q3.	Head of Planning and Infrastructure		
3	We will have developed a new local design guide	2023-4 Develop a new Design	Consultation on the new Good Design Guide for	The consultation responses and	Head of Planning and		

		<p>and new developments will comply with it.</p>	<p>Guide for North West Leicestershire adopting current best practice in accordance with the Government's National design guide.</p> <p>Undertake public consultation on the new Design Guide for North West Leicestershire.</p> <p>2024/5</p> <p>Adopt the new design guide for North West</p>	<p>North West Leicestershire took place between July and September 2025.</p> <p>The consultation responses have been reviewed, and the draft Design Guide is currently being reviewed in response to consultee feedback.</p>	<p>amendments to the document will be reported to Cabinet in March 2026 and to the next available Local Plan Committee for adoption in Q1, 26/27.</p>	<p>Infrastructure</p>	
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			Leicestershire. New development complies with the requirements of the adopted design guide.				
4	We will effectively manage unauthorised development	Work begins in 2024/5 Adopt a new local enforcement plan by the end of Q2 24/25 Monitor and measure response	Local Enforcement Plan adopted October 2024. An update was given to Planning Committee in November 2025 on the performance	Monitoring against the targets in the Local Enforcement Plan was reported to Planning Committee in November 2025.	Head of Planning and Infrastructure		

			<p>times against the targets set out in the adopted Local Enforcement Plan and report biannually to Planning Committee in Q3 and 4 24/25</p>	<p>of the Planning Enforcement Team during Q3 and Q4 - 2024/2025 and Q1 and Q2 – 2025/2026.</p> <p>Updates to Planning Committee will continue every six months, with the next report due in Q1 26/27 (May 2026).</p> <p>Monitoring and measuring of response times against the targets set out in the adopted</p>	<p>The next monitoring report is due to be taken to Planning Committee due in Q1 26/27 (May 2026).</p> <p>Monitoring and measuring of response times against the targets set out in the adopted Local Enforcement Plan has been ongoing during Q3.</p>		
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				<p>Local Enforcement Plan has been ongoing during Q3.</p> <p>Reported to Planning Committee in November 2025.</p>			
	5	<p>We will have delivered our ambitious Coalville Regeneration Framework.</p>	<p>Quarterly progress statement plus an additional Annual Framework review in Q4</p>	<p>We continue to make progress on a number of projects set out in the Coalville Regeneration Framework.</p> <p>The Marlborough Centre project continues towards the commencement of</p>		<p>Head Of Property and Regeneration</p>	

				<p>construction in Q1 of 26/27.</p> <p>Detailed drawings setting out the proposals for Stenson Square (post public engagement) are due to be presented to Scrutiny and Cabinet during Q4 25/26.</p> <p>An outline business case for remodelling and reuse of the Old Market Hall will be presented to cabinet during Q4 of 25/26 and proposals for</p>			
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				phase 2 of the redevelopment of the Wolsey Road will be presented to Cabinet in Q4 25/26.			
	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	<p>The Council continues to progress delivery of projects within the District wide Regeneration Framework.</p> <p>A first draft of a report has been received identifying future sports and leisure infrastructure needs across the district.</p>		Head Of Property and Regeneration	

				<p>A programme of community grants has been launched across the major settlements in the district.</p> <p>Further improvements at Moira Furnace have been focused on fences, boundary treatments, signage and way finding. Preparatory works for phase 2 of the Moira furnace project are expected to be commissioned</p>			
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				<p>d by the end of Q4 25/26.</p> <p>The Council has continued to support the National Forest with the delivery of the Heart Of The Forest Masterplan. Preparatory work for a number of capital projects set out in the Regeneration framework has continued.</p>			
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 Housing and Communities	7	We will provide a high quality housing service to our tenants.	2023/4 First data publication		The latest annual figure was published in quarter 4 and shows a 55% resident satisfaction level, representing a drop of 9% in comparison to the previous year. This reduction was	Head of Housing	

					<p>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</p> <p>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</p>		
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					as the annual figure. The most recent monthly figure is 86% satisfaction, an improvement of 3% from the end of Q2		
	8	We will deliver an excellent repairs' service.	2023/4 First data publication		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 .	Head of Housing	

					https://www.nwleics.gov.uk/pages/tenant-satisfaction-measures As part of the annual figure, monthly monitoring is undertaken in the same Head of Housing way as the annual figure. The most recent monthly figure is 70% satisfaction a reduction of 4% from the end of Q2		
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		100% contacted within Q3	Head of Community Services		

			for non-compliance				
			Creation of a Private Sector Housing Charter.		The Private Sector Landlords' Charter was formally launched at the Landlords' Forum in November.	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)		82.2% for Q3 Food inspection programme ongoing.	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)		In July 2025, Whitwick and Coalville Leisure Centre successfully secured Outstanding status following a Quest assessment. This is the highest banding that can be achieved and there are only six leisure centres in the country that have achieved this standard. Strengths highlighted included: <ul style="list-style-type: none"> The centre has a clear net-zero strategy 	Head of Community Services	
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					<ul style="list-style-type: none">• There are specific and measurable targets which support tackling inequalities• KPI's and measurable outputs have been developed to help meet the centre's objectives• The maintenance and upkeep of all fixtures and fittings within the centre was superb• Overall cleanliness		
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					<p>s and hygiene were excellent.</p> <p>In addition, following an unannounced Directional Review visit at Ashby Leisure Centre and Lido in May 2025, Quest advised the centre was on track to retain its Excellent status.</p>		
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<p>Clean and Green</p> 	12	<p>We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.</p>	43% Recycling rate 2023/4		<p>Defra Recycling rates updates are issued annually in Quarter 4, although the exact release date is not confirmed. As of this update, DEFRA has not disclosed the recycling rate figures for 2024/25- In terms of the recycling project The project is progressing well. The achievement this quarter is the award of the contract for the supply of vehicles, with orders being placed to meet the required</p>	Head of Community Services	
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					<p>specifications. Cabinet has approved our request to initiate procurement of a three-year supplier contract for bins, boxes, and bags as the service transitions to the twin-bin system. This supplier will provide the new wheeled twin bins as we roll out the recycling container changes across the district.</p> <p>A strong governance structure is in place, covering key work strands such as</p>		
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					<p>procurement, communications, and engagement. Staff engagement has progressed with regular updates on the dedicated notice board, and a dedicated staff Roadshow was run during Quarter 3, with another planned for March 2026. At these Roadshows have shared project progress and updates, also requested feedback</p>		
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	13	We will aim to be carbon neutral as a Council by 2030, and as a district by 2050.	2023/4 Development of assessment work and target setting		<p>Paper presented to Corporate Scrutiny in Dec updating on progress on the Zero Carbon Roadmap. Emissions data was reported split by 2030 and 2050.</p> <p>Scope 1 and 2 2030 emissions were 257 tCO₂e in 2024/25 versus 1346 tCO₂e 2019/20 – a reduction of 80.87%</p> <p>Scope 1 and 2 2050 emissions</p>	Head of Community Services	
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					<p>were 586 tCO2e in 2024/25 versus 669 tCO2e 2019/20 – a reduction of 12.41%.</p> <p>Property remains a key focus with asset management plans across GF and HRA.</p> <p>Housing fleet replacement plan being developed.</p> <p>Utility automatic meters down to last three to complete with focus now on faults to</p>		
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					<p>ensure accurate usage, alongside a review of unmetered supplies.</p> <p>Environmental policy drafted, discussed at Corporate Scrutiny and paper to Cabinet in January 2026.</p> <p>Energy Switch scheme ran to support residents with utility costs and switching to green electricity.</p> <p>Application made for grant funding to</p>		
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					<p>progress mine water heating project was unfortunately unsuccessful – alternative funding is being sought.</p> <p>Working with partners, under LCAN, the Leicestershire Local Area Energy Plan was published alongside the associated, free to access, Lens visualisation tool</p> <p>Money Hill EV charging hub work is progressing with final designs</p>		
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					<p>underway. 2 fully funded EV charge points have been approved at community facilities along with a EV Car Club in Coalville.</p> <p>Warm Homes Local Grant scheme, to improve energy efficiency of private homes, contract awarded and initial planning underway.</p>		
	14	We will increase the biodiversity of our District.	10% Biodiversity Net Gain on large developments with	10% Biodiversity Net Gain (BNG) secured on planning applications	118 planning applications have been determined in Q3. Of these, 10.2% (12) were subject	Head of Planning and Infrastructure	

			planning permission	where it is required or applications refused if the required 10% BNG is not provided.	to mandatory 10% BNG, with 89.8% (106) being exempt or where BNG was not applicable.		
					None of the applications subject to BNG were refused due to not satisfactorily demonstrating that 10% BNG could be provided.		
					National legislation sets out the circumstances where applications are exempt from mandatory		

					<p>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 other types of applications are not subject to mandatory BNG, e.g. permission in principle, advertisement</p>		
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					<p>s, discharge of conditions, prior notifications/prior approvals for permitted development and listed building consent.</p> <p>In Q3, eight discharge of condition applications have also been determined that relate to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both. All of these applications were approved.</p>		
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	15	We will have produced a Tree Management Strategy to better manage our tree stock.	2024/25 Publication of updated tree management strategy		Strategy adopted in Q1	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	82% overall across both stages Stage 1- 82% Stage 2 – 83% At the time of reporting 2 complaints still pending	Performance shows improvement compared to Q1 and Q2. Additional complaints training has been delivered to key services, alongside bespoke	Customer Services Team Manager	

				a response but within timeframe	sessions for the Corporate Leadership Team and Extended Leadership Team. The Customer Services Team Manager continues to collaborate closely with other team managers and service areas to drive further progress		
	17	We will provide value for money services.	Unqualified Opinion to be provided		The Finance Team continues to focus on completion of the 2024/25 Statement of Accounts to ensure compliance with future	Head of Finance	

					financial reporting requirements. The team are on schedule to ensure the Statement of Accounts are published in compliance with the backstop date of February 2026.		
	18	We live within our means	Zero funding gap		A forecast underspend as at Quarter 2 in respect of the General Fund and a break-even position was for the HRA was reported to Cabinet in November 2025. The Provisional Finance Settlement published on 17 December	Head of Finance	

					2025 indicates that the Council can set a balanced budget in each of the next three years without the need for savings.		
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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 19
MARCH 2026

Title of Report	HOUSING IMPROVEMENT STRATEGY ACTION PLAN POST INSPECTION	
Presented by	Councillor Andrew Woodman Housing, Property and Customer Services Portfolio Holder	
Background Papers	Cabinet Report Nov 2025 NWLDC Regulatory judgement North West Leicestershire District Council (31UH) - Regulatory Judgement: 12 November 2025 - GOV.UK NWLDC Housing Improvement Strategy Action Plan-NEW (002).docx-annex 1	Public Report: Yes
Financial Implications	The plan does not contain significant financial implications over and above those already accounted for in the agreed budget. Signed off by the Section 151 Officer: Yes	
Legal Implications	The legal implications of the Regulator of Social Housing (RSH), significantly strengthened by the Social Housing (Regulation) Act 2023, represent a fundamental shift towards proactive, consumer-focused regulation for social housing providers (RPs) in England. From April 2024, the RSH increased its powers to enforce standards, inspect providers, and impose penalties for failing to meet safety, quality, and management requirements. Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	No significant staffing implications albeit resources and structures will be kept under review Corporate Implications The RSH in England introduced significant regulatory changes as of April 2024, expanding its remit from primarily economic regulation to proactive, consumer-focused	

	regulation. These changes hold profound corporate implications for registered providers (housing associations and local authorities), requiring a shift towards better data management, board/member accountability, and tenant-centred operations.
	Signed off by the Head of Paid Service: Yes
Purpose of Report	The report seeks to give assurance that the Council has taken on board the recommendations of the Regulator of Social Housing and has a plan to ensure that tenants receive improved housing services in line with a move towards working to achieve a C1 grading
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE PROVIDES ANY COMMENTS ON THE DRAFT ACTION PLAN (ANNEX A) TO INFORM THE FINAL CONSIDERATION OF THE PLAN BY CABINET AT ITS MEETING ON 19 MAY 2026.

1.0 Background

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

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

- 2.1 The Housing Improvement Strategy Action Plan is designed to address the findings by the RSH in relation to the Housing services of North West Leicestershire District Council and identifies key areas for improvement with clear, actionable goals. The

Improvement Strategy Action Plan is tailored to the specific findings identified by the Regulator and picks up key themes such as quality of housing, tenant engagement, compliance with regulations, and operational efficiency. At the heart of the work will be the need for a strengthened 'co-produced' approach with tenants and members and will involve developing a revised service plan, a review of governance and a new set of monitoring metrics but with an aspiration of aligning all service actions in one place, providing good quality housing services that are compliant, tenant-led and data driven to become compliant with a C1 grading.

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

Key Plan Objectives include:

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

enabling genuine influence in service planning, policy development and in setting and meeting performance targets

- Ensure tenants play a leading role alongside the RSH and internal audit, in ensuring adherence to the Action Plan.
- Review team structures to more effectively support a step change in tenant engagement.
- Provide a wide menu of tenant engagement opportunities to be offered to widen the cohort of engaged tenants, further strengthening representation across the tenant body.

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

3.0 Plan Governance

3.1 An initial draft of the plan was shared with the RSH during January 2026, at an initial engagement meeting. This was the first of what will be regular meetings set up to discuss our progress against the findings. The RSH provided positive feedback on the Council's progress to date and was pleased to note the proposed ideas around enhancing the role of tenants in the Council's governance processes.

3.2 The Tenant voice is proposed to be enhanced by the creation of a tenant-led Housing Improvement Group (HIG), which will be recruited to shortly, this will enhance and support the work of the existing Tenant Scrutiny model and (Member-led) Housing Improvement Board (HIB). This will be set up to give tenants an opportunity to design housing services alongside officers and provide Members with assurance that the Council is adopting and operating an enhanced 'co-production' model with a clear 'golden thread' of governance for tenants, officers and members.

3.3 The HIB will have an enhanced role in managing the progress of the plan, armed with an assurance that the HIG will have captured the Tenant voice very clearly in the process.

3.4 Once approved the approach to delivery of the Actions Plan will be:

- Internal Officer groups –including service and supporting functions such as audit, HR and finance.
- HIG - proposed to meet Quarterly
- HIB - Quarterly reporting on progress against action plans.
- Scrutiny and Cabinet – Annual report addressing progress.

3.5 The Action Plan will be delivered within the approved Housing budgets for 2026/27 and 2027/28 and will seek to achieve:

- Improved Key Performance Indicators (KPIs)
- Enhanced Tenant Satisfaction Measures (TSMs)
- Effective risk management throughout implementation

These are already monitored through the existing mechanisms of the Council Delivery Plan, Business Plans and Service Plans.

3.6 Each Consumer Standard will have assigned officers, and all actions will include target dates monitored through established governance routes within the Council and tenant bodies.

3.7 In addition to the above there will be ongoing engagement with the regulator, and the Housing Improvement Board.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Communities and housing - A well-run council
Policy Considerations:	Ensuring provision of housing services in compliance with regulation and achieving the aims of the Council Delivery Plan (CDP).
Safeguarding:	An improvement in capturing and managing the data we hold on tenants will enhance our opportunities to better respond to safeguarding concerns.
Equalities/Diversity:	<p>An improvement in capturing and managing the data we hold on tenants will enhance our opportunities to better serve the diverse needs of our tenants.</p> <p>An enhanced tenant engagement offer will look to give voice to all tenants, including those who may currently feel marginalised from influencing Council services.</p>
Customer Impact:	Effective delivery of the plan will enhance the services provided to Council tenants.
Economic and Social Impact:	The plan and the improvements with Housing services that go with it, alongside capturing the tenants voice in the process will bring benefit to our communities, as we enhance our understanding of what our communities require.
Environment, Climate Change and zero carbon:	Housing services continue to seek to work to reduce the carbon footprint of the Housing stock and this plan will continue to support that agenda.
Consultation/Community Engagement:	Consultation on the plan will take place with involved tenants, which will continue through the lifecycle of its implementation and development.
Risks:	Inherent and residual risks will be managed within the plan throughout its lifecycle.
Officer Contact	<p>Gary Hall Head of Housing gary.hall@nwleicestershire.gov.uk</p>

NWLDC Housing Improvement Strategy Action Plan – The road to C1



Start Date:	1 st Feb 2026	Proposed Completion Date	30 th March 2028
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Reason for Action Plan:	<p>Following the Regulator of Social Housings Inspection and assessment, this Action Plan details the requirements and lead persons within NWLDC to improve the Council’s Consumer Standards grading from C2 to C1. The plan addresses key findings from the regulator’s assessment of social housing in NWLDC. Its objectives are to:</p> <ul style="list-style-type: none"> • Ensure full compliance with regulatory standards • Improve tenant satisfaction and service delivery • Close gaps in housing management identified by the regulator
Measurement of Success	<p>The Action Plan will be delivered within the approved Housing budgets for 2026/27 and 2027/28 and will achieve:</p> <ul style="list-style-type: none"> • Improved Key Performance Indicators (KPIs) • Enhanced Tenant Satisfaction Measures (TSMs) • Effective risk management throughout implementation <p>Each Consumer Standard will have assigned officers, and all actions will include target dates monitored through established governance routes within the Council and tenant bodies.</p> <p>Success will be measured through:</p> <ul style="list-style-type: none"> • Co-production with tenants and elected members of the Housing Improvement Board • Oversight by the Council Scrutiny Committee • Quarterly progress reports to Scrutiny and an annual report to Cabinet <p>The goal is to implement corrective actions, adopt recommendations, and deliver outstanding housing services in line with regulatory requirements</p>

Objectives:

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

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

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

Findings

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

Root causes

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

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TSM/Policy/SDP/TP etc	Priority Rag rating
SQ1	Conduct a full review of current maintenance backlog and prioritize urgent repairs, focusing on safety and customer well-being.	MH/AW	<ul style="list-style-type: none"> • Ensure an admin resource is in place to carry out initial review • Cleanse outstanding repairs to ensure they are classified correctly • Communicate review to tenants to inform them 	On-going to Dec 2026	External Resource required to deliver this. Data Analysis competent in QL As above As of part the cleanse above	Complete Temp request form and gain approval from HR Advertise Role on Comensura Interview and complete on boarding/ induction for new starter As above	Q1 26/27- Target date to have resource mobilised December 2026 (Q3) December 2026 (Q3)	Relevant Assurance- KPI’s built into the SDP and TP: Linked below Team Plan- Responsive Repairs, Voids and Minor Works Team.docx TP03 : How satisfied or dissatisfied are you with the time taken to complete your most recent repair?	

			<p>when repair may take place, taking into account tenant vulnerabilities</p> <ul style="list-style-type: none"> Review resources to deliver Scheduling and Work in Progress 		<p>Unknown at this stage until the cleanse is completed.</p>	<p>MH/AW to review cleansed WIP and identify delivery method and resource required</p>	<p>January –March 2027 (Q4)</p>		
			<ul style="list-style-type: none"> Secure resources to deliver Work in Progress tied to new contract 		<p>Unknown factor until Q4 26/27</p>	<p>Once review by MH/AW is completed in 26/27 Q4 work orders will be allocated to resources procured/ Direct Labour Organisation (DLO). If further resource is required. MH to progress this and a new SMART action will be written.</p>	<p>April-June 2027 (Q1)</p>		
SQ2	<p>Implement a new digital reporting system (portal) for tenants to easily report repair issues and track progress</p> <p>Procurement Route Agreed</p> <p>Project implementation plan developed with supplier</p> <p>Communication/Launch plan developed</p>	DS/ALL	<p>Key steps: Installation and system training Internal testing Process refinements Tenant training/launch</p>	6 months from agreement to go progress	Need to identify budget	<p>Key steps: Installation and system training Internal testing Process refinements Tenant training/launch</p>	Discussion with procurement arranged	TP02: How satisfied or dissatisfied are you with the overall repairs service by your housing landlord at NWLDC over the last 12 months?	
SQ3	Move to a consolidated asset and compliance management system to be	RD	<ul style="list-style-type: none"> Review cost and time to implement CAFM system 	Dec 2026	Team Manager to complete review	Obtain approval for funding	March Q4 2025/26	TP05 Thinking about the condition of the property or building you live in, how	

	<p>able to have assurance around the veracity of stock and compliance data and adopt a pro-active, predictive repairs and maintenance model of working</p> <p>-Look at cost and time of CAFM system</p> <p>-Data upload and User Acceptance testing</p> <p>-Develop link with QL, allowing effective alignment</p>		<ul style="list-style-type: none"> • Appoint project support • Upload existing data and complete user acceptance testing • Develop links with QL to align data updates 		<p>Existing internal resource within PS to look at extending</p> <p>External resource to work with Compliance TL for implementation</p> <p>Contract Supervisors to complete user testing</p> <p>External resource and Compliance TL to work with Systems Team to align with QL</p>	<p>software licenses and package</p> <p>Resource request for project officer in AM for 6 months</p> <p>Post to go out to advert</p> <p>New starter onboarding</p> <p>TM & CTL to schedule delivery for implementation by end of Q2 2026/27</p> <p>Training plan for ongoing updates of compliance data</p>	<p>March Q4 2025/26</p> <p>March Q4 2025/26</p> <p>April Q1 2026/27</p> <p>September Q2 2026/27</p> <p>October Q3 2026/27</p>	<p>satisfied or dissatisfied are you that NWLDC provides a home that is safe?</p>	
SQ4	<p>Complete stock condition surveys-to have stock information on all Council properties</p> <p>-To complete the remaining properties not picked up in 2024 surveys with identified resources/procurement</p> <p>-To instigate rolling programme to ensure we retain full surveys beyond the lifespan of the current surveys to reach 100% of surveys by April 2028</p>	RD	<ul style="list-style-type: none"> • Complete Stock Condition Surveys of the remaining properties not undertaken in 2024 by Savills. surveys with identified resources/procurement • Develop rolling programme to ensure full surveys undertaken to complete 100% of stock by April 2028 	Apr 2028	<p>New internal surveyor post to complete outstanding 20% of incomplete stock surveys.</p> <p>Surveyor to access all 20% in Yr 1 to determine no access.</p> <p>External consultant to work with internal surveyor to capture difficult</p>	<p>Resource request for AM stock surveyor. Post to go out to advert</p> <p>New starter onboarding</p> <p>Cabinet report for support consultant</p> <p>Procure external consultant for 'hard to access' properties</p> <p>Update QL with completed stock condition</p>	<p>March Q3 2025/27</p> <p>April Q1 2026/27</p> <p>May Q1 2026/27</p> <p>December Q3 2026/27</p> <p>January Q4 2026/27</p> <p>Ongoing</p> <p>October Q3 2027/28</p> <p>April Q1 2028/29</p>	<p>Decent Homes Standard</p> <p>HHSRS</p> <p>TP04 How satisfied or dissatisfied are you that the housing service at NWLDC provides a home that is well maintained?</p>	

					to access by end of Yr 2 – April 2028. Engage with external consultant to start full stock survey.	data Cabinet report to procure full SCS Start full SCS 2028/29			
SQ5	Complete a new Asset Management strategy with an aim to have all properties at Decent Homes Standard by Dec 2026)	RD	<ul style="list-style-type: none"> Complete new Asset Management Strategy 	Dec 2026	AM Team Manager draft report. AM Team Manager amalgamate SMT items AM Team Manager review of policies to be included within strategy	Review of existing Strategy Prepare draft Strategy Review AM policies to include within strategy Submit to Scrutiny Panel in September 2026	Q1 May 2026/27 Q2 July 2026/27 Q2 July 2026/27 Q3 September 2026/27	Asset Management Strategy	
SQ6	Ensure that all properties meet fire and electrical safety regulations Fire-To be completed by Dec 2026 Electrical-To be completed by May 2026	RD	<ul style="list-style-type: none"> Aged fire remedial actions to be completed by April 2026 New fire remedial actions from 2025 surveys completed by December 2026 Aged electrical C2's to be completed by May 2026 New legislative process for electrical remedials implemented 	Dec 2026	Compliance TL to action programme with contract supervisor Compliance TL to action programme with contract supervisor Compliance TL to action programme with contract supervisor Compliance TL to action with Repairs, Systems Team	Ongoing Ongoing Ongoing Process and procedure to be implemented	Q1 April 2026/27 Q3 December 2026/27 Q1 May 2026/27 Q1 May 2026/27	TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that NWLDC provides a home that is safe? Fire Safety Policy Electrical Safety Policy	

					and Admin Support				
SQ7	<p>Train all Housing staff and contractors on the importance of compliance work, in its broadest sense i.e. building compliance, safeguarding, tenant safety</p> <p>Develop training plan for staff and contractors</p> <p>Roll out training</p>	<ul style="list-style-type: none"> RD/ALL 	<ul style="list-style-type: none"> Develop training plan for relevant staff and contractors Roll out phased training programme 	On-going	<p>AM Team Manager to identify all training areas within AM.</p> <p>All Team Managers identify associated training and impacts within their teams</p> <p>Engage with external providers for required sessions or arrange internally</p> <p>Issue training programme to Housing</p>	<p>Complete action log of training requirements. Staff suitability for identified sessions. Consult with HR for training opportunities Ongoing plans and procedures.</p>	<p>Q2 July 2026/27</p> <p>Q2 July 2026/27</p> <p>Q2 September 2026/27</p> <p>Q3 October 2026/27</p>	<p>TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that NWLDC provides a home that is safe?</p>	

Objectives

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

Findings

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

Root Causes

- None identified.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TSM etc	Priority Rag rating
NH1	<p>Ensure key partnerships are maintained to continue to offer an ASB service which utilises all strengths of partners</p> <p>An annual review and self-assessment against the standard</p>	AH	Complete annual review and share any partnership issues with the Community Safety Partnership	Dec 2026	Data extraction from ECINS	<p>Develop task and finish group to complete review</p> <p>Obtain stakeholder feedback to feed into review</p>	Q3 -	<p>TP11 – How satisfied or dissatisfied are you that the housing service at NWLDC makes a positive contribution to neighbourhood</p> <p>TP12 - How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?</p>	
NH2	<p>Continue to have an effective approach to ASB management to enable tenants to feel safe and secure in their homes and neighbourhoods-ensure a presence from Officers on our estates</p>	AH	Review data from TSMs on Neighbourhood and complete analysis at	Dec 2026	Recruitment of Estate Officer	Obtain breakdown of TSM data to ward level to identify any trends/hotspots to	Q3 -	TP10 – How satisfied or dissatisfied are you that NWLDC keeps	

	An annual review and self-assessment against the standard		ward level, if possible. Increase 'presence' through appointment of Estate Office			feed into review		communal areas clean and well maintained? TP11 – How satisfied or dissatisfied are you that the housing service at NWLDC makes a positive contribution to neighbourhood TP12 How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?	
NH3	Ensure the Council maintains a robust and up to date hate crime policy to protect vulnerable groups and tenants An annual review and self-assessment against the standard	AH	Amend policy in light of findings from annual review	April 2027		If minor changes identified, obtain approval for changes through delegated authority. If major changes identified, schedule policy approval through democratic process	Q4	TP12 How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?	

Objectives

‘Landlords must treat tenants and prospective tenants with fairness and respect and take action to deliver fair and equitable outcomes for tenants.’
‘The Transparency, Influence and Accountability Standard also requires landlords to provide accessible information so tenants can use landlord services, understand what to expect from their landlord and hold their landlord to account.’
‘The Transparency, Influence and Accountability Standard also requires landlords to take tenants’ views into account when making decisions about the delivery of landlord services.’

Findings

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

Root Causes

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

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TSM etc	Priority Rating
TIA1	Greater visibility and transparency of Housing performance information across the service and with tenants. Publish annual report Ensure we	AW	1) Draft and publish Annual Report to Tenants (FY25/26) with tenant editorial review. 2) Build a quarterly performance pack which is presented through Tenants Group and published 3) Promote via website, InTouch, and TA/TSP channels.	July 2026 for Performance Pack Published September 2026 for Annual Report	Data extraction from systems Tenant Group ratification Editorial Panel/Review SMT to present data for annual report	Prototype dashboard (Apr 2026 First Draft of Annual Report July 2026 Quarterly cadence of Performance Pack publication embedded (July2026).		RSH Required Outcome 1.5 of the TIA Standard April 2024 - Transparency Influence and Accountability Standard FIN AL_1 .pdf	

	publish quarterly performance information					Editorial Review August 2026 Publish annual report (Sept 2026)		
TIA2	Have greater visibility of the Council's work in outward Council communications. Review of tenant governance and a revised comms strategy Review and publication of new tenant involvement strategy	AW/ALL	1) Co-design a Housing comms plan (campaigns calendar, brand, tone, channels) with tenants. 2) Embed governance comms (HIB/HIG/TSP outputs) in corporate channels. 3) Refresh & re-publish the Tenant/Resident Involvement Strategy	Housing Comms Plan July 2026 Governance Comms to be embedded Oct 2026 RI Strategy to be completed by September 2026	Comms business partner, RI Team, service leads; graphic design.	Draft comms plan (May) Sign-off (July with tenants) Strategy refresh & republish consult May 2025 Final publication September 2026.		TP06: Satisfaction that the landlord listens to tenant views and acts upon them TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them
TIA3	Ensure tenants play a leading role alongside the RSH and internal audit, in ensuring adherence to the action plan. New governance process to be instigated	AW	1) Approve and implement the HIT/HIG governance model; define assurance flows between HIG ↔ TSP ↔ HIB. 2) Publish a simple public tracker for the Improvement Plan with tenant-visible status.	Governance sign-off Apr 2026. First HIG June 2026 (Terms of Reference agreed) Public tracker live: July 2026.	Governance support, committee admin, SharePoint/website ; facilitation.	TOR finalised (Mar 2026) HIG recruitment/training (Apr 2026) First HIG (June 2026) Public tracker live (July 2026).		Governance via HIB and publication of "You said we Did"
TIA4	Constant review of data, to demonstrate that the Council knows its tenants and to ensure policy and operational efficiency is delivered in line with	ALL	1) Data quality review programme (contact, vulnerability, language, reasonable adjustments). 2) EDI profiling & representativeness targets for engagement cohorts. 3) Integrate survey/TSM/Feedback with CRM and dashboards.	Data Quality Review by March 2027 EDI Profiling By March 2027 Survey/TSM/Feedback data to be included in performance packs – July 2026	Data analyst, Business Intelligence Tools, RI Team, survey tools, systems team	•Integrated dashboard (July 2026). Data audit identifying gaps in data (September 2026) Draft plan and who is responsible for collection of data October 2026		RSH Required Outcome 1.2 of TIA

	presenting needs. Also to further ensure tenant engagement strategy delivers a cohort of representatives that reflect the make up of the diverse population.					<p>Cleanse plan & roles (November 2026)</p> <p>Conduct collection of data for whole service (first points of contact, making every contact count) December 2026</p> <p>Review in line with Reasonable Adjustments Policy and publish improvements (of data and what we have done to improve service) March 2027</p>		
TIA5	<p>Website information review and update</p> <p>Ensure Housing content and tenant voice are captured in Corporate review</p> <p>Maintain Housing policies on the site</p>	ALL	<p>Contribute to corporate review</p> <p>Conduct Further Audit of Website to ensure latest policies are up to date</p> <p>Engage with tenants groups to review and feedback on customer journey</p>			<p>Customer Journey review of website September 2026</p> <p>Second Audit of Website September 2026</p>		RSH Required Outcome 1.4 TIA
TIA6	<p>Ensure visibility of complaints-ensuring that complaints are visible and transparent through the governance streams</p> <p>Publish complaints through governance</p>	AW/ALL	<p>1) Stand up a monthly/quarterly complaints & learning dashboard (incl. themes, timeliness, remedies). 2) Create a "Learning from complaints" pack for presentation to tenant groups and published. 3) Establish feedback loop into service plans & team briefings; integrate transactional surveys. 4) Prepare a</p>	<p>Dashboard July 2026</p> <p>Complaints Pack July 2026</p> <p>Feedback Loop July 2026</p> <p>Business Case (if needed) April 2026</p>	Feedback Team, BI analyst, Comms/Web, Service leads; training.	<p>• Prototype dashboard (May 2026) → • HIB review (May) → • Publish web section (July) → • Learning Feedback July 2026</p> <p>You Said, We Did Published in InTouch/Website October 2026</p>		<p>KPI re: Complaint times and escalations</p> <p>Improved Outcomes and satisfaction in TSM's</p> <p>RSH Required Outcome 1.6 of TIA</p>

	and comms routes and establish feedback loop Embed lessons learnt-through governance structure to help develop new policies and processes Link-in transactional surveys, satisfaction and TSM's to drive improvements and capture in service plans and team briefings Further resources to be established for this work		business case for additional resourcing if needed.			Review Feedback and Learning as standard agenda on Tenant Group October 2026 onwards		
TIA7	Ensure complaints are responded to in a timely manner, in line with the requirements of the Housing Ombudsman and NWLDC processes. Resource to be established to reach and maintain 100% response times	ALL	Identify Resource in TIA 6 Review cadence of regular stand up meetings with Customer Experience Team to encourage timely responses	≥95% on-time by 30 June 2026; sustained 100% by 30 Sept 2026.	Feedback Team, Service Leads	≥95% on-time by 30 June 2026; sustained 100% by 30 Sept 2026.		KPI re: Complaint times and escalations Improved Outcomes and satisfaction in TSM's RSH Required Outcome 1.6 of TIA
TIA8	Work together, alongside internal audit and tenant scrutiny, to place a focus on areas of improvement to drive policy development	AW/ALL	1) Map the golden thread from tenant insight → policy/service change → performance. 2) Agree an audit & scrutiny schedule on priority themes with TSP and Internal Audit. 3) Co-produce an Improvement	Golden Thread Mapping to be completed by June 2026 Audit and Scrutiny Schedule – Ongoing Improvement Register from TSP	Internal Audit, TSP/HIG, RI	Golden Thread drafted by May 2026 Review ongoing Audit plan and recommendations – Monthly at SMT Introduc Golden Thread into		HIB oversight Start recording KPI against improvements delivered on time to establish a baseline RSH Required Outcome 1.3 of TIA standard

	and operational excellence New Governance process to establish a 'golden thread' of improvement through co-production		Register/Action Plans from TSP inspections with owners, dates, and evidence.	October 2026		Governance structures in June 2026 Map Actions agreed with TSP July 2026 Publish Improvement Register October 2026 Include in "You Said We Did articles" January 2027			
TIA10	Review of governance to ensure that the tenants voice is heard and that the role of HIB is strengthened within that review. New tenant-led 'Housing Improvement Group' to be established to support the work of the Housing Department and give assurance to members	AW	1) Draft & approve HIG Terms of Reference; recruit diverse members; induction/training. 2) Establish reporting & decision flow between HIG, HIB & SMT. 3) Publish schedule, agendas, and outcomes.	HIG established May 2026 First joint HIG↔HIB session: Jun 2026. Forward Plan to be produced and published July 2026	Governance/committee admin; training Comms/Web.	TOR agreed (Apr) Recruitment/induction (May) First HIG Jun Comms to wider staff and tenants July 2026 Forward plan available July 2026 Review impact of HIG January 2027			
TIA13	Establish new team structure to more effectively support a step change in tenant engagement	AW/GH							
TIA14	Provide a wide menu of tenant engagement opportunities to be offered to widen the cohort of	AW	1) Publish an Engagement Menu (digital panel, roadshows, task & finish, TA support, scrutiny, editorial,	Menu of Involvement agreed April 2026 You Said We Did July 2026 and quarterly there on	RI Team, Comms; budget for outreach/incentives ; Service leads.	Menu agreed April 2026 Menu launched and promoted May 2026		RSH Required Outcomes 1.2 and 1.3 TS06 Tenant Satisfaction Measures Satisfaction that the landlord listens to tenant views and acts upon them TP07: Satisfaction that the landlord keeps tenants informed	

	<p>engaged tenants, further strengthening representation across the tenant body.</p>		<p>recruitment panels).</p> <p>2) Improve representation/engagement by publishing you said/we did and increasing numbers for digital engagement</p> <p>3) Annual participation & representativeness report (part of Annual Report)</p>	<p>Participation numbers in Annual Report September 2026</p>		<p>You Said We Did co-produced June 2026</p> <p>YSWD launched and promoted July 2026</p> <p>Annual Report September 2026</p> <p>Review on representation in tenants involved December 2026</p> <p>Baseline established, set target for 27/28 figures in February 2027</p>		<p>about things that matter to them</p> <p>TP08: Agreement that the landlord treats tenants fairly and with respect</p>	
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Objectives

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

Findings

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

Root Causes

- None identified.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to complete actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TS M etc	Priority Rating
T3	Include in annual report section detailing allocations outcomes, waiting list information and stock turnover.	DS		May 2026	DS & ZD to compile	Deadline date for copy TBC		n/a	
T4	Provide an article to in-touch each issue covering housing options. First x topics <ul style="list-style-type: none"> - Applying to other providers directly - Changes to the private rented sector - Tips to maximise your chances of an offer - Current demand on the waiting list 	DS		In line with 'InTouch' print deadlines	DS and ZD to draft	Deadline date for copy TBC		n/a	

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 19
MARCH 2026

Title of Report	LEGACY FUND GRANT AND CLOSED CHURCHYARDS/CEMETERIES GRANT SCHEME	
Presented by	Councillor K Merrie Corporate and Finance Portfolio Holder	
Background Papers	General Fund and Council Tax 2026/27 - Council 19 February 2026	Public Report: Yes
Financial Implications	<p>At its meeting on 19 February 2026, Council approved funding of £2m to establish a Legacy Grant scheme. This decision was made following consideration of the General Fund and Council Tax 2026/27 report, which outlined the rationale for creating the Legacy Grant scheme as a means to support local initiatives and provide long-term benefits to the community. The report detailed the allocation of resources and emphasised the Council's commitment to investing in projects that would have a lasting positive impact. The approval of this funding marks a significant step in delivering on the priorities identified in the Council's financial planning for the forthcoming year, ensuring that the Legacy Grant scheme is both fully resourced and aligned with the strategic aims set out in the February report.</p> <p>Signed off by the Section 151 Officer: Yes</p>	
Legal Implications	<p>The Council must ensure compliance with relevant legislation, including public sector procurement rules, the Subsidy Control Act 2022, and equality legislation.</p> <p>Grant criteria and decision-making processes must be transparent, fair, and non-discriminatory, with robust governance arrangements in place to prevent conflicts of interest and ensure accountability.</p> <p>Data protection and confidentiality requirements must also be observed when dealing with applicants' information.</p> <p>Additionally, the terms and conditions of the grant should clearly outline the responsibilities of recipients and the Council, including provisions for monitoring, reporting, and clawback of funds if necessary. Failure to address these legal aspects could expose the Council to legal challenges or reputational risks.</p>	

	Signed off by the Monitoring Officer: Yes
Staffing and Corporate Implications	Funding of £100,000 will be made available to provide administration of the system. This allocation is intended to cover all necessary staffing costs associated with managing the Legacy Grant scheme, including the recruitment or redeployment of administrative personnel, training requirements, and ongoing operational support.
	Signed off by the Head of Paid Service: Yes
Purpose of Report	To ask Members of the Corporate Scrutiny Committee to review the Legacy Grant process and Closed Churchyards/Cemeteries Grant Scheme and provide comments.
Recommendations	<p>THAT CORPORATE SCRUTINY COMMITTEE:</p> <ol style="list-style-type: none"> 1. NOTES THE DETAILS OF THE LEGACY GRANT PROCESS FOR APPLICATIONS AS SHOWN AT APPENDIX ONE AND PROVIDES ANY COMMENTS FOR CONSIDERATION BY CABINET AT ITS MEETING ON 24 MARCH 2026 2. NOTES THE DETAILS OF THE CLOSED CHURCHYARDS/CEMETERIES GRANT SCHEME SHOWN AT APPENDIX FOUR AND PROVIDES ANY COMMENTS FOR CONSIDERATION BY CABINET AT ITS MEETING ON 24 MARCH 2026

1.0 BACKGROUND

- 1.1 At its meeting on 19 February 2026, the Council gave approval for the establishment of a Legacy Grant Scheme as well as a scheme designed to support requests for additional funding for closed churchyards. This report provides a comprehensive overview of the proposed administration arrangements and outlines the assessment criteria that will be applied to both schemes, ensuring clarity and transparency for all stakeholders involved.
- 1.2 In addition to the Legacy Grant Scheme, the Council also approved a dedicated grants scheme for closed churchyards and cemeteries at its meeting on 19 February 2026. This scheme is specifically designed to support capital projects, enabling improvements to infrastructure, restoration works, and essential maintenance of these sites. The intention is to help preserve and enhance the sites, ensuring they remain accessible and well-maintained for the benefit of the wider community.
- 1.3 Details of both the above schemes are set out below.

2.0 LEGACY GRANT

- 2.1 On 19 February 2026, the Council formally approved the establishment of the Legacy Grant Scheme. This scheme is designed to provide financial support to local organisations and initiatives that contribute to the community's long-term wellbeing and

development. The primary purpose of the Legacy Grant is to enable projects that have a lasting positive impact, such as enhancements to public spaces, improvements to community facilities, and activities that foster social inclusion and cohesion.

- 2.2 The Legacy Grants Programme is established to provide targeted financial support to local organisations delivering projects that benefit residents of North West Leicestershire. The programme is intended to complement, rather than replace, existing small grant schemes operated by the Council, such as the Community Lottery Grant and Zero Carbon Grant, by introducing a structured and proportionate route for larger-scale community investment.
- 2.3 The programme will operate through two distinct funding strands:
- **Revenue grants of up to £25,000 (£2,500 minimum)**, designed to support the delivery of time-limited community activities, services or pilot projects. The minimum amount for the Legacy Grant Scheme was established after careful consideration of the existing Small Grant Scheme (£500 minimum), the Zero Carbon Grant (£1,000 minimum), and the NWL Community Grant (£750 minimum). By setting a higher minimum, the Legacy Grant Scheme is clearly positioned to support larger-scale projects, ensuring it complements rather than duplicates the Council's smaller grant programmes.
 - **Capital grants of up to £250,000 (£10,000 minimum)**, designed to fund the creation or improvement of community assets and facilities that provide long-term benefit.
- 2.4 By offering both revenue and capital support within a single framework, the Council aims to enable community groups not only to run activities, but also to invest in the buildings and infrastructure that allow communities to thrive over the longer term. Once the bidding round opens, there will be a sufficient period allotted to ensure applicants have adequate time to prepare comprehensive and detailed submissions. The Council will communicate information regarding the scheme's timing and application deadlines in due course, allowing all potential applicants to plan accordingly and maximise their chances of success. The proposed framework is set out in Appendix One.

Assessment

- 2.5 The Legacy Grant Fund uses a structured and transparent assessment framework to ensure that funding decisions are fair, consistent and evidence-based. All applications are assessed by Council officers against published criteria using scoring matrices that reflect the size, risk and nature of the grant. Proportionality is a key principle: smaller revenue grants are assessed with lighter-touch requirements, while larger or higher-risk awards are subject to enhanced due diligence and, where appropriate, Member oversight. A minimum score threshold applies to both revenue and capital grants to ensure that only high-quality, well-aligned projects are considered. A proposed application form is shown in Appendix Two.
- 2.6 Revenue grants are assessed on factors including demonstrated local need, clarity of community benefit, deliverability, inclusion and equality of access, value for money, governance and strategic fit with Council priorities. Capital grants place greater emphasis on readiness to deliver, long-term sustainability, asset life, match funding and ongoing maintenance arrangements, reflecting the scale and longevity of investment. Across both funding strands, applicants must clearly show how their proposals support community wellbeing, fairness, inclusion and long-term benefit for residents of North West Leicestershire, with monitoring arrangements in place to ensure accountability and learning.

Governance

- 2.7 Cabinet will be asked to approve the overall design, purpose and governance framework of the grant scheme, with responsibility for assessing applications and making decisions on individual grant awards delegated to officers.
- 2.8 Member involvement would, therefore, be limited to the approval of the scheme objectives, eligibility and assessment criteria, financial parameters and assurance arrangements. Once the scheme is approved, officers would assess applications against the agreed criteria and determine awards in accordance with delegated authority, ensuring that decisions are taken consistently, transparently and in line with relevant legal and financial requirements. A clear audit trail would be maintained setting out the basis for each decision.
- 2.9 Where an individual grant award, or a cumulative award to a single organisation, is proposed to exceed £100,000, the decision would be taken in accordance with the Council's Constitution, including any requirements relating to executive decision-making, key decision thresholds or additional Member approval.

Conflicts of Interest

- 2.10 Any potential conflicts arising from Members' associations with applicant organisations would be managed through the Council's Code of Conduct and existing constitutional arrangements, with Members exercising oversight only at a policy and framework level rather than in relation to specific awards.
- 2.11 By removing Members from the assessment and determination of individual applications, this approach supports fairness, objectivity and public confidence in the grant process, and represents the lowest governance risk option.

Guidance for Applicants

- 2.12 A comprehensive range of media will be utilised to promote the Legacy Grant Fund scheme to ensure broad awareness and engagement across North West Leicestershire. This includes digital channels, local press, printed materials, social media platforms and community networks, as set out in the communications framework in Appendix One. The proposed guidance for applicants is set out in Appendix Three.

3.0 CLOSED CHURCHYARD/CEMETERIES GRANT SCHEME

- 3.1 The responsibility for closed churchyards was moved from special expenses in 2024/25 primarily because the nature and cost of their maintenance, particularly regarding liabilities associated with boundary walls and other structures, are exceptionally high. These costs could not be adequately funded through special expense precepts, as any increase necessary to cover them would surpass the Council Tax referendum limits, making it financially unviable and potentially burdensome for local taxpayers.
- 3.2 The grant scheme has been established specifically to assist parish councils in covering revenue and capital costs associated with the maintenance of closed churchyards. The scheme prevents the financial burden from falling onto local

precepts, which would otherwise risk exceeding council tax referendum limits and placing undue strain on local taxpayers. The scheme operates transparently and equitably, enabling the Council to allocate funds efficiently while ensuring compliance with financial regulations. Details of the proposed scheme are set out in Appendix Four.

Policies and other considerations, as appropriate	
Council Priorities:	Insert relevant Council Priorities: <ul style="list-style-type: none"> - Planning and regeneration - Communities and housing - Clean, green and Zero Carbon - A well-run council
Policy Considerations:	None.
Safeguarding:	None.
Equalities/Diversity:	In setting up a grant scheme, careful attention has been given to equalities and diversity to ensure fair and inclusive access for all potential applicants. The scheme is designed to be accessible to groups from a wide range of backgrounds, including those with protected characteristics under the Equality Act 2010.
Customer Impact:	The introduction of a grant scheme is likely to have a positive impact on customers by providing them with financial support and opportunities to access resources that may otherwise be unavailable. This can help individuals, community groups, and organisations to deliver projects or services that address local needs and priorities.
Economic and Social Impact:	<p>Economically, the scheme provides financial support to individuals, community groups, and organisations, enabling them to undertake projects or deliver services that might otherwise be unattainable. This injection of funds can stimulate local economic activity, promote job creation, and encourage innovation by supporting initiatives that address specific local needs and priorities.</p> <p>Socially, grant schemes foster inclusivity and empowerment, allowing diverse groups to access opportunities and contribute to community development. By supporting projects that enhance social cohesion and improve quality of life, grant schemes can strengthen communities and help build a fairer, more resilient society.</p>
Environment, Climate Change and zero carbon:	When establishing a grant scheme, especially for capital projects, it is essential to assess the environmental, climate change, and zero carbon

	<p>implications of funded activities. Capital projects supported by grants should be encouraged to adopt sustainable practices, minimise carbon emissions, and contribute positively to the environment.</p> <p>Considerations might include the use of energy-efficient materials and technologies, waste reduction measures, sustainable sourcing, and promoting biodiversity. Applicants should be guided to evaluate the carbon footprint of their projects and incorporate strategies such as renewable energy installations, eco-friendly construction methods, and efficient water management. The scheme should also prioritise projects that actively support the transition to net zero, including those that reduce reliance on fossil fuels and enhance climate resilience within the community.</p>
<p>Consultation/Community Engagement:</p>	<p>During the process of establishing the 2026/27 budget, consultations were conducted.</p>
<p>Risks:</p>	<p>.</p> <p>Financial Risks: There is a possibility that funding may be insufficient to support all proposed legacy projects, or that projects may exceed budget due to unforeseen costs. Mismanagement or inadequate allocation of resources could also lead to financial losses.</p> <p>Project Delivery Risks: Legacy projects may face delays, fail to meet their intended objectives, or encounter challenges in maintaining quality standards. Issues such as lack of expertise, poor planning, or ineffective project management could hamper progress.</p> <p>Reputational Risks: If legacy projects do not deliver the expected outcomes or encounter significant problems, the Council's reputation may be negatively impacted. Stakeholder dissatisfaction or public criticism can arise if projects are perceived as wasteful or unsuccessful.</p> <p>Compliance and Governance Risks: Projects must adhere to regulatory requirements, council policies, and governance standards. Failure to comply could result in legal issues or audit findings.</p> <p>Environmental Risks: Capital projects may have adverse environmental impacts if sustainability and climate considerations are not adequately addressed. Poor environmental practices could lead to increased carbon emissions or ecological harm.</p>

	<p>Community Engagement Risks: Insufficient consultation or lack of community support may lead to resistance or disengagement, reducing the effectiveness and sustainability of legacy projects.</p> <p>Operational Risks: Risks such as inadequate staffing, lack of continuity, or unforeseen external factors may affect the smooth operation and long-term viability of legacy projects.</p>
Officer Contact	Paul Stone Director of Resources paul.stone@nwleicestershire.gov.uk

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North West Leicestershire District Council Legacy Grants – Application and Assessment Framework

1. Purpose and scope of the programme

The Council recognises the critical role that voluntary, community and social enterprise (VCSE) organisations, parish and town councils, and community groups play in improving quality of life, strengthening social cohesion, and sustaining vibrant local places across the district. Many of the outcomes that matter most to residents such as reduced loneliness, better wellbeing, inclusive community facilities and stronger civic pride are most effectively delivered through community-led action.

The Legacy Grants Programme is established to provide targeted financial support to local organisations delivering projects that benefit residents of North West Leicestershire. The programme is intended to complement, rather than replace, existing small grant schemes operated by the Council, such as the Community Lottery Grant and Zero Carbon Grant, by introducing a structured and proportionate route for larger-scale community investment.

The programme will operate through two distinct funding strands:

- **Revenue grants of up to £25,000 (minimum £2,500)**, designed to support the delivery of time-limited community activities, services or pilot projects.
- **Capital grants of up to £250,000 (minimum £10,000)**, designed to fund the creation or improvement of community assets and facilities that provide long-term benefit.

By offering both revenue and capital support within a single framework, the Council aims to enable community groups not only to run activities, but also to invest in the buildings and infrastructure that allow communities to thrive over the longer term.

2. Eligible organisations

Applications may be submitted by not-for-profit organisations that are properly constituted and able to demonstrate good governance and financial management. Eligible bodies include registered charities, charitable incorporated organisations (CIOs), community interest companies, constituted voluntary and community groups, social enterprises, and parish and town councils.

All applicants must be able to demonstrate that they are based in, or primarily active within, North West Leicestershire and that the benefits of the proposed project will be delivered predominantly to residents of the district.

Applicants must hold a bank account in the name of the organisation and have appropriate safeguarding arrangements in place where activities involve children, young people or vulnerable adults.

The Council recognises that smaller community groups may be at an earlier stage of organisational development. For revenue grants in particular, governance and policy requirements will be applied proportionately, with officer support offered where appropriate to help groups become grant-ready.

3. Types of funding available

Revenue grants (up to £25,000)

Revenue grants are intended to support community activity that is time-limited and outcome-focused. Funding may be used to cover costs that are directly attributable to the

delivery of the proposed project, such as sessional staffing, facilitation costs, venue hire, volunteer expenses, outreach materials, transport required to enable participation, and small items of equipment or consumables that are essential to delivery.

Revenue funding is not intended to cover an organisation's general running costs on an ongoing basis. Instead, applicants should be able to demonstrate how the grant will enable a specific programme of activity to take place and what difference that activity will make for residents.

Capital grants (up to £250,000)

Capital grants are intended to support investment in physical assets that will provide benefit to the community for a minimum of five years. This includes, but is not limited to, refurbishment or extension of community buildings, accessibility improvements, energy-efficiency and decarbonisation measures, creation of community outdoor spaces, play areas, and the purchase of significant items of equipment.

Capital funding must clearly meet the definition of capital expenditure under local government accounting rules. Projects that primarily relate to routine maintenance or short-life items will not be supported through the capital programme.

For larger capital awards, the Council will expect applicants to demonstrate that they have ownership of, or a long-term lease on, the property or land in question and that future running and maintenance costs have been properly considered.

4. Strategic priorities and desired outcomes

The Legacy Grants Programme will operate within the strategic framework of the Council's corporate priorities and Council Delivery Plan. While priorities may be refreshed annually to reflect changing needs, the programme as a whole is focused on supporting projects that:

- Strengthen community cohesion and reduce social isolation, supporting the North West Leicestershire District Council's aim to build strong, connected communities as outlined in the Council Delivery Plan 2023–2028.
- Improve physical and mental health and wellbeing, in line with the Council's strategic priority to support healthy, safe and thriving communities.
- Provide positive opportunities for children and young people, reflecting the Council's commitment to investing in the next generation and ensuring access to enriching activities for all ages.
- Promote inclusion and equality of access, particularly for groups facing barriers to participation, supporting the Council's objective to ensure fairness and reduce inequalities across the district.
- Support climate action, environmental enhancement and the creation of sustainable community assets, contributing to the Council's ambitions for a cleaner, greener district and advancing its sustainability agenda.
- Increase volunteering, skills development and community participation in local decision-making, aligning with the Council's focus on empowering residents and fostering active citizenship as set out in the Delivery Plan 2023–2028.

Applicants will be expected to demonstrate clearly how their project aligns with one or more of these themes and how local need has been identified.

5. Application process

The Legacy Grants Programme will operate through a series of bidding rounds until the balance is exhausted. Guidance notes and application forms will be published on the Council's website, supported by online briefings and optional pre-application advice sessions.

For revenue grants, organisations will complete a single-stage application that sets out the case for funding, intended outcomes, delivery plan and budget.

For capital grants, the Council may operate a two-stage process for larger awards. An initial expression of interest will focus on strategic fit and readiness to deliver. Organisations that pass this stage will be invited to submit a full application supported by detailed costings, quotes, permissions and delivery plans.

The Council is committed to making the application process proportionate, transparent and accessible. Application requirements will increase in depth in line with the size and risk of the grant requested.

In addition, separate subsidy control assessments will be conducted during the grant approval process to ensure compliance with relevant legislation and regulatory requirements. This step is necessary to confirm that the proposed funding arrangements do not constitute prohibited subsidies and are in line with current public sector obligations.

6. Assessment and determination of grants

All applications will be assessed against published criteria using a structured scoring methodology (see below). This ensures that decisions are evidence-based, consistent and fair, while still allowing for professional judgement and local knowledge.

Revenue grant applications will be assessed primarily on the strength of local need and outcomes, the realism of the delivery plan, inclusion and accessibility, and value for money. Particular weight will be given to projects that demonstrate clear community benefit within a defined timescale.

Capital grant applications will be assessed using a more detailed framework reflecting the higher level of financial commitment and long-term risk. In addition to strategic fit and community benefit, assessment will focus on deliverability, quality of design, long-term sustainability, robustness of cost estimates, and future maintenance arrangements.

To ensure proportionality, smaller revenue grants will be subject to lighter-touch assessment, while larger capital awards will undergo enhanced due diligence.

7. Officer Assessment

Applications submitted to the Legacy Grants Programme will be assessed by Council officers in accordance with the published eligibility criteria, scoring matrices and assessment guidance. Officer assessments will include due diligence checks to ensure compliance with financial, legal, equality, safeguarding and governance requirements. Funding recommendations in excess of £100,000 will be presented to Cabinet for decision-making or approval, in line with the Council's Constitution, Scheme of Delegation and Financial Procedure Rules. Awards of less than £100,000 will be awarded by delegation to designated officers with details subsequently reported to Cabinet. This approach ensures that grant awards are made consistently, transparently and in accordance with the Council's established governance processes, with appropriate executive oversight.

8. Value for money, match funding and payment arrangements

The Council has a responsibility to ensure that public funds are used effectively. All applicants will be required to demonstrate that their project represents good value for money, with costs that are reasonable and proportionate to the outcomes delivered.

For capital projects, applicants will normally be expected to contribute match funding from other sources. While there is no fixed minimum, projects that demonstrate higher levels of secured match funding will generally score more highly, particularly where this indicates

broader support and long-term viability. The Council recognises that in some cases, such as projects in areas of high deprivation, lower levels of match may be appropriate. Payment arrangements will reflect the size and nature of the grant. Larger capital grants are likely to be paid in stages, with a proportion retained until satisfactory evidence of completion is provided.

9. Monitoring, reporting and learning

All funded organisations will be required to monitor and report on the use of grant funding. Reporting requirements will be proportionate to the level of funding received.

Revenue grants will normally require a brief end-of-project report summarising activity delivered, numbers reached and outcomes achieved. Capital grants will require evidence of expenditure, completion and, where appropriate, a short statement of impact once the asset is in use.

The Council intends to use monitoring information not only for assurance, but also to learn what works well and to inform future grant priorities.

Transparency and accountability

Details of all grants awarded through the programme, including the name of the organisation, project summary and funding amount, will be published on the Council's website to ensure transparency.

Applicants that are unsuccessful will be offered constructive feedback to support future applications, either to the Council or to other funders.

Closing statement

The Legacy Grants Programme is designed to be a fair, transparent and strategically aligned mechanism for investing in the people and places of North West Leicestershire. By combining proportionate assessment, cross-party oversight and a clear focus on outcomes, the Council seeks to empower communities while ensuring that public resources are used responsibly and effectively.

Assessment Criteria

To ensure equitable distribution of grant funding across the district, rather than concentrating resources in one specific geographical area. A well-designed grant scheme can address this by setting clear criteria that prioritise fairness and inclusivity, ensuring that all communities have equal opportunities to benefit. By monitoring allocation patterns and encouraging applications from underrepresented areas, the Council can help to balance investment and support a more diverse range of projects throughout North West Leicestershire.

Scoring Matrix

The specific details of the scoring matrices for both revenue and capital grants are provided in the sections below. These matrices outline the criteria, weightings, and examples used to assess applications, ensuring a transparent and consistent approach to evaluating grant proposals.

Detailed Scoring Matrices with Examples

PART 1: REVENUE GRANTS (up to £25,000)

Total available score: 100 points

Minimum score for consideration: 60 points

Revenue grants are assessed proportionately, recognising that many applicants are smaller community organisations. Assessors focus on need, impact, feasibility and value for money, rather than professional-level business planning.

1. Community Need and Benefit (0–20 points)

What we assess

- How clearly the local need is explained
- Evidence that the need exists in North West Leicestershire
- How clearly the project benefits residents

Score descriptions and examples

0–5 points (Limited evidence)

The application states a general issue (e.g. “loneliness is a problem”) but provides little or no evidence that the project responds to a specific local need. The benefit to residents is described in broad terms with limited clarity.

Example:

“People feel isolated, and our project will bring people together.”
(No local data, no target group, no explanation of scale.)

6–12 points (Clear and relevant need)

The application explains the issue clearly and provides some local evidence, such as community feedback, waiting lists or partner insight. The beneficiary group is defined and the proposed benefit is realistic.

Example:

“Feedback from our weekly drop-in shows older residents in X village are seeking more social activities. This project will provide six facilitated sessions for 12–15 residents.”

13 -20 points (Strong and compelling case)

The application presents strong, localised evidence of need using multiple sources. It clearly explains why the project is needed now and how it will make a meaningful difference.

Example:

“Attendance data shows a 40% increase in referrals to our food support over 12 months. This project will provide structured, supportive sessions to 50 households, reducing isolation and improving food security.”

2. Project Delivery and Feasibility (0–15 points)

What we assess

- Whether the activities are clearly described
- Whether the project can realistically be delivered
- Organisational capability to deliver

Score descriptions and examples

0–5 points (Unclear or risky delivery)

Activities are vague or unrealistic. Delivery roles and timescales are unclear. There is limited evidence that the organisation can deliver the project.

Example:

“We will run sessions when possible, depending on availability.”

6–10 points (Deliverable and realistic)

Activities are clearly described, with a realistic timetable and clear responsibility for delivery. The organisation appears capable, even if the project is new.

Example:

“We will deliver weekly sessions from April to July, facilitated by our experienced volunteer coordinator.”

11–15 points (Highly robust and well planned)

A strong, well-structured plan with clear milestones, partners, staffing and contingency arrangements. The organisation demonstrates experience or transferable skills.

Example:

“A detailed six-month plan with session schedules, facilitator cover, safeguarding arrangements and venue agreements already in place.”

3. Inclusion, Equality and Access (0–15 points)

What we assess

- How inclusive the project is
- Whether barriers to participation are addressed
- Whether inclusion is intentional or incidental

Score descriptions and examples

0–5 points (General access only)

The project is open to all but does not actively consider access barriers.

Example:

“Anyone can attend” (no consideration of transport, cost, language or disability).

6–10 points (Inclusive practice)

Some barriers are identified and reasonable adjustments are built into the design.

Example:

“Sessions are free, accessible, and held during daytime hours. Transport support is available on request.”

11–15 points (Inclusion embedded)

Inclusion is central to design. Outreach is targeted and adjustments are planned from the outset.

Example:

“Sessions are co-designed with disabled participants, delivered in accessible venues, with support workers present.”

4. Value for Money (0–15 points)

What we assess

- Whether costs are reasonable
- Whether funding is proportionate to outcomes
- Use of other resources (volunteers, in-kind support)

Score descriptions and examples

0–5 points (Poor value)

Costs appear high or poorly justified; outputs are unclear.

Example:

£8,000 requested for a one-off event with no wider benefit.

6–10 points (Reasonable value)

Budget is clear and realistic, with outcomes broadly proportionate to cost.

Example:

£5,000 for a 12-week programme reaching 30 residents.

11–15 points (Strong value)

Funding enables significant impact relative to cost, with additional contribution from volunteers or partners.

Example:

£7,500 supporting a £15,000 programme through volunteer time and donated venue space.

5. Learning, Sustainability and Legacy (0–10 points)

What we assess

- Whether learning will be captured
- Whether benefits extend beyond funding

Examples:

- Low score: “Funding will end when sessions finish.”
 - High score: “Evaluation findings will shape future delivery and inform parish partnerships.”
-

6. Governance and Risk (0–5 points)

What we assess

- Basic governance

- Identification and management of risks

Examples:

- Clear safeguarding, insurance, and risks → higher score
 - No risk awareness → low score
-

7. Strategic Fit (20 points)

- Strategic fit with local and organisational priorities
- Community benefit and clarity of purpose

Score descriptions and examples

0–5 points: (Vague or minimal alignment; unclear who benefits)

Example:

The intended benefits are not described, and it is uncertain which sections of the community, if any, will gain from the project.

6–10 points: (Some alignment; benefits evident but not well defined)

The application notes it will help families but does not detail how or which families will be involved. There is some mention of local priorities, but the connection is weak.

11–15 points: (Good fit; clearly addresses identified needs)

Example: The project is designed to create a youth activity centre in response to a local survey highlighting the need for youth facilities. It references alignment with the council's youth engagement strategy.

16–20 points: Strong, integrated fit; wide community support and clear outcomes

The project has been co-designed with residents and local organisations, is referenced in the community action plan, and has letters of support from key stakeholders. It demonstrates measurable social, economic, and environmental benefits for a broad cross-section of the community.

PART 2: CAPITAL GRANTS (up to £250,000)

Total available score: 120 points

Minimum score for consideration: 75 points

Capital grant support long-term community assets and therefore require clearer evidence of readiness, sustainability and value for money

Assessment and Scoring Framework

Applications would be assessed by officers using a structured scoring framework designed to ensure consistency, transparency and objectivity. Each application would be scored against the criteria set out below, with scores awarded within defined low, medium and high bands. The maximum total score available would be 120 points. Scores would be supported by written commentary and retained as part of the decision-making record.

1. Strategic Fit and Community Benefit (0–30 points)

This criterion assesses the extent to which the proposal aligns with council priorities, adopted strategies and identified community needs, as well as the scale of benefit delivered. A low score, typically in the range of 0–10 points, would apply where the proposal demonstrates limited community use, serves a narrow group of users, or has an unclear purpose or weak alignment with council plans and local priorities. A medium score, typically 11–20 points, would apply where the proposal demonstrates a reasonable level of community benefit, serves a defined local audience and shows some alignment with relevant strategies, but with limited evidence of wider impact or strategic contribution.

A high score, typically 21–30 points, would apply where the proposal relates to a widely used or clearly needed community asset, strongly aligns with adopted community plans and council priorities, and demonstrates clear and significant benefits to the local area.

2. Deliverability and Readiness (0–25 points)

This criterion considers whether the project is sufficiently developed and capable of being delivered within the required timescales.

A low score, typically 0–8 points, would apply where the proposal remains at a conceptual stage, with limited cost certainty, no confirmed quotations, designs or permissions, and significant uncertainty around delivery.

A medium score, typically 9–17 points, would apply where the proposal is partially developed, with some indicative costs, emerging designs or approvals, and a broadly realistic but not fully evidenced delivery plan.

A high score, typically 18–25 points, would apply where the proposal is fully developed and ready to proceed, supported by detailed quotations, designs, necessary permissions or approvals, and a clear and achievable delivery timetable.

3. Capital Eligibility and Asset Life (0–10 points)

This criterion assesses whether the proposed expenditure is genuinely capital in nature and represents a long-term investment.

A low score, typically 0–3 points, would apply where the proposal consists primarily of minor repairs or short-term works that do not meet capital definitions or offer limited asset life.

A medium score, typically 4–7 points, would apply where the proposal includes eligible capital works but with limited clarity on asset longevity or long-term benefit.

A high score, typically 8–10 points, would apply where the proposal clearly involves eligible capital expenditure resulting in an asset with a demonstrable lifespan of 10 to 20 years or more.

4. Value for Money and Match Funding (0–20 points)

This criterion considers the extent to which the proposal represents good value for money and leverages external funding.

A low score, typically 0–7 points, would apply where the proposal is heavily or wholly reliant on council funding, with limited evidence of cost control or alternative funding sources.

A medium score, typically 8–14 points, would apply where the proposal includes some match funding or in-kind contributions and demonstrates reasonable value for money, but with limited leverage.

A high score, typically 15–20 points, would apply where the proposal demonstrates strong value for money, includes significant cash match funding (typically in the range of 30–50 per cent), and provides evidence of competitive procurement and robust cost management.

5. Sustainability and Maintenance (0–15 points)

This criterion assesses the applicant's ability to maintain and sustain the asset over time.

A low score, typically 0–5 points, would apply where there is no clear plan or funding identified for ongoing maintenance and future costs.

A medium score, typically 6–10 points, would apply where the applicant provides a basic maintenance plan with some identified resources, but with limited long-term certainty.

A high score, typically 11–15 points, would apply where the proposal is supported by a fully costed maintenance plan covering at least five years, with credible income streams or funding arrangements identified.

6. Inclusion, Accessibility and Climate Impact (0–10 points)

This criterion considers the extent to which the proposal improves accessibility, inclusion and environmental outcomes.

A low score, typically 0–3 points, would apply where the proposal delivers no meaningful improvement in accessibility or environmental performance.

A medium score, typically 4–7 points, would apply where the proposal includes some improvements to access or energy efficiency but with limited overall impact.

A high score, typically 8–10 points, would apply where the proposal delivers fully accessible design, promotes inclusion and demonstrates a clear reduction in carbon emissions or energy use.

7. Governance, Risk and Compliance (0–10 points)

This criterion assesses the robustness of the applicant's governance arrangements and the management of delivery risks.

A low score, typically 0–3 points, would apply where ownership, tenure, responsibilities or governance arrangements are unclear or inadequately evidenced.

A medium score, typically 4–7 points, would apply where governance and risk arrangements are broadly in place but with some gaps or unresolved issues.

A high score, typically 8–10 points, would apply where the applicant can demonstrate secure freehold or long-term lease arrangements, appropriate insurance, sound governance structures and a clear understanding of risks supported by a risk register.

Officer recommendations would be informed by the overall score achieved and the availability of funding. Any decision to award funding to an application that scores poorly against key criteria, or to depart from the scoring outcomes, would require a clear and recorded rationale.

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Application Form

Section A — Before you start (eligibility checker)

Q0. Which grant are you applying for?

Field type: Single choice (Required)

- Revenue grant (activities/services) — up to £25,000
- Capital grant (assets/buildings/equipment) — up to £250,000

Q1. Are you a not-for-profit organisation based in or primarily serving North West Leicestershire residents?

Field type: Yes/No (Required)

- If “No” → End screen: “You are not eligible for this programme. Please see our funding signposting page.”

Q2. Your organisation type

Field type: Single choice (Required)

- Registered Charity
- Charitable Incorporated Organisation (CIO)
- Community Interest Company (CIC with asset lock)
- Constituted Community/Voluntary Group
- Social Enterprise (not-for-profit)
- Parish or Town Council
- Other (please specify)

Q3. Do you have a governing document (e.g., constitution, Articles) and a bank account in the organisation’s name?

Field type: Yes/No (Required)

- If “No” → Message: “You must have both to apply. If you need help to become grant-ready, please contact us.”

Q4. Safeguarding confirmation (shown if activities involve children/young people/vulnerable adults OR if the applicant selects “Not sure”)

Field type: Single choice (Required if applicable)

- We work with these groups and have appropriate safeguarding policies and DBS processes.
- We will not work with these groups.
- Not sure – please advise.
Validation: If “Not sure”, prompt to contact Grants Team before submission.

Q5. Brief project summary (max 60 words)

Field type: Short text (Required)

Help text: “A plain-English summary for our website if funded.”

Q6. Project location

Field type: Postcode + free text (Required)

- Primary postcode (Required)
- Wards/communities served (free text, 150 words)

Q7. Project dates

Field type: Date fields (Required)

- Estimated start date
- Estimated end date
Validation: Start not earlier than 8 weeks after round closes; end within 18 months (Revenue) / 24 months (Capital).
Conditional: The 24-month limit applies only on the Capital path.

Q8. Equalities & accessibility commitment

Field type: Checkbox (Required)

- We confirm our project will be accessible and inclusive, with reasonable adjustments where required.
-

Section B — About your organisation

Q9. Legal name and trading name (if different)

Field type: Short text (Required)

Q10. Organisation details

Field type: Grouped fields (Required)

- Company/Charity/CIO/CIC number (if applicable)
- Year founded
- Website or social link (optional)
- Registered address

Q11. Contact for this application

Field type: Grouped fields (Required)

- Name, role, email, phone

Q12. Governance and people

Field type: Upload + text (Required)

- Upload your **governing document** (PDF/DOC, max 5MB)
- Number of trustees/directors

- Number of employees (FTE)
- Number of active volunteers

Q13. Financial summary

Field type: Grouped fields + upload (Required)

- Last full year income (£) and expenditure (£)
- Free reserves at year end (£)
- Upload **latest signed accounts** or **income/expenditure statement** (PDF, max 10MB)

Q14. Policies and insurance

Field type: Multi-upload + checkboxes (Required; conditional for safeguarding)

- Public liability insurance certificate (if project involves public activity)
- Safeguarding policy (if applicable)
- Equality, Diversity and Inclusion policy (optional but recommended)
- Data protection statement (for handling personal data)
Checkbox: I confirm all uploaded policies are current and adopted by the governing body.

Section C — Project need and beneficiaries

Q15. What local need are you addressing, and how do you know?

Field type: Long text (Required, 300–500 words)

Prompt: “Use local evidence: community feedback, surveys, demand data, waiting lists, ward profiles, JSNA insights, or lived experience.”

Q16. Who will benefit?

Field type: Multi-select + numbers + narrative (Required)

- Primary beneficiaries (tick all that apply):
Children & young people; Older people; Disabled people; People on low incomes; Carers; Rural residents; Minority ethnic communities; LGBTQ+ communities; Women & girls; Refugees/people seeking asylum; Whole community; Other (specify).
- Estimated number of **direct** beneficiaries
- Estimated number of **indirect** beneficiaries
- How will you reach and include people who face barriers to participation? (150–300 words)

Q17. Which Council/community priorities does your project support, and how?

Field type: Multi-select + narrative (Required, 200–350 words)

- Community cohesion and inclusion

- Health and wellbeing
- Youth opportunities
- Climate action and environment
- Stronger local places and participation
- Other local priorities (name and explain)

Section D — Project activities and outcomes (Revenue & Capital share most, with Capital extras later)

Q18. What will you actually do?

Field type: Long text (Required, 300–500 words)

Prompt: “Describe activities, frequency, locations, partners, and timetable.”

Q19. What difference will it make?

Field type: Outcomes table (Required)

- Outcome 1: [text] | How measured? [text] | Target (number/qual)
- Outcome 2: [text] | How measured? [text] | Target
- Outcome 3: [optional]

Note: Encourage at least two outcomes, one of which should relate to inclusion or wellbeing.

Q20. How will you monitor and learn?

Field type: Long text (Required, 150–300 words)

Prompt: “Tell us how you’ll collect feedback and data, and how learning will influence future work.”

Section E — Budget and value for money (Revenue path)

Conditional: Show Section E1 when Q0 = Revenue grant.

E1. Revenue budget breakdown

Field type: Itemised table (Required)

- Cost item | Unit cost | Quantity | Total (£) | Funded by this grant? (Y/N) | Other funding source (if N)

Validation: Totals add up; costs reasonable for activity; no retrospectives.

E2. Total funding request

Field type: Currency (Required)

- Amount requested from NWLDC (£) (max £25,000)

E3. Match funding and in-kind support

Field type: Short text + table (Optional but scored)

- Cash match (secured/pending, source, amount)
- In-kind support (e.g., free venue, volunteer time—estimate value)

E4. Value for money

Field type: Short narrative (Required, 150–250 words)

Prompt: “Explain why the budget is good value relative to your outcomes.”

Section F — Delivery, risk and safeguarding (Revenue path)

Conditional: Show Section F when Q0 = Revenue grant.

F1. Delivery plan

Field type: Milestones table (Required)

- Milestone | Date | Responsible person/partner

F2. Key risks and mitigations

Field type: Risks table (Required)

- Risk | Likelihood | Impact | Mitigation
-

Section G — Capital-specific details

Conditional: Show Sections G–K when Q0 = Capital grant.

G1. Capital works or asset description

Field type: Long text (Required, 300–500 words)

Prompt: “Describe the asset/improvement, scope, and benefits (accessibility, inclusion, climate).”

G2. Site, ownership and permissions

Field type: Grouped fields + uploads (Required)

- Site address and ownership (freehold/leasehold)
- If leasehold: years remaining (must normally be 5+ years after project completion)
- Upload proof of ownership/lease (PDF)
- Planning/building control: status and reference (if required). Upload consents or indicate timeline.

G3. Design and technical readiness

Field type: Uploads + narrative (Required)

- Drawings/specs or schedule of works (PDF)
- Accessibility and inclusive design statement (150–300 words)
- Environmental/sustainability statement (e.g., energy savings, materials, biodiversity) (150–300 words)

G4. Procurement and quotes

Field type: Uploads + narrative (Required)

- Upload at least **three like-for-like quotes** for each major element **or** explain procurement route (framework/competitive tender).
- If a single supplier is proposed, justify why (specialism, compatibility, best value).
- Provide preferred contractor/supplier (if known).

G5. Capital budget

Field type: Itemised capital budget table (Required)

- Work package/equipment | Supplier | Quote ref/date | Cost (£) | VAT status | Funding source (NWLDC/Other/Secured)
- Professional fees (design, QS, PM, surveys)
- Contingency (typically 5–10%)
Validation: Total = request + match; contingency is reasonable.

G6. Funding profile and match

Field type: Table + evidence upload (Required)

- Source | Amount | Secured? (Y/N) | Evidence (award letter/email)
- If pending, expected decision date.

G7. Delivery programme

Field type: Gantt-style milestones (Required)

- Design complete | Procurement/compliance | Start on site | Practical completion | Handover | Opening date
Validation: Completion within 24 months of award unless justified.

G8. Future running and maintenance plan

Field type: Long text + projected budget (Required)

- Who will manage the asset?
- Annual running costs and income plan (yrs 1–5)
- Maintenance schedule and sinking fund provision
- Public access arrangements (where applicable)

G9. Permissions and compliance confirmations

Field type: Checkboxes (Required)

- We will comply with all planning, building regulations and CDM duties.
- We will insure the asset adequately from practical completion.
- We acknowledge potential clawback conditions if the asset is disposed of or use changes within 5 years of project completion.

Section H — Organisation declarations (both paths)

H1. Declarations

Field type: Checkboxes (Required)

- The information in this application is true and complete.
- We consent to the Council carrying out checks for fraud, subsidy control, and due diligence.
- We agree to publicity requirements and to share anonymised monitoring information.
- We understand that funding cannot be used for retrospectively incurred costs.

H2. GDPR statement

Field type: Text + checkbox (Required)

- “We will process your data to assess your application, manage any award, and evaluate the programme. See our privacy notice.”
- I have read and understood the privacy notice.

H3. Final sign-off

Field type: E-signature (Typed name + date) (Required)

- Name (authorised signatory), position, and date

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North West Leicestershire District Council

Legacy Grants Programme – Guidance for Applicants

Introduction

North West Leicestershire District Council is committed to supporting vibrant, inclusive and resilient communities. Across the district, voluntary and community organisations play a vital role in improving wellbeing, reducing isolation, creating opportunities for young people and strengthening local places.

The Legacy Grants Programme provides financial support to local organisations delivering projects that benefit residents of North West Leicestershire. The programme focuses on funding projects that respond to local need, demonstrate clear community benefit and offer good value for public money.

This guidance explains who can apply, what we can fund, how to apply and how funding decisions are made.

What funding is available?

The Legacy Grants Programme has **two funding strands**:

Revenue grants – up to £25,000

Revenue grants support **activities and services**, rather than buildings or major equipment. They are designed to help community organisations run projects that are time-limited and outcome-focused.

Funding can be used for costs such as:

- Running community activities or events
- Session-based staff or facilitator costs
- Venue hire
- Volunteer expenses
- Outreach, engagement and promotion costs
- Small items of equipment needed to deliver an activity

Revenue grants cannot be used to cover an organisation's ongoing general running costs or to pay for work that has already taken place.

Capital grants – up to £250,000

Capital grants support **physical improvements and long-term assets** that will benefit the community for a number of years.

Funding can be used for:

- Improving community buildings (including accessibility improvements)
- Energy efficiency and carbon-reduction works
- Community play areas, outdoor spaces or sports facilities
- Large items of equipment with a long lifespan

Capital funding cannot normally be used for day-to-day maintenance or short-term repairs.

For larger capital projects, we will normally expect organisations to contribute funding from other sources.

Who can apply?

Applications are welcome from:

- Registered charities
- Community interest companies (CICs) with an asset lock
- Charitable incorporated organisations (CIOs)
- Constituted voluntary and community groups
- Social enterprises
- Parish and town councils

Where we will not provide financial support:

- Request for funding after the activity or project has taken place
- Funding requests from schools and Parent Teacher Associations**
- Requests for funding for religious activities
- Requests for funding for political activities or by a political organisation
- Requests for funding for activities / projects which do not benefit individuals who live in North West Leicestershire
- Requests for funding from private organisations or individuals
- Where there is potential reputational risk for North West Leicestershire District Council.
- If you have already received a NWL Community Lottery grant this year

**Parent/Friend Associations of schools and academies may apply where properly constituted independently from the school and where all other criteria are met.

To apply, your organisation must:

- Be based in, or actively working within, North West Leicestershire
- Benefit residents of North West Leicestershire
- Have a constitution or formal governing document

- Have a bank account in the name of the organisation

If your project involves children, young people or vulnerable adults, you must have appropriate safeguarding policies in place.

What are we looking to fund?

We are looking to fund projects that:

- Address a clear local need
- Make a positive difference to people in North West Leicestershire
- Are inclusive and accessible
- Are realistic, well planned and deliverable
- Offer good value for money

Priority will be given to projects that support one or more of the following:

- Reducing loneliness and strengthening community connections
- Improving physical or mental health and wellbeing
- Providing positive activities and opportunities for children and young people
- Promoting equality, inclusion and access for people facing barriers
- Supporting environmental improvement or climate action
- Encouraging volunteering and community involvement

Projects should complement rather than duplicate existing services.

What won't be funded?

We cannot fund:

- Individuals
- Activities that have already taken place
- Party-political activity
- Religious activity that promotes a faith
- General running costs not linked to a specific project
- Routine maintenance or repair costs (capital grants)

How to apply

The Legacy Grants Programme runs **two application rounds each year**.

Application forms and guidance will be published on the Council's website when a round opens. We strongly encourage groups to read this guidance carefully before applying.

For **revenue grants**, organisations will complete a single application form.

For **capital grants**, larger projects may be asked to submit an initial expression of interest, followed by a full application if shortlisted.

Support will be available through guidance notes, webinars and, where possible, pre-application advice sessions.

How will applications be assessed?

All applications are assessed in a fair and transparent way against published criteria.

Revenue grant assessments focus on:

- Evidence of local need and community benefit
- Clear and achievable outcomes
- Inclusion and accessibility
- Value for money
- Ability to deliver the project

Capital grant assessments also consider:

- Long-term benefit to the community
- Readiness to deliver (permissions, quotes, timescales)
- Match funding and sustainability
- Future running and maintenance costs

Assessment is proportionate, meaning larger grant requests are subject to more detailed checks.

How are decisions made?

Grant decisions are made by in accordance with the Council's governance arrangements.

Officer assessments and scoring are considered alongside local knowledge and available funding. Support from a councillor does not guarantee funding.

For the largest capital grants, recommendations may be referred to Cabinet or another formal decision-making body.

Payment, monitoring and reporting

Successful organisations will be required to sign a grant agreement setting out the conditions of funding.

Payments may be made in stages, especially for capital projects. All funded organisations will need to provide evidence of how the money has been spent and what difference the project has made.

Reporting requirements are kept proportionate to the size of the grant.

Transparency and feedback

All grants awarded through the programme will be published on the Council's website.

If your application is unsuccessful, you will be offered feedback to help you strengthen future applications.

Need help?

If you are unsure whether your project is eligible or need help with your application, support information will be available on the Council's website when each funding round opens.

Final note to applicants

The Council values the passion, commitment and insight of our community organisations. We encourage applications from a wide range of groups, including those who may not have applied for council funding before. If your project makes a positive difference to the people of North West Leicestershire, we want to hear from you.

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Closed Churchyards and Cemeteries Grant Scheme

1. Purpose of the Scheme

The Closed Churchyards and Cemeteries Concurrent Grant Scheme (“the Scheme”) has been established to support Parish Councils within North West Leicestershire that are responsible for the maintenance and upkeep of closed churchyards and closed cemeteries.

The Scheme recognises that Parish Councils often assume statutory responsibility for closed burial grounds under the provisions of the Local Government Act 1972 without the transfer of equivalent long-term funding, placing ongoing financial and operational pressure on parish budgets. The Scheme is intended to assist Parish Councils in ensuring that closed burial grounds are maintained in a safe, dignified, and sustainable condition, that health and safety risks associated with memorials, trees, pathways, and built structures are appropriately managed, that local heritage and community assets are protected, and that environmental or biodiversity improvements are supported where these are appropriate to the character and use of burial grounds.

The Scheme will operate concurrently alongside other North West Leicestershire District Council grant programmes. Eligible Parish Councils will be able to apply to this Scheme without prejudice to other funding streams, subject to the requirement that overall public funding does not exceed the actual cost of works and that subsidy control requirements are met.

2. Scope of the Scheme

Funding provided under this Scheme is strictly limited to works and activities relating to closed churchyards and closed cemeteries where statutory responsibility for maintenance rests with the Parish Council.

Open or active churchyards and cemeteries, or sites that remain open for burials or interments, are explicitly excluded from the Scheme and will not be eligible for funding.

3. Eligible Applicants

Applications under the Scheme may be submitted only by Parish Councils that are wholly or partly within the administrative area of North West Leicestershire District Council.

The applicant Parish Council must have legal responsibility for the maintenance of the closed churchyard or cemetery to which the application relates and must be able to demonstrate ownership, control, or statutory maintenance responsibility for the

site. Parish Councils must also be able to demonstrate that they have appropriate governance, financial management, and decision-making arrangements in place.

Applications from individuals, churches, community or voluntary groups, dioceses, or private landowners will not be accepted under this Scheme.

4. Eligible Sites

To be eligible for funding, a site must be a churchyard or cemetery that has been formally closed, either by Order in Council or by other lawful means.

Responsibility for the ongoing maintenance of the site must have transferred to the Parish Council, either automatically under statute or through a formal legal or administrative process. The site must be located within the boundaries of North West Leicestershire District Council and must normally be accessible to the public, unless access has been restricted or limited for health and safety reasons.

5. Eligible Expenditure

Funding under the Scheme may be used to support both revenue and capital expenditure that is directly related to the maintenance, safety, accessibility, or improvement of eligible closed churchyards and cemeteries.

Eligible expenditure includes grass cutting and general grounds maintenance where this is necessary to maintain safety and accessibility, tree inspections, management and remedial works, memorial safety inspections and stabilisation works, repairs to boundaries such as walls, fences and gates, repairs to pathways and access routes, litter clearance and waste disposal, and ecological or biodiversity improvements where these are compatible with the respectful use of burial grounds.

Professional fees may also be supported where they are directly related to eligible works, including arboricultural reports, structural surveys, or specialist safety inspections.

6. Ineligible Expenditure

Funding will not be provided for works relating to open or active churchyards or cemeteries, nor for religious or faith-based activities or services.

The Scheme will not support the creation of new burial provision or the extension of existing burial grounds. Routine Parish Council administrative costs, including staffing and general overheads, are not eligible for funding. Retrospective works that have been completed prior to the formal approval of a grant award will not be funded, and the Scheme will not support works that are already fully funded from another public grant source, in order to avoid double funding.

7. Grant Value and Intervention Rate

Grants will normally be awarded up to a maximum annual amount, which will be determined by the Council through its approved budget allocation for the Scheme.

Funding may cover up to one hundred per cent of eligible costs, subject to an assessment of value for money and the availability of funding. In some cases, Parish Councils may be required to demonstrate a local financial contribution or match funding where this is considered appropriate or proportionate.

The Council reserves the right to award less than the amount requested by an applicant and to part-fund individual elements of an application rather than the full project.

8. Concurrent Funding Arrangements

The Scheme will operate concurrently with other North West Leicestershire District Council grant schemes.

Parish Councils may apply to this Scheme in addition to other Council funding, and awards made under this Scheme will be considered separately and will not automatically reduce eligibility for other grants. Applicants must declare all other funding applied for or received in relation to the same site or project, and total public funding must not exceed the actual cost of the works.

9. Application Process

Applications must be submitted using the Council's approved application form and must include sufficient information to allow the Council to assess eligibility, need, and value for money.

Applications will be required to provide a description and location of the closed churchyard or cemetery, evidence of closure and Parish Council maintenance responsibility, details of the proposed works and associated costs, quotations or estimates for the works, a proposed project timetable, and a declaration of all other funding sources.

Incomplete applications may not be assessed.

10. Assessment Criteria

Applications will be assessed against a range of criteria, including confirmation of statutory responsibility and eligibility, the extent to which the application addresses health and safety risks, the condition and urgency of the proposed works, value for money and proportionality, environmental and heritage considerations, and the ability of the Parish Council to deliver the works within the proposed timeframe.

The Council is not obliged to fund all applications that meet the eligibility criteria.

11. Decision-Making and Governance

Decisions on grant awards will be made either under delegated authority or by Members, in accordance with the Council's Constitution and Financial Procedure Rules.

The Scheme will operate within the approved budget allocation, and all awards will be subject to formal grant offer letters and associated conditions.

12. Monitoring and Conditions

Successful applicants will be required to use grant funding solely for the approved purposes and to maintain appropriate financial records and evidence of expenditure.

Parish Councils will be required to confirm completion of works and demonstrate the outcomes achieved. The Council reserves the right to require repayment of grant funding where conditions are breached or where funding is misused.

13. Subsidy Control, State Aid, and Legal Compliance

The Scheme will operate in compliance with UK Subsidy Control requirements, the Council's Constitution and Financial Procedure Rules, the Equality Act 2010, and data protection legislation.

Most grants awarded under this Scheme are expected to fall outside subsidy control requirements, as the activities funded are non-economic in nature and relate to statutory and community responsibilities.

14. Review of the Scheme

The Scheme will be reviewed periodically to ensure that it continues to align with Council priorities, represents an effective use of public funds, and remains relevant to the needs of Parish Councils.

The Council reserves the right to amend, suspend, or withdraw the Scheme at any time.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 19
MARCH 2026

Title of Report	BIODIVERSITY DUTY REPORT	
Presented by	Cllr Michael Wyatt Community and Climate Change Portfolio Holder	
Background Papers	None	Public Report: Yes
Financial Implications	<p>There are no direct financial implications of the Biodiversity Duty Report as it sets out existing policies, objectives, partnerships and actions and a summary of proposed future actions. Future actions that would contribute to the Council complying with the biodiversity duty would need to have appropriate funding in place that has been agreed under the Council's established governance and decision-making processes.</p> <p>Signed off by the Section 151 Officer: Yes</p>	
Legal Implications	<p>The Biodiversity Duty Report sets out how the Council has met the requirement set out in the Environment Act 2021 and the Natural Environment and Rural Communities Act 2006 (as amended) to report on how it has complied with the biodiversity duty and plans to do so in the future.</p> <p>All future actions undertaken to comply with the biodiversity duty must comply with the Council's established governance and decision-making processes.</p> <p>Signed off by the Monitoring Officer: Yes</p>	
Staffing and Corporate Implications	<p>The Biodiversity Duty Report sets out existing policies, objectives, partnerships and actions and a summary of future actions. It is not expected that future actions to comply with the biodiversity duty would result in significant staffing implications.</p> <p>The Council has already demonstrated its commitment to conserving and enhancing biodiversity which is reflected in the Council Delivery Plan 2023-2028</p> <p>Signed off by the Head of Paid Service: Yes</p>	
Purpose of Report	To present the Council's Biodiversity Duty Report and to request that Corporate Scrutiny Committee provides feedback on future actions included in the report.	

Recommendations	<p>THAT CORPORATE SCRUTINY COMMITTEE:</p> <ol style="list-style-type: none"> 1. CONSIDERS THE BIODIVERSITY DUTY REPORT SET OUT AT APPENDIX ONE 2. PROVIDES ANY COMMENTS AND CONSIDERS ANY FUTURE ACTIONS TO BE INCLUDED IN THE BIODIVERSITY DUTY REPORT FOR CONSIDERATION BY CABINET AT ITS MEETING ON 24 MARCH 2026.
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1.0 BACKGROUND

- 1.1 The Council has a statutory duty to conserve and enhance biodiversity (habitats and species) under the Environment Act 2021 and the Natural Environment and Rural Communities Act 2006 (as amended) (NERC Act). This is known as ‘the biodiversity duty’.
- 1.2 A key effect of the Environment Act 2021 was to amend section 40 of the NERC Act from a duty to ‘conserve’ to a requirement to both ‘conserve’ and ‘enhance’, so as to aim to provide for the enhancement or improvement of biodiversity, not just maintenance in its current state.
- 1.3 This means that, as a public authority, North West Leicestershire District Council must:
- Consider what it can do to conserve and enhance biodiversity
 - Agree policies and specific objectives based on its consideration of the biodiversity duty
 - Act to deliver Council policies and objectives
- 1.4 The Council has a responsibility to report how it is achieving the biodiversity duty under Section 40A of the NERC Act, which was inserted by the Environment Act 2021.
- 1.5 All local authorities must publish a Biodiversity Duty Report setting out how they have complied with the biodiversity duty during a first reporting period, and how they plan to do so in the next reporting period.
- 1.6 Reports from local planning authorities must also include the following biodiversity net gain (BNG) information:
- The actions carried out to meet BNG obligations
 - Details of BNG resulting, or expected to result, from approved biodiversity gain plans
 - How BNG obligations are planned to be met in the next reporting period
- 1.7 The end date of the first reporting period should be no later than 1 January 2026, and the report must be published within 12 weeks of the period’s end.
- 1.8 Authorities must then publish an updated report within five years of the end date of the previous reporting period.

2.0 THE BIODIVERSITY DUTY REPORT

- 2.1 The Council's first reporting period covers 1 January 2024 to 31 December 2025. As the report has to be published within 12 weeks of the end of this reporting period, the latest date by which the report must be published is 25 March 2026. The end date of the Council's next reporting period must be within five years of 31 December 2025.
- 2.2 The Biodiversity Duty Report sets out how the Council has approached protecting biodiversity in the first reporting period and demonstrates that the Council has policies and objectives in place, and has undertaken actions and achievements, to meet the duty. The Biodiversity Duty Report also sets out how the Council intends to meet its biodiversity duty during the next reporting period. A copy of the report is attached at Appendix 1.
- 2.3 It is expected that implementation of the Council's future actions over the next reporting period will help deliver an increase in and improvements to biodiversity throughout the District in a variety of different ways.
- 2.4 Future actions will be developed and implemented across all Council departments.

3.0 CALL IN DECISION

- 3.1 The approval of the Chair of the Council has been given to the exemption of the Council's Scrutiny Procedure rules in relation to the call-in of the decision on this item, since any call-in would prejudice the ability of the Council to publish its Biodiversity Duty Report by the statutory deadline of 25 March 2026. The Chair has considered the timetable for confirmation and agrees that the matter before Cabinet is urgent for this reason.

Policies and other considerations, as appropriate	
Council Priorities:	Clean, green and Zero Carbon
Policy Considerations:	It will need to be considered how future Council policies conserve and enhance biodiversity.
Safeguarding:	N/A
Equalities/Diversity:	An equality impact assessment has been carried out for policies and projects already in place and will need to be carried out as part of each future action as appropriate.
Customer Impact:	Improved biodiversity across the District can support health, wellbeing, and community cohesion, for example by improving green spaces and providing access to nature and improving air quality.
Economic and Social Impact:	It will be a key aspect of each future action to assess the economic and social impacts of

	conserving and enhancing biodiversity and the wider benefits.
Environment, Climate Change and zero carbon:	The Biodiversity Duty Report reinforces the Council's commitment to conserving and enhancing biodiversity and supports the Council's climate emergency commitments under its Zero Carbon Roadmap and Action Plan.
Consultation/Community Engagement:	Internal engagement
Risks:	<p>The Biodiversity Duty Report is required to meet the Council's statutory duty, under the Environment Act 2021 and the Natural Environment and Rural Communities Act 2006 (as amended), to report on actions taken to conserve and enhance biodiversity. Failure to do would be a breach of the Council's statutory obligations.</p> <p>It is considered that the Biodiversity Duty Report demonstrates how the Council is meeting its duty for conserving and enhancing biodiversity.</p>
Officer Contact	<p>Julia Marshall julia.marshall@nwleicestershire.gov.uk</p> <p>Jenny Davies jenny.davies@nwleicestershire.gov.uk</p>

Biodiversity Reporting Duty Report

North West Leicestershire District Council

March 2026

Introduction

Under the strengthened 'biodiversity duty' introduced by the Environment Act 2021, public authorities who operate in England are required to consider what they can do to conserve and enhance biodiversity in England. This means that, as a public authority, North West Leicestershire District Council must:

- Consider what it can do to conserve and enhance biodiversity
- Agree policies and specific objectives based on its consideration of the biodiversity duty
- Act to deliver Council policies and objectives

This report outlines the Council's approach to protecting biodiversity, the actions carried out and how it intends to meet its biodiversity reporting duties going forward (including in respect of biodiversity net gain which is set out in a separate section of the report), building on existing policies, partnerships and activities to drive biodiversity benefits within the resource and influence of the Council. This is a corporate responsibility that needs to be considered across all Council departments, actions and decision making.

This report covers the period 1 January 2024 to 31 December 2025. The end date of the Council's next reporting period must be within five years of 31 December 2025.

As the Council is one of many local authorities undergoing Local Government Re-organisation, the next report may represent a wider geography of Leicestershire and Rutland.

North West Leicestershire

North West Leicestershire (NWL) is a largely rural district with the key urban areas of Coalville, Ashby, Measham and Castle Donington. Its landscape is defined by its industrial heritage and extensive reforestation effort, with both the National Forest and Charnwood Forest Regional Park within its boundaries.

There are 17 Sites of Special Interest (SSSIs) within the NWL district. One of these, Charnwood Lodge, is also a National Nature Reserve.

Most of the western half of the NWL district is covered by the River Mease Special Area of Conservation (SAC) which is also a SSSI, and is designated due to the importance of the rare species and habitats it supports including rivers with floating vegetation often dominated by water-crowfoot, white-clawed (or Atlantic stream) crayfish, spined loach, bullhead fish and otters.

Policies and Objectives

The [Council Delivery Plan 2023-2028](#), is built around four strategic priorities, one being "Clean, green and Zero carbon" which is "about looking after the environment we live in". This commitment is underpinned by several policies and strategies across the organisation, spread over each of its three directorates: Communities, Place and Resources. Some policies and strategies have direct links to driving biodiversity benefit, whilst others drive indirect co-benefits.

Climate change is one of the biggest threats to biodiversity. On 25 June 2019, the Council declared a Climate Emergency and appointed specialist environmental consultants to help develop the response to the need to reduce the Council's and the district's carbon emissions. This resulted in the publication of the [Zero Carbon Roadmap](#) in November 2019 which, along with the accompanying [Action Plan](#), was adopted by the Council on 31 March 2020. This sets out key objectives around climate and the environment with an ambition for the Council's operations to be carbon neutral by 2030. Activity is overseen by the Environment, Climate and Zero Carbon Steering Group drawing on an allocated reserve of £1 million to provide resource and help facilitate activity. Biodiversity related activity forms part of this workstream.

The Council signed up to the [Leicestershire Climate and Nature Pact](#) when it launched in February 2023. The core requirements of the pact include the need to act quickly on reducing the impacts of climate change, reducing carbon emissions to net zero, halting ecological decline, supporting nature recovery, and working together to deliver effective action on climate change. On 14 November 2023, the Council passed a [motion](#) to call on Leicestershire Local Government Pension Schemes to divest from fossil fuel investments.

The Council's [Environmental Policy](#), approved in January 2026, references to biodiversity and protecting and enhancing local ecosystems, wildlife habitats, and green spaces along with encouraging the planting of trees and the maintenance of local parks and reserves.

The [Tree, Woodland and Hedgerow Management Strategy](#), approved in 2025, recognises the importance of trees to the environment and outlines how they will be managed and maintained on land owned and managed by the Council, in line with principles of the [Leicestershire Tree Charter](#). The strategy includes responding to pests and diseases, planting new climate resilient trees and hedgerows to support wildlife and encourage natural regeneration and increasing tree canopy cover across the district. It is underpinned by an annual action plan which aims to increase and enhance the availability and maintenance of trees and hedgerows in the district and is integrated within management plans for parks and open spaces.

The Council's [North West Leicestershire District Regeneration Framework](#) outlines the commitment to making the district an "incredible place to live, work and play". It refers to "conserving and enhancing our Natural Environment" and outlines how the UK Shared Prosperity Fund helped support the National Forest and its [Heart of the Forest Masterplan](#), which sets out the aim to transform the centre of the National Forest over the next 10 years, strengthening its sense of place, improving the visitor experience and encouraging sustainable enterprise and inward investment.

The [Coalville Regeneration Framework](#) sets out a vision for the town and outlines a variety of projects, a desire to move towards Zero Carbon. It aims to make the most of the town's extensive green infrastructure network, encouraging sustainable modes of transport which includes plans for new and improved pedestrian and cycle paths.

The Council has led on the development of a NWL Cycling and Walking Strategy and a NWL Local Cycling and Walking Infrastructure Plan (LCWIP) with the support of Leicestershire County Council (LCC) and in consultation with numerous local partners. The strategy sets out the approach that the Council and partners intend to take at a local level to deliver on the Government's ambitions to

make England a great walking and cycling nation. LCWIPs are designed to allow local authorities to take a long-term approach to the development of networks of walking and cycling routes that connect places that people need to get to, whether for work, education, shopping or for other reasons and include network plans for walking and cycling which identify preferred routes and core zones for further development, and a prioritised programme of infrastructure improvements for future investment

The Council's [Procurement Strategy](#) supports the Council's environmental goals by prioritising sustainable procurement practices, such as reducing carbon footprints, minimising waste, and promoting the use of eco-friendly products and services, and through embedding social and environmental value into procurement activity, including specifications and tender scoring.

The Council adopted a [hybrid working policy](#) in 2021 which has enabled the move to smaller, more energy efficient offices and driven a reduction in commuting travel for many of its 500+ employees. The policy outlines a move away from traditional working methods, introducing greater flexibility whilst maintaining customer services and references to the Council's zero carbon targets.

The Council is responsible for various licencing activities; in terms of taxi licencing, its [Hackney Carriage and Private Hire Licensing Policy](#) actively encourages the adoption of electric vehicles through a 15% reduction in fees and, since January 2026, has required all vehicles to have at least a Euro 6 compliant engine. Any vehicle not compliant with the required standard will not be licensed at the time of renewal. From an event licencing perspective, North West Leicestershire is the home of the annual Download rock festival with over 75,000 attendees. Lift shares and coach travel are encouraged; £1 from every car parking ticket is donated to Trees for Cities to support local tree planting projects; and a focus on recycling with a deposit scheme on cups and bottles to encourage recycling and reduce litter.

The adopted [North West Leicestershire Local Plan \(2021\)](#) sets out 15 objectives identifying what the Council seeks to achieve through the Local Plan and new development, including Objective 11:

- *Protect and enhance the natural environment including the district's biodiversity, geodiversity and water environment areas identified for their importance.*

Four other objectives relate to biodiversity, covering such areas as climate change, water efficiency and flood risk, waste reduction and green sustainable development.

The adopted Local Plan includes policies to protect and enhance biodiversity and manage impacts from new development on the environment. Policy En1 (Nature Conservation) is the key policy relating to biodiversity. Several other policies in the adopted Local Plan also make reference to biodiversity covering such areas as new housing and employment sites, design, open space, the River Mease Special Area of Conservation, the National Forest, the Charnwood Regional Park, land and air quality, renewable energy and sustainable drainage systems.

All of the Neighbourhood Plans in the district, which have been produced by the relevant Parish or Town Council, include policies relating specifically to biodiversity net gain and biodiversity:

- the made Ashby de la Zouch Neighbourhood Plan (November 2025) – Policy ENV4 (Sites and Features of Natural Environment Significance) and Policy ENV5 (Biodiversity and Habitat Connectivity)
- the made Breedon on the Hill Neighbourhood Plan (March 2025) – Policy BotH5 (Ecology and Biodiversity)
- the made Ellistown and Battleflat Neighbourhood Plan (July 2019) – Policy S3 (South East Coalville Development Scheme) and Policy NE2 (Biodiversity)
- the pre-submission Ellistown and Battleflat Neighbourhood Plan (March 2025) - Policy ENV4 (Sites and Features of Natural Environment Significance), Policy ENV5 (Biodiversity Across the Neighbourhood Area)
- the made Hugglescote and Donington le Heath Neighbourhood Plan (November 2021) – Policy ENV6 (Biodiversity and Habitat Connectivity)
- the made Blackfordby Neighbourhood Plan (April 2022) – Policy G2 (Design), Policy H1 (Residential Site Allocation) and Policy ENV6 (Biodiversity and Habitat Connectivity)
- the made Swannington Neighbourhood Plan (March 2023) – Policy ENV3 (Sites and Features of Natural Environment Significance) and Policy ENV4 (Protecting and Enhancing Biodiversity)
- the made Lockington cum Hemington Neighbourhood Plan (February 2024) - Policy ENV4 (Sites and Features of Natural Environment Significance) and Policy ENV5 (Biodiversity and Habitat Connectivity)
- the submission Long Whatton and Diseworth Neighbourhood Plan (January 2025) – Policy LE&D5 (Ecology and Biodiversity)

Partnership Working

Effective partnership activity is key, and the Council works collaboratively with the National Forest, Forestry Commission, Woodland Trust along with Leicestershire County Council (LCC), parish and town councils and other landowners and relevant stakeholders.

The [Leicester, Leicestershire and Rutland Biodiversity Action Plan 2016-2-26 \(LLRBAP\)](#) was developed by the Leicestershire and Rutland Wildlife Trust in partnership with nineteen organisations. The plan, originally published in 1998 and updated several times (most recently in 2016), is now called "Space for Wildlife16". The LLRBAP recognises five areas as having high value for wildlife because of the quality of existing habitats; within the district this includes Charnwood Forest and the adjoining National Forest. These areas form part of the [Wildlife Trusts Living Landscapes initiative](#).

The Council is a partner and collaborated on the development of the [Local Nature Recovery Strategy \(LNRS\) for Leicestershire, Leicester and Rutland](#), which provides a blueprint for nature recovery, focusing on habitat loss, species decline, flood mitigation, food production, building development, improving air and water quality and climate change. The LNRS outlines priorities for the district in particular relating to the Charnwood Forest, the National Forest and Leicestershire Coalfield areas as well as its urban areas and makes particular reference to the River Mease Special Areas of Conservation (SAC). The measures in the LNRS aim to deliver long-term ecological resilience and biodiversity gains for these areas and across the district and

will shape future activity across Leicestershire and Rutland, which the Council will continue to implement.

NWL is the home of The National Forest and there is a strong history of working together. This includes supporting the development of the [Heart of the National Forest Vision](#), which sets out plans to deliver biodiversity enhancements, create connected habitats, wood land management and support the Green Web - a network of footpaths and cycleways linking key attractions.

In developing the Nature Alive site in Coalville, the Council worked together with the Leicestershire and Rutland Wildlife Trust. The site has a large population of great crested newts, and the ponds also support smooth newts, common toads, common frogs and numerous other aquatic invertebrates such as dragonfly larvae and water beetles. Wetland plants including common reed and water forget-me-not provide foraging, egg laying and refuge areas for newts and other wildlife. The surrounding tall grassland and scrub provide excellent hibernation and refuge areas for both amphibians and small mammals. The ponds are managed to ensure that conditions continue to be suitable for the amphibians to breed and regular surveys are carried out to identify and record species found on site.

Another example is the [River Mease Partnership](#); its membership is made up of the Council, Natural England, the Environment Agency, Severn Trent Water, the Trent Rivers Trust, the National Farmers Union, South Derbyshire District Council and Lichfield District Council. The River Mease Special Area of Conservation (SAC) a highly significant watercourse, designated due to the importance of the species and habitats it supports.

The water and associated habitats of the Mease are crucial for the conservation of these species. Additionally, the Mease plays an important role in local agriculture, providing water resources and contributing to the agricultural landscape. The river and its tributaries suffer from poor habitats and water quality problems mainly due to high phosphorous levels, which comes from a variety of sources, including agriculture, and from new development as a result of increased foul water discharge. The River Mease Partnership works on focusing conservation efforts to improve water quality, restore habitats, and protect its unique biodiversity, including by using mitigation measures funded by the two River Mease Developer Contribution Schemes (DCS). The DCS required developers to pay developer contributions (as part of the planning application process) to fund measures to mitigate for the harm to the SAC arising from foul drainage discharge from new developments in the Mease catchment. Efforts to restore riparian habitats along rivers and streams have resulted in the return of species such as otters and water voles to areas where they had once previously disappeared.

Work is ongoing by the Council (on behalf of South Derbyshire District Council and Lichfield District Council) and its River Mease Delivery Partner (the Trent Rivers Trust) to deliver nutrient neutrality mitigation measures for foul drainage discharge from planning applications for new housing development and other developments involving overnight stays in the catchment.

Environmental Delivery Plans (EDPs) have recently been introduced under the Planning and Infrastructure Act 2025. EDPs will identify and deliver strategic conservation measures that address specific environmental impacts of development on protected sites (such as SACs) or species. In December 2025 Natural England notified DEFRA of their intention to create an EDP

for the River Mease SAC and the Council will provide information to Natural England about the SAC catchment and the work done to date by the River Mease Partnership and the Council.

In terms of indirect activity, the Council is an active member of the Leicester, Leicestershire and Rutland Air Quality Forum and Leicestershire's Air Quality and Health Partnership and reports annually on air quality. It is also a partner in the [Leicestershire Resources and Waste Strategy 2022-2050](#) and driving recycling rates in the district through trials of food waste and flex film collections. The strategy aims to encourage people to take greater responsibility for consumption choices that lead to waste generation and disposal, through raising awareness of initiatives such as home composting, using less, reuse and recycling. As part of the Leicestershire Waste Partnership, campaigns such as "Litter Lives On" are trying to prevent fly-tipping and littering which can have a detrimental impact on biodiversity, because it can injure or kill wildlife, pollute, destroy and damage habitats and upset ecosystems. In terms of managing Recycling Household Waste Sites (RHWS) there is an objective to protect and increase biodiversity through good practice.

Activities

The Council acknowledges that activities contributing to biodiversity outcomes can result from both direct and indirect actions. These include investments in energy efficiency measures to drive lower energy use in its social housing and use of renewable energies which helps reduce greenhouse gas emissions and reduce impact on habitats and species; encouraging active travel, reducing travel, or using electric vehicles which can help reduce air pollution and improve air quality; improving recycling services and responsible waste management to help protect habitats.

The Council adopted a [hybrid working policy](#) in 2021 which has enabled the move to smaller, more energy efficient offices and driven a reduction in commuting travel for many of its 500+ employees. It has added fifteen electric vehicles to its fleet with the rest of the fleet fuelled by hydrotreated vegetable oil (HVO), which produces lower air pollutants than diesel, and has implemented route optimisation across its services to reduce mileage and drive associated environmental benefits. The Council has installed electric vehicle chargers in seven of its public car parks to help support its residents. It has installed 518 solar panels (194 kwp) on the roof of its Whitwick and Coalville Leisure Centre driving a reduction in energy consumption.

In managing its own land (with two Green Flag Awards) across parks, open spaces, play areas, sports fields, cemeteries and nature sites across the district, the Council remains dedicated to increasing the canopy cover in the district by planting trees in appropriate spaces. It has planted over 680 trees since 2024 and now leaves many grass areas uncut or mown less frequently to help encourage pollinators. One transformation is Coalville Forest Adventure Park which was formerly a landfill site and the area has been transformed into an important habitat for wildlife with over 8,400 trees planted in the last decade.

As part of the redevelopment of the Hermitage recreation grounds in Coalville between 2023-2025, an Eco Park was created increasing biodiversity, with enhancements to improve the ecology and biodiversity of the lake and woodland area, including indigenous tree planting, defined footpaths, boardwalks, activity nodes and lakeside reed and iris planting. The site also includes a

Tiny Forest, delivered in partnership with Earthwatch, which is a dense fast-growing native woodland that brings the benefits of a forest into cities and urban spaces. The aim is that the area reconnects people with nature, enhances wellbeing, helps mitigate the impacts of climate change and provides nature-rich habitat patches to support urban wildlife.

The site of Moira Furnace, a scheduled ancient monument and a key surviving example of a blast furnace from the early Industrial Revolution, was acquired by the Council in 1981 and developed as a museum and country park. Now run by a Trust but supported by the Council, the charity's aim is to preserve and conserve the flora and fauna of the Moira Furnace site for the benefit and education of the public. The site consists of 36 acres and amongst the attractions are woodlands, a pond and a walkway over a boggy area. In addition, the Council provides funding support for the Moira Furnace Woodland Festival which showcases woodland crafts, culture and experiences in the National Forest.

The Council is proud of its annual free tree scheme which was launched in 2008 and is a partnership with the National Forest. In 2025 over 14,000 trees and hedging plants were provided to residents and its bulb scheme has provided thousands of bulbs to local groups to plant around their communities. Grant funding has included support for the creation of a community garden; improved planting within a local park to enable visitors to view plants at close range; provided protective clothing to support the removal of invasive plants from waterways; and educating young people to get involved in growing their own food and planting to attract nature and wildlife. One element of the Council's "[Love Your Neighbourhood](#)" scheme focused on bringing residents together to create cleaner, greener neighbourhoods, funding has been provided to support litter picking and the installation of bug houses and bird and bat boxes.

Air quality affects biodiversity as plants, animals and ecosystems depend on clean air to survive and function properly. The Council produces an annual report outlining what air quality monitoring has been done in the district - and if anything is likely to impact air quality that is not currently being monitored (such as planning applications, new roads, junction alterations, etc.).

. One example under the NWL Cycling and Walking Strategy and the NWL Local Cycling and Walking Infrastructure Plan (LCWIP) is in Kegworth where, working in a partnership with LCC and Kegworth Parish Council and funded by the Council's UK Shared Prosperity Fund, Long Lane and Ratcliffe Lane have been transformed into a quiet lane, enhancing road safety, promoting active travel, and preserving the peaceful character of this rural route, with bins to help keep the area litter free.

Planning applications are assessed against the policies in the adopted Local Plan and made Neighbourhood Plans, alongside other material considerations. This includes the Council's adopted Supplementary Planning Documents (SPDs), some of which relate to biodiversity. The Good Design SPD was adopted in April 2017 and includes a chapter relating to 'A greener footprint', which relates to new development being designed and located in such a way to reduce its environmental impact and offer people opportunities to live lower carbon lifestyles. The Cycling Strategies SPDs (Part 1 - Coalville and Part 2 – Ashby de la Zouch) assist with zero carbon as cycling has zero emissions. The Council adopted an Air Quality SPD in October 2023

which sets out the circumstances in which the Council requires planning applications to be supported by an air quality assessment.

The Leicester, Leicestershire and Rutland LNRS is a key evidence base for planning decisions, used to ensure that decisions support local biodiversity objectives and contribute to regional and national nature recovery targets.

The National Forest Company's Guide for Developers and Planners sets out the planting guidelines for development in the National Forest, where applications for sites over specific size thresholds must include Forest green infrastructure on-site or in exceptional circumstances through a contribution towards off-site planting. The National Planning Policy Framework (NPPF) and the national Planning Practice Guidance both set out policies and guidance in respect of biodiversity (including biodiversity net gain).

LCC provides the Council with specialist ecological advice on planning application submissions in respect of BNG and other ecological matters including protected species.

The Council is currently producing a new [North West Leicestershire Local Plan](#) which will shape future developments across NWL. The Council consulted on the Proposed Policies, Proposed Housing and Employment Allocations, Proposed Limits to Development Review and draft Policies Maps from 5 February to 17 March 2024. Further consultation took place from 21 March to 2 May 2025 on Additional Proposed Housing and Employment Allocations. The Local Development Scheme (February 2025) sets out that the Consultation Publication Local Plan will be consulted on for six weeks in May/June 2026, with submission and examination later in 2026 and adoption in summer 2027.

The plan objectives describe, in overall terms, what the new Local Plan aims to achieve and provides a guiding framework for the Plan's policies and proposals, including Objective 9:

- *Conserve and enhance the district's natural environment, including its biodiversity, geodiversity, water environments and landscape character, notably the River Mease Special Area of Conservation, the National Forest and Charnwood Forest as well as its other valued landscapes and pursue opportunities for biodiversity net gains. [Conserving and enhancing our natural environment].*

Two other objectives relate to biodiversity, covering such areas as climate change, the efficient use of natural resources and controlling pollution.

Draft Policy En1 (Nature Conservation/Biodiversity Net Gain) is the new Local Plan policy that relates specifically to nature conservation and biodiversity net gain. Many of the other policies in the draft new Local Plan relate to biodiversity covering similar areas to the adopted Local Plan such as new housing and employment sites, design, open space, the River Mease Special Area of Conservation, the National Forest, the Charnwood Regional Park, land and air quality, renewable energy and sustainable drainage systems, and also adding in policies relating to reducing carbon emissions, water efficiency, green and blue infrastructure.

The [evidence base](#) to the new Local Plan includes the following studies and assessments relating to biodiversity and related matters:

- Strategic Flood Risk Assessment (March 2024) and Strategic Flood Risk Assessment Update (February 2026) – the update includes guidance on surface water management for new development
- Green & Blue Infrastructure Study (June 2022) identifies and maps the existing Green and Blue Infrastructure (GBI) assets in the district and outline the key challenges faced by the GBI network locally. It also identifies opportunities for enhancing and creating GBI within seven selected settlements.
- Renewable and Low Carbon Energy Study (February 2021) This study provides evidence on the likely technical potential for different forms of renewable and low carbon energy in the district.

Two [Sustainability Appraisals](#) (November 2025 and January 2024) of the draft policies for the new Local Plan assess them against 17 Sustainability Appraisal objectives, including SA12 which relates to ‘Protect and enhance the district’s biodiversity and protect areas identified for their nature conservation and geological importance.’ Other Sustainability Appraisals have been undertaken in the reporting period, including the Site Assessments Findings Report (November 2024 and September 2025).

The Council has produced a [Draft North West Leicestershire Good Design Guide](#) to replace the adopted Good Design SPD. Consultation on the draft Good Design Guide took place in July to September 2025 and the responses to the consultation are currently being considered. The draft Good Design Guide includes a chapter called ‘Embraces nature’ which sets out that embracing nature is critical to habitats and ecosystems and their development and survival, and that providing pathways, networks and systems that knit together offers the best way for wildlife to thrive. This chapter sets out how this can be delivered through five components:

- Network of spaces
- Open space design
- Sustainable drainage
- Balancing ponds and detention basins
- Street trees

Future Actions

North West Leicestershire District Council, under its Environmental Policy, is committed to protecting and enhancing local ecosystems, wildlife habitats, and green spaces. This includes promoting tree planting and supporting the effective management of local parks and reserves.

The Council is further committed to strengthening biodiversity by delivering strategic actions to restore and reconnect habitats and embedding nature-based solutions across planning, development and regeneration activity and wider decision-making processes.

Future initiatives will include continued working with communities and partners to ensure long-term resilience of local ecosystems and support for the Leicester and Leicestershire Local Nature Recovery Strategy. Activities will include the redevelopment of Stenson Square in Coalville, incorporating climate resilient planting to create a more welcoming and sustainable green space;

ongoing tree and wildflower planting; encouraging gardening activity with social housing tenants; and progressing the new Local Plan and Good Design Guide through to adoption.

As the Council is one of many local authorities undergoing Local Government Re-organisation, the next report may represent a wider geography of Leicestershire and Rutland.

Biodiversity Net Gain

As part of the biodiversity duty requirements, the Environment Act 2021 requires local planning authorities to report on Biodiversity Net Gain (BNG) as follows:

- The actions carried out to meet BNG obligations
- Details of BNG resulting, or expected to result, from biodiversity gain plans approved
- How the biodiversity net gain obligations are planned to be met in the next reporting period.

The Government's National Planning Policy Guidance at www.gov.uk/guidance/biodiversity-net-gain sets out that:

Biodiversity net gain is a way of creating and improving biodiversity by requiring development to have a positive impact ('net gain') on biodiversity. Under the statutory framework for biodiversity net gain, subject to some exceptions, every grant of planning permission is deemed to have been granted subject to the condition that the biodiversity gain objective is met ("the biodiversity gain condition"). This objective is for development to deliver at least a 10% increase in biodiversity value relative to the pre-development biodiversity value of the onsite habitat. This increase can be achieved through onsite biodiversity gains, registered offsite biodiversity gains or statutory biodiversity credits. The biodiversity gain condition is a pre-commencement condition: once planning permission has been granted, a Biodiversity Gain Plan must be submitted and approved by the planning authority before commencement of the development.

BNG is a mandatory requirement for planning applications introduced by Schedule 7A of the Town and Country Planning Act 1990 (inserted by the Environment Act 2021). Achieving 10% BNG for applications for major development was introduced on 12 February 2024, and for applications on small sites on 2 April 2024. A government consultation on changes to BNG requirements for small sites was undertaken in May-July 2025. The government announced in December 2025 that it will introduce an area-based exemption for smaller sites along with measures to streamline off-site BNG delivery, however, this has not yet been introduced.

The Council is responsible for:

- Processing applications to ensure they meet the 10% BNG target
- Securing BNG through legal agreements and conditions
- Monitoring compliance over a minimum of 30 years.

Some applications are exempt from having to provide 10% BNG under national legislation. Some of the circumstances where applications are exempt from mandatory 10% BNG include householder applications, those applications that are below specific thresholds (known as 'de minimis', and where less than 25 sqm of on-site non-priority habitat or 5 metres of on-site linear

habitats are affected), applications for self/custom-builds subject to set criteria, some applications to vary or remove conditions on planning permissions, applications for reserved matters, retrospective applications and applications that are granted planning permission by a development order (including permitted development rights).

All planning applications that are subject to BNG must be accompanied by information about the existing habitats on the site, including a calculation of the pre-development biodiversity on-site habitat using DEFRA's biodiversity metric, a description of any irreplaceable habitat and a plan showing existing on-site habitat.

Each application is checked against an internal validation sheet which sets out the mandatory requirements for applications in relation to BNG and the list of exemptions.

A minimum of 10% BNG on each relevant application is achieved by requiring local planning authorities to only grant permission subject to the statutory Biodiversity Gain Plan condition to ensure that the biodiversity net gain objective is met. This is a pre-commencement condition that requires submission of the Biodiversity Gain Plan to the Council for its approval before development commences on site.

Biodiversity Net Gain Mitigation

2024/2025

333 planning applications¹ were determined between 1 April 2024 and 31 March 2025. Of these, 6.3% (21) were subject to mandatory 10% BNG, with 93.7% (312) being exempt from BNG.

During this period, one discharge of condition application was determined that relates to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both, which was approved.

Q1 & Q2 2025/2026

254 planning applications were determined in Q1 and Q2. Of these, 17.4% (44) were subject to mandatory 10% BNG, with 82.6% (210) being exempt from BNG.

One of the applications subject to BNG was refused due to not satisfactorily demonstrating that 10% BNG could be provided.

In Q1 and Q2 of 2025/2026, 11 discharge of condition applications were determined that relate to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both. All of these applications were approved.

Q3 2025/2026

118 planning applications were determined in Q3. Of these, 10.2% (12) were subject to mandatory 10% BNG, with 89.8% (106) being exempt from BNG.

¹ Only planning applications are included, as other types of applications are not subject to mandatory BNG, e.g. permission in principle, advertisements, discharge of conditions, prior notifications/prior approvals for permitted development and listed building consent.

None of the applications subject to BNG were refused due to not satisfactorily demonstrating that 10% BNG could be provided.

In Q3 of 2025/2026, eight discharge of condition applications have also been determined that relate to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both. All of these applications were approved.

Biodiversity Gain Plans

A net gain has been achieved on-site in the majority of the approved Biodiversity Gain Plans, with one site achieving it through a mix of on-site and purchased off-site biodiversity units, and two sites solely purchasing off-site units. One of the approved Biodiversity Gain Plans includes solely providing the net gain via the purchase of national statutory biodiversity credits.

For the sites where on-site BNG will be provided, there will be an increase in on-site habitat ranging from 10.21% to 58.16%. Where off-site BNG will be provided, the increase in habitat ranges from 12.58% to 328.43%.

BNG Monitoring

Where 'significant' on-site habitat will be provided, the legislation requires a detailed habitat management and monitoring plan (HMMP) to be submitted, to explain how the habitat will be managed over 30 years and how it will reach the target condition stated in the metric.

At this stage, one of the approved Gain Plans has included off-site habitat on land within the applicant's ownership. In this case, the applicant has entered into a Section 106 Agreement to cover the costs of checking their monitoring reports throughout the 30-year period as well as submitting a woodland/habitat management and monitoring plan.

Actions the Council has undertaken to meet its BNG obligations

During the Council's reporting period, the Council has undertaken various actions to meet its BNG obligations on all relevant applications. The section above outlines the process and actions that officers undertake when dealing with planning applications and applications to discharge conditions.

The Ecology team at LCC provides advice to the Council in respect of planning matters relating to BNG and also on other ecological matters, including protected species. Where relating to BNG and other ecological matters, this includes advice during the production of policy and guidance, support in the production of validation lists, assistance with pre-application advice queries, the assessment of ecological reports and BNG information and metrics submitted with planning applications and at discharge of condition stage and making recommendations on planning applications. LCC will also provide support at appeals which have been refused on BNG or other ecological grounds. LCC will also monitor BNG compliance through site visits and reports where a monitoring fee has been secured in a legal agreement.

The Leicestershire and Rutland Environmental Record Centre (LRERC) also provides key ecological data to the Council, including in respect of local wildlife sites and records of protected species, and provides updated information in respect of these matters twice a year.

The LNRS can be a material planning consideration and identifies strategic locations where biodiversity enhancements should be targeted, with the provision of off-site BNG at these locations being given a higher weight in terms of value in the biodiversity metric. This means that more BNG units can be delivered if the location has been identified in the LNRS for the relevant habitat to be created or enhanced, incentivising the location of off-site BNG in places where it will have the biggest impact for nature recovery.

Officers are working on a BNG validation checklist which will form part of the local planning authority's local list of requirements for planning applications.

Details of BNG for each application are recorded in the Council's existing planning application software. A specialist database has also been purchased for the details of Biodiversity Gain Plans to assist with future monitoring.

Enforcement of BNG conditions is undertaken in accordance with the Council's Local Enforcement Plan (2024). Discussions, including with the other Leicestershire and Rutland local planning authorities, are ongoing about long-term monitoring of developments subject to BNG conditions and legal agreements.

A corporate key performance indicator also tracks BNG progress, with quarterly performance reporting in place.

Planning and enforcement officers have continued to attend training sessions relating to BNG, including an in-person event hosted by LCC in January 2024 that included colleagues from other local planning authorities across Leicestershire and Rutland. Officers have also attended online webinars including those run by the Planning Advisory Service (PAS), DEFRA and Natural England. Training has also been provided to officers by a local habitat bank provider.

The Leicestershire and Rutland local planning authorities have proactively worked together to discuss BNG matters, through regular forums attended by the Head of Planning and Infrastructure and the Planning and Development Team Manager.

Officers have also run internal training sessions for the Planning and Development team, in particular, in the first year after the implementation of BNG, including validation training and working through examples of applications to understand how to deal with BNG in different scenarios.

Officers are actively involved in the BNG Forum, which has been set up by PAS to support local planning authorities with the implementation of BNG, including providing a forum to ask questions, training sessions and regular forum meetings to share experiences and provide updates.

How the Council will meet its BNG obligations in the next reporting period

The Council will continue to ensure a minimum 10% BNG is achieved on relevant applications at planning application and discharge of condition stage.

The enforcement of the statutory Biodiversity Gain Plan condition will be essential to enable the Council to carry out its statutory duty in relation to BNG in the next reporting period.

Robust mechanisms for achieving this are being explored and it is recognised that there may be resourcing implications for this. As set out earlier in this report, discussions, including with the other Leicestershire and Rutland local planning authorities, are ongoing about the long-term monitoring of developments subject to BNG conditions and legal agreements. The use of the Council's existing planning software and its specialist database will assist with future monitoring.

Greater levels of data relating to biodiversity outcomes as a result of new developments will become available as more information is submitted to the Council under the Biodiversity Gain Plans. This will enable the Council to identify gains or losses in specific habitats and identify where off-site gains are being provided.

Through the new local plan, new and up-to-date policies will be in place to help secure increased and better local biodiversity net gains. Continued consideration of the LNRS will assist with helping to deliver the wider biodiversity objectives set out in the LNRS

Work will continue on the BNG validation checklist. Further detailed training will be provided on BNG to take account of any changes to BNG legislation and national guidance. Officers will continue to take an active role in the Planning Advisory Service Forum, to share knowledge and best practice to ensure securing a minimum of 10% BNG.

Corporate Scrutiny Committee – WORK PROGRAMME (as at 10/03/26)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
June 2026				
18 June 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
18 June 2026	Corporate Asset Management Strategy The Committee are requested to consider the strategy as part of the 2026 review.	Paul Wheatley, Head of Economic Regeneration and Property	-	30 minutes
18 June 2026	Customer Services Performance Update 2025/26 An annual report providing a Customer Services performance update for the year 2025/26.	Paul Stone, Strategic Director of Resources	-	30 minutes
18 June 2026	Annual Corporate Complaints 2025/26 The annual report of all Council complaints for the year 2025/26.	Paul Stone, Strategic Director of Resources	-	30 minutes
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, 27 March 2026. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 28 April 2026 is 5pm Friday, 17 April 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
April 2026							
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.
Council Delivery Plan - Performance Report - 2025/26 Quarter 4	Cabinet	Key	Public	28 April 2026	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester estershire.gov.uk</p> <p>Head of Human Resources and Organisation Development, HR Systems and Data Manager hannah.panter@nwleicester ershire.gov.uk, laura.staveley@nwleicester ershire.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
<p>Playing Pitches, Built Facilities (Sports and Community), and Open Spaces Strategies</p> <p>152</p>	Cabinet	Key	Public Information relating to the financial or business affairs of any particular person (including the authority holding that information)	28 April 2026	<p>Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk</p> <p>Principal Planning Officer, Technical Support Officer, Leisure Services Team Manager, Planning Policy & Land Charges Team Manager, Head of Community Services Tel: 01530 454602, Tel: 01530 454677, Tel: 01530 454832 joanne.althorpe@nwleicestershire.gov.uk, andrea.cave@nwleicestershire.gov.uk, jason.knight@nwleicestershire.gov.uk, ian.nelson@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk</p>	Playing Pitches, Built Facilities (Sports and Community), and Open Spaces Strategies	Community Scrutiny Committee - 26 February 2025
Planning Obligations and Proposed Charging Schedule	Cabinet	Key	Public	28 April 2026	<p>Councillor Tony Saffell tonyc.saffell@nwleicestershire.gov.uk</p> <p>Head of Planning and Infrastructure, Senior Planner Tel: 01530 454668, chris.elston@nwleicestershire.gov.uk, stephen.james@nwleicestershire.gov.uk</p>	Planning Obligations and Proposed Charging Schedule	Not required, unless called in

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 Fleet Renewal	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	19 May 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Housing Responsive Repairs, Voids and Minor Works Team Manager megan.hodgett@nwleicester.gov.uk	Housing Fleet Renewal	Procurement decision reserved to cabinet
Award of Housing Contracts- Groundworks Five Counties 153	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	28 April 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Housing Responsive Repairs, Voids and Minor Works Team Manager megan.hodgett@nwleicester.gov.uk	Award of Housing Contracts- Groundworks Five Counties	Award of contracts
Coalville Old Market Hall Regeneration Project	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	28 April 2026	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester.gov.uk Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicester.gov.uk	Report Coalville Old Market Hall Regeneration Project	Community Scrutiny 23/4/26

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
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	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Strategic Director of Place, Strategic Director of Communities Tel: 01530 454555, Tel: 01530 454819 james.arnold@nwleicestershire.gov.uk, andy.barton@nwleicestershire.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	28 April 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@nwleicestershire.gov.uk, paul.stone@nwleicestershire.gov.uk		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	19 May 2026	Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester shire.gov.uk Head of Finance Tel: 01530 454492 anna.crouch@nwleicester shire.gov.uk	Supplementary Estimates, Virements and Capital Approvals	N/A - decision delegated to Cabinet under the constitution.
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council tax, Non Domestic Rates and Sundry Debts Write Offs 155	Cabinet	Key	Public	19 May 2026	Head of Finance Tel: 01530 454492 anna.crouch@nwleicester shire.gov.uk		N/A - function delegated to Cabinet
Corporate Asset Management Strategy	Cabinet	Key	Private	19 May 2026	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester shire.gov.uk Property Services and Corporate Landlord Team Manager lee.roberts@nwleicester shire.gov.uk	Corporate Asset Management Strategy	Corporate Scrutiny 19 March 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
Marlborough Centre Regeneration	Cabinet	Key	Private	19 May 2026	<p>Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester-shire.gov.uk</p> <p>Senior Economic Development Officer Tel: 01530 454678 emily.marquez@nwleices-tershire.gov.uk</p>	Marlborough Centre Regeneration	To be considered at Community Scrutiny 23 April
MOIRA FURNACE VISITOR EXPERIENCE IMPROVEMENT PROGRAMME (PHASE TWO)	Cabinet	Key	Public	19 May 2026	<p>Councillor Tony Gillard, Councillor Andrew Woodman Tel: 01530 452930, Tel: 07970 520357 tony.gillard@nwleicestershire.gov.uk, andrew.woodman@nwleicestershire.gov.uk</p> <p>Principal Economic Development Officer Tel: 01530 454769 wendy.may@nwleicestershire.gov.uk</p>	MOIRA FURNACE VISITOR EXPERIENCE IMPROVEMENT PROGRAMME (PHASE TWO)	23/04/2026

Decision	Decision Maker	Status of Decision	Public or Private <small>(and reason – where private)</small>	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	19 May 2026	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities Tel: 01530 454819 andy.barton@nwleicester.gov.uk</p>	Comments made by Scrutiny Report Housing Action Plans Post Inspection	Corporate Scrutiny Committee - 19 March 2026
June 2026							
Supplementary Estimates, Virements and Capital Approvals	Cabinet	Key	Public	23 June 2026	<p>Councillor Keith Merrie MBE Tel: 07596 112270 keith.merrie@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454492 anna.crouch@nwleicester.gov.uk</p>	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	<p>Head of Finance Tel: 01530 454492 anna.crouch@nwleicester.gov.uk</p>	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
Customer Service Performance Update 2025/26	Cabinet	Non-Key	Public	23 June 2026	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Customer Services Team Manager nichola.oliver@nwleicester.gov.uk</p>	Customer Service Performance Update 2025/26	Corporate Scrutiny Committee - 18/06/2026
Annual Corporate Complaints 2025/26 159	Cabinet	Key	Public	23 June 2026	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Customer Services Team Manager nichola.oliver@nwleicester.gov.uk</p>	Annual Corporate Complaints 2025/26	Corporate Scrutiny Committee - 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
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	<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
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	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>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@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk, paul.stone@nwleicester.gov.uk</p>	Award of Contracts	Delegated Cabinet Function