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| Meeting | CORPORATE SCRUTINY COMMITTEE |
| Time/Day/Date | 6:30pm on Thursday, 18 June 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 19 March 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 committee. | 13 - 22 |
| 7. | COUNCIL DELIVERY PLAN - PERFORMANCE REPORT - 2025/26 QUARTER 4 | |
| | The report of the Head of Human Resources and Organisation Development. | 23 - 58 |
| 8. | CORPORATE BUSINESS CONTINUITY POLICY | |
| | The report of the Head of Human Resources and Organisation Development. | 59 - 70 |

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| 9. | ANNUAL CORPORATE COMPLAINTS 2025/26 | |
| | The report of the Chief Executive. | 71 - 120 |
| 10. | CORPORATE COMPENSATION AND REMEDIES POLICY | |
| | The report of the Chief Executive. | 121 - 134 |
| 11. | CUSTOMER SERVICE PERFORMANCE 2025/26 | |
| | The report of the Chief Executive. | 135 - 146 |
| 12. | ANNUAL SCRUTINY REPORT 2025/26 | |
| | The report of the Strategic Director of Communities. | 147 - 164 |
| 13. | 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. | 165 - 186 |

Circulation:

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

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Abbey Room, Stenson House, London Road, Coalville, LE67 3FN on THURSDAY, 19 MARCH 2026

Present: Councillor S Lambeth (Chair)

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

In Attendance: Councillors

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

Officers: Mr A Barton, Mr Z Fazil, Ms H Panter, Mr P Stone, Mrs R Wallace and Mrs A Crouch

44. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor K Horn.

45. DECLARATION OF INTERESTS

Councillor S Sheahan declared an other interest in item 9 – Legacy Fund Grant, as a long-term supporter of the Ashby Canal Trust. It was noted that this was a non-pecuniary interest and Councillor Sheahan remained in the meeting for the item.

46. PUBLIC QUESTION AND ANSWER SESSION

There were no public questions.

47. MINUTES

Consideration was given to the minutes of the meeting held on 22 January 2026.

It was moved by Councillor M Ball, seconded by Councillor A Morley and

RESOLVED THAT:

The minutes of the meeting held on 22 January 2026 be approved as an accurate record of proceedings.

48. OUTSTANDING ACTIONS UPDATE

Members queried whether the information requested regarding capital receipts and local plan examination costs had been circulated as stated. Officers agreed to investigate and re-circulate the information to the Committee.

The update was noted.

49. CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Members made the following comments relating to Cabinet's response to scrutiny recommendations:

Marlborough centre costs: a Member queried the phrasing that 'costs had not doubled', explaining that when procurement and planning costs were included, increases were significant. The Portfolio Holder explained that no comments were intended to dismiss scrutiny concerns and agreed to review figures and to respond outside of the meeting.

Two-hour free parking: concerns were raised about the delays in the implementation in Ashby and felt more publicity was required as residents had already started parking assuming it was free. The Portfolio Holder agreed to clarify the timeline and provide further information outside of the meeting.

Staffing Key Performance Indicators (KPIs): Members debated whether staffing pressures justified a formal KPI. Officers explained the distinction between KPIs formally reported in the Council Delivery Plan and other internally monitored measures. Councillors stressed the importance of monitoring recruitment and retention pressures and were assured that they were monitored regularly.

Annual targets for zero carbon: Members pressed for clarity on zero-carbon targets, noting that earlier assurances to consider annual targets remained outstanding.

50. COUNCIL DELIVERY PLAN - PERFORMANCE REPORT - 2025/26 QUARTER 3

Councillor K Merrie, Portfolio Holder, presented the report.

Comments were made on Key Performance Indicators as they were discussed in turn.

Landlord Charter - Members welcomed the launch of the charter but asked how many landlords had signed up and what percentage that was of all private landlords. Officers confirmed that the council did not hold a full register of private landlords which limited the ability to calculate meaningful percentages. Officers would explore the data held and report back with further information where possible.

Housing resident customer satisfaction - Concern was raised that the resident satisfaction figure was shown as 'amber' rather than 'red'. Members questioned whether this adequately reflected performance. Officers explained that the annual figure differed from monthly monitoring data which showed significantly higher satisfaction levels. The colour status reflected the most up to date monitoring assessed using the same methodology as the national indicator.

Complaints and customer services performance - Members noted that customer services indicators often appeared 'red' and asked if complaints data could be broken down further to better identify where problems originated. Officers confirmed that the complaints data could be broken down further if required but assured that more detailed analysis was undertaken internally. It was noted that a fuller breakdown would be presented to the committee in the annual report due later in the year.

51. HOUSING ACTION PLANS POST INSPECTION

Councillor A Woodman, Portfolio Holder, presented the report.

Members welcomed the report but noted that it contained a significant amount of jargon which could make it difficult for tenants and wider public to understand. Officers acknowledged the concerns, which were also raised at the Housing Improvement Board, and confirmed that a jargon-free, easy-to-read version of the document would be produced, aimed at tenants and the public once adopted.

Members also welcomed the new digital reporting system for repairs; however some concerns were raised as not all tenants were digitally confident and they felt strongly that this should not become the only route for reporting repairs. It was also suggested that the system be carefully tested before full implementation. Officers confirmed that there would be user acceptance training before the roll out and existing non-digital reporting routes would remain available.

An inconsistency in timescales for completing stock condition surveys was highlighted and acknowledged as an error, with officers agreeing it would be corrected. Members also questioned whether the timescales were realistic and appropriate, particularly with the final proportion of properties. Officers acknowledged that the final proportion of properties could take longer to access and assess, particularly where access was difficult, however the new access policy would assist with that.

Members spoke in support of the tenant groups, however questioned if they were sufficiently representative for the wider tenant population. The challenge of achieving wider representation was acknowledged but broader engagement was encouraged, including outreach beyond meetings. Officers confirmed that a range of engagement methods were being developed and the approach would evolve over time. It was indicated that a clearer overview of engagement methods would be shared when reporting back on progress.

Members welcomed opportunities for greater involvement between Councillors and Housing Officers, such as estate walks and informal engagement. The Portfolio Holder acknowledged the benefit of informal engagement and supported the approach where appropriate.

52. LEGACY FUND GRANT

Councillor K Merrie, Portfolio Holder, presented the report.

Members welcomed the scheme and recognised the positive opportunity for communities across the district. The significant amount of work by officers in developing the framework was also acknowledged and the transparency of scoring was welcomed. Officers confirmed the scheme was designed to be robust, fair and aligned to strategic priorities.

Some concerns were raised that limiting the grant to £250,000 would be problematic to the delivery of larger scale projects such as the Ashby Canal restoration. It was felt that there was a risk that funding would not achieve meaningful outcomes. The Portfolio Holder confirmed that the cap was to ensure the fund was distributed fairly across the district rather than being exhausted by a few large schemes. It was also confirmed that there was the ability to review or enhance funding levels in the future should the opportunity arise.

Members sought clarity on 'enhanced due diligence' and 'member oversight' as referenced within the scheme. Some initial concern was raised around the approval of grants by Cabinet. Comments were also raised about reputational risk if funding decisions were perceived as unfair or politically influenced. Officers clarified the process which would be undertaken by officers and signed off by Cabinet, for those grants over a certain threshold, in accordance with the award of grants within the Council's Constitution. It was confirmed that it would be the Members role to set the framework, not determine individual awards. It was acknowledged that any conflicts of interest would be managed through the Code of Conduct.

Members sought clarity on the process regarding cross-party oversight. They also felt that the scoring of applications should be published so that unsuccessful applicants could understand outcomes. Officers confirmed that the reference to cross-party oversight would be provided via the scrutiny process. The commitment to transparency was supported by officers and the Portfolio Holder but further checks on data protection considerations would be required before publishing full scoring information.

Concerns were raised that the grant scoring criteria could unintentionally favour larger established organisations and disadvantage smaller community groups. Members stressed the importance of ensuring equitable access across communities.

Members felt strongly that support should be available for inexperienced or new groups during the application process. Officers confirmed that support would be provided and groups would be given sufficient preparation time as part of the process. Officers would ensure clear communication and guidance to accompany the launch of the scheme.

Members questioned if the allocated funds for administering the scheme were sufficient and if the new community focus officer role would be absorbed entirely by administering the scheme. They felt this role should be undertaking community focus work which was the intention of the new post within the budget. Officers confirmed the administrative arrangements were still being developed and the capacity would be reviewed once the demand was understood. The Portfolio Holder gave assurances that adequate resources would be provided.

Clarification was sought on application timelines and communication with parishes. Officers confirmed that the details were still being developed. It was also confirmed that officers would engage with parish clerks and issue clear guidance once the scheme was finalised.

53. BIODIVERSITY DUTY REPORT

Councillor M Wyatt, Portfolio Holder, presented the report.

Members welcomed the commitment that Biodiversity Net Gain should be delivered locally rather than offset through distant sites. Concerns were raised about the national approach to 'offsetting' and Members were keen to avoid this. Officers explained mitigation process and confirmed the scheme was designed to incentivise local delivery. It was noted that developers were generally keen to provide biodiversity gains on or as near to their sites as possible.

Reference was made to the UK's international commitment to protect 30% of land and sea by 2030 ('30 by 30') and it was suggested that this could be used as a guiding principle locally.

Members queried the length of the next reporting period as the legislation allowed a future report to be published at any point in the next five years. Concerns were raised that a long gap could reduce transparency, especially considering the upcoming Local Government Reorganisation. Officers confirmed that timelines for future reporting had not yet been agreed. It was noted that progress could be communicated through the quarterly performance updates.

Members questioned how success would be measured, and it was suggested that Key Performance Indicators (KPIs) be introduced. Officers confirmed that Biodiversity Net Gain was currently measured and reported through a KPI in the planning service, and this would continue. Wider actions were not captured in a KPI but it was something that could be considered.

54. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

A Member queried the timing and format of the Net Zero reporting. Officers proposed an alternative method of reporting via an enhancement to the information already provided in the quarterly performance report rather than an annual report. This would mean more

accurate information on a regular basis. Members decided to discuss the matter outside of the meeting and respond back to officers on the preferred way forward.

The future work programme was noted.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.03 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 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 | Will come forward as part of the annual reporting cycle at June Meeting of the Committee | Paul Stone | For next quarterly report | 04/06/26 | Completed |
| 11 | Zero Carbon update to be placed on work programme for the summer 2026 as in previous years. | Item replaced by updated CDP monitoring as agreed | Julia Marshall | | 04/06/26 | Completed |

| Item | Action | Comments | Responsible Officer / Portfolio Holder | Target dates/ rationale for delays | Last Updated | Action Status |
|--|--|---|---|------------------------------------|--------------|------------------|
| 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 | - | 11/03/26 | Completed |
| | 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. Distributed to Scrutiny Committee | Paul Stone | - | 04/06/26 | Completed |
| | 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 – Anna Crouch from 01/04/26 / Keith Merrie | 25/08/26 Cabinet | 04/06/26 | Completed |

| Item | Action | Comments | Responsible Officer / Portfolio Holder | Target dates/ rationale for delays | Last Updated | Action Status |
|--------------------------------------|---|---|---|------------------------------------|--------------|---------------|
| | 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 be provided to Cllr Morris. Distributed to Scrutiny Committee | Paul Stone | 31/3/26 | 04/06/26 | Completed |
| | 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 | 31/3/26 | 13/3/2026 | Completed |
| Meeting held on 19 March 2026 | | | | | | |
| 6 | Marlborough Centre costs: Cabinet's comments that the 'costs had not doubled' were challenged. Members felt that the increase figure provided was inaccurate as did not include contractor costs. | The Portfolio Holder agreed to take another look at the figures and get a response to Cllr Bigby outside of the meeting. | Paul Stone – Anna Crouch from 01/04/26 / Keith Merrie | 25/08/26 Cabinet | 04/06/26 | Completed |
| 6 | Free parking in Ashby: As the free parking in Ashby would not commence until July 2026, it was hoped that more publicity would be carried out as people were already parking there thinking it was free. | The Portfolio Holder agreed to investigate the matter. Promotion being undertaken. | Paul Wheatley/Keith Merrie | - | 04/06/26 | Completed |

| Item | Action | Comments | Responsible Officer / Portfolio Holder | Target dates/ rationale for delays | Last Updated | Action Status |
|------|---|---|--|-------------------------------------|--------------|---------------|
| 7 | <p>Landlord Charter: The following information was requested –</p> <ul style="list-style-type: none"> - Do we know how many landlords have signed up? - What percentage did that equate to of all landlords? | Officers agreed to provide further information outside of the meeting. | Paul Sanders | Email sent to committee on 24/03/26 | 24/03/26 | Completed |
| 7 | <p>KPI 16 – ‘Our customers are at the heart of everything we do’: Members asked if the complaints could be broken down to service level.</p> | Noted that further breakdown would be included in the annual report. Officers happy to share the detail with shadow portfolio holder at the next briefing. | Paul Stone | - | 26/03/26 | Completed |
| 9 | <p>Legacy Grant Fund: During discussion, Members questioned if the applications assessment scoring would be published and available publicly.</p> | <p>Officers agreed to investigate further into the process with current grant applications and whether publishing scores is acceptable under GDPR.</p> <p>Unable to publish the full scores due to GDPR regulations and commercial sensitivity.</p> | Paul Stone | - | 26/3/26 | Completed |

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18 JUNE 2026

ITEM 6 – CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Scrutiny comments made on: Biodiversity Duty Report

Date considered by Cabinet: 24 March 2026

| | Comments/recommendations from scrutiny | Advice provided by officers at the Scrutiny meeting | Cabinet response |
|-----------|--|---|---|
| C1 | Local Biodiversity Net Gain (BNG): Members welcomed the commitment that BNG should be delivered locally rather than offset through distant sites. Concerns were raised about the national approach to ‘offsetting’ and were keen to avoid this. | Officers explained BNG mitigation process and confirmed the scheme was designed to incentivize local delivery. They noted that developers were generally keen to provide biodiversity gains on or as near to their sites as possible. | Supported. |
| C2 | Strategic Biodiversity: Reference was made to the UK’s international commitment to protect 30% of land and sea by 2030 (‘30 by 30’) and it was suggested that this could be used as a guiding principle locally. | Officers acknowledged the comment. | Noted. |
| C3 | Reporting periods/future reporting: Members queried the length of the next reporting period as the legislation allows a future report to be published at any point in the next five years. Concerns were raised that a long gap could reduce transparency, especially considering the upcoming Local Government Reorganisation. | Officers confirmed that timelines for future reporting had not yet been agreed. It was noted that progress could be communicated through the quarterly performance updates. | Officers suggested an additional recommendation to provide clarity around the reporting period as follows: ‘The reporting period for the next Biodiversity Report to be from 1 January 2026 to 30 December 2030. The recommendation was agreed. |

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| C4 | Measuring success: Members questioned how success would be measured, and it was suggested that Key Performance Indicators (KPI's) be introduced. | Officers confirmed that BNG was currently measured/reported through a KPI in the planning service, and this would continue. Wider actions were not captured in a KPI but it was something that could be considered. | Noted. |
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CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18 JUNE 2026

ITEM 6 – CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Scrutiny comments on: Legacy Fund Grant and closed Churchyards/Cemeteries Grant Scheme

Date considered by Cabinet: 24 March 2026

| | Comments/recommendations from scrutiny | Advice provided by officers at the Scrutiny meeting | Cabinet response |
|-----------|--|---|--|
| C1 | Legacy fund: Members welcomed the scheme and recognised the positive opportunity for communities across the district. The significant amount of work by officers in developing the framework was also acknowledged and the transparency of scoring was welcomed. | Officers confirmed the scheme was designed to be robust, fair and aligned to strategic priorities. | Noted. |
| C2 | Scale of funding: some concerns were raised that limiting the grant to £250k would be problematic to the delivery of larger scale projects such as the Ashby Canal restoration. There was a risk that funding would not achieve meaningful outcomes. | The Portfolio Holder confirmed that the cap was to ensure the fund was distributed fairly across the district rather than being exhausted by a few large schemes. It was also confirmed that there was the ability to review or enhance funding levels in the future should the opportunity arise. | The Portfolio Holder emphasised the comments he made at the scrutiny meeting regarding the funding cap an possible future funding enhancements. |
| C3 | Governance and decision making: Members sought clarity on ‘enhanced due diligence’ and ‘member oversight’ as referenced within the scheme. Some initial concern was raised around the approval of grants by Cabinet. Comments were also raised about reputational risk if funding decisions were perceived as unfair or | Officers clarified the process which would be undertaken by officers and signed off by Cabinet, for those grants over a certain threshold, in accordance with the award of grants withing the Council’s Constitution. It was confirmed that it would be the Members role to set the framework, not determine individual awards. It was acknowledged that any conflicts of interest would be managed | The Portfolio Holder assured that the finding decisions would be made fairly and confirmed the scheme had been benchmarked against other councils. |

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| | politically influenced. | through the Code of Conduct. | |
| C4 | Cross-party oversight and transparency: Members sought clarity on the process regarding cross-party oversight. They also felt that the scoring of applications should be published so that unsuccessful applicants could understand outcomes. | Officers confirmed that the reference to cross-party oversight would be provided via the scrutiny process. The commitment to transparency was supported by officers and the portfolio holder but further checks on data protection considerations would be required before publishing full scoring information. | Noted and acknowledged that officers would look into data protection considerations regarding the publication of scoring information. |
| C5 | Potential bias towards larger organisations: Concerns were raised that the grant scoring criteria could unintentionally favour larger established organisations and disadvantage smaller community groups. Members stressed the importance of ensuring equitable access across communities. | Officers acknowledged concern as a valid point and would be considered by Cabinet before final approval. | The Portfolio Holder assured that the grant scoring criteria framework had been reviewed to remove any possible biases or unintentional advantages to larger, established organisations. |
| C6 | Application process: Members felt strongly that support should be available for inexperienced or new groups, who had not applied for a grant during the application process. | Officers confirmed that support would be provided and groups will be given sufficient preparation time as part of the process. Officers would ensure clear communication and guidance to accompany the launch of the scheme. | Noted. |
| C7 | Staffing and administration: Members questioned if the allocated funds for administering the fund was sufficient and if the new community focus officer role would be absorbed entirely by administering the scheme. They felt this role should be undertaking community focus work which was the intention of the new post within the budget. | Officers confirmed the administrative arrangements were still being developed and the capacity would be reviewed once the demand was understood. The Portfolio Holder gave assurances that adequate resources would be provided. | Noted. |

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| C8 | Closed Churchyards and cemeteries grant: Clarification was sought on application timelines and communication with parishes. | Officers confirmed that the details were still being developed. It was confirmed that officers would engage with parish clerks and issue clear guidance once the scheme was finalised. | Noted. |
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CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18 JUNE 2026

ITEM 6 – CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Scrutiny comments made on: Housing Improvement Strategy Action Plan Post Inspection report

Date considered by Cabinet: 19 May 2026

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

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

CORPORATE SCRUTINY COMMITTEE – THURSDAY 18 JUNE 2026

ITEM 6 – CABINET RESPONSE TO SCRUTINY RECOMMENDATIONS

Scrutiny Comments made on: the Council Delivery Plan – Performance Report – 2025/26 Quarter 3

Date considered by Cabinet: 19 May 2026

21

| | Comments/recommendations from scrutiny | Advice provided by officers at the Scrutiny meeting | Cabinet response |
|-----------|---|--|-------------------------|
| C1 | Landlord Charter: Members welcomed the launch of the charter but asked how many landlords had signed up and what percentage that was of all private landlords. The lack of private landlord register was also noted, limiting the council’s ability to assess impact. | Officers confirmed that the council did not hold a full register of private landlords which did limit the ability to calculate meaningful percentages. Officers would explore the data held and report back with further information where possible. | Noted. |
| C2 | Housing resident customer satisfaction: Concern was raised that the resident satisfaction figure was shown as ‘amber’ rather than ‘red’. Members questioned whether this adequately reflected performance. | Officers explained that the annual figure differs from monthly monitoring data which showed significantly higher satisfaction levels. The colour status reflects the most up to date monitoring assessed using the same methodology as the national indicator. | Noted. |
| C3 | Complaints and customer services performance: Members noted that customer services indicators often appeared ‘red’ and asked if complaints data could be broken down further to better identify where problems originate. | Officers confirmed that the complaints data could be broken down further if required but assured that more detailed analysis was undertaken internally. It was noted that a full breakdown would be presented to the committee in the annual report due later in the year. | Noted. |

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18 JUNE 2026

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| Title of Report | COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 4 2025/26 | |
| Presented by | Councillor Keith Merrie Finance and Corporate 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 Acting Section 151 Officer: Yes | |
| Legal Implications | No direct legal implications arising from this report. | |
| | Signed off by the Deputy Monitoring Officer: Yes | |
| Staffing and Corporate Implications | The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications. | |
| | Signed off by the Head of Paid Service: Yes | |
| Reason Agenda item submitted to Scrutiny Committee. | To report the performance of the Council during the fourth 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 19 MAY 2026. 2. PROVIDES COMMENTS AND FEEDBACK ON CABINET’S RESPONSE TO THE PERFORMANCE | |

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| | 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 January to March 2026.

QUARTER 4 2025/26 COUNCIL DELIVERY PLAN

Performance Monitoring Report

The minutes from the Cabinet meeting on 19 May 2026 can be found [here](#).

2.0 PERFORMANCE REPORT

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

3.0 KEY PROGRESS AREAS

- 3.1 Planning performance remains strong, with the Council comfortably exceeding government targets for determining major (72.72%), minor (84.84%) and other (91.66%) planning applications. This reflects sustained operational effectiveness within the Planning and Development Team.
- 3.2 Good progress continues to be made on the Council’s emerging Local Plan and the Good Design Guide Supplementary Planning Document is due to be considered for final sign off, following consultation, by Local Plan Committee in April 2026. Key Statements of Common Ground are to be considered by Council in May 2026, keeping the Council

on track for the Local Plan (Regulation 19) consultation in the summer and submission of the Local Plan for examination by the end of the year.

- 3.3 Regeneration activity has gathered momentum, with both the Coalville Regeneration Framework and the Districtwide Regeneration Framework progressing well. Several projects have achieved key milestones, supported by regular reporting and portfolio holder engagement.
- 3.4 The Housing Service is showing significant improvement, with tenant satisfaction rising to 78% (+23%) and repairs satisfaction improving to 71% (+15%). These improving trends provide assurance ahead of the mobilisation of a new repairs' contractor in 2026/27.
- 3.5 Environmental performance is a notable strength, with North West Leicestershire achieving a 43.5% recycling rate—the highest in Leicestershire—and ranking in the upper half nationally. Progress on waste service modernisation and food waste introduction continues.
- 3.6 Clear progress on climate and biodiversity commitments, including approval of the Environmental Policy and Biodiversity Duty report, implementation of EV infrastructure, and delivery of Tree Management Strategy actions.
- 3.7 Financial resilience remains strong, with a balanced budget achieved, zero funding gap, and forecast underspends reported for the General Fund alongside a break-even position for the Housing Revenue Account (HRA).

4.0 AREAS REQUIRING IMPROVEMENT AND REMEDIAL ACTIONS:

- 4.1 Customer complaints performance remains below target, with 84% responded to on time against a 90% target. While this represents an improvement on earlier quarters, further work is required across service areas to ensure consistent and timely responses.
- 4.2 Although the Statements of Accounts for 2023/4 and 2024/5 have been approved, rebuilding assurance will require sustained effort over the coming years.
- 4.3 It is challenging to show performance improvement for some indicators which are inherently constrained by legislative or reporting cycles. This includes mandatory Biodiversity Net Gain (BNG), where the Council can only ask for 10 per cent BNG and many applications are exempt so reporting is only where this amount of BNG is secured and annual leisure centre assessments, where progress in between these assessments cannot be reported.

| Policies and other considerations, as appropriate | |
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| 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 |

Performance of Transformation Delivery Plan

Appendix 1 RAG Rating Key for table

● Red – High Risk / Serious Issues

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

□ Amber – Moderate Risk / Some Concerns

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


□ Green – Low Risk / On Track

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

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

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

Appendix 2- Table of Performance against Key Performance Indicators.

| Priority | KPI reference | Key Aim | Target | Q4 Progress | Commentary | Head of Service | RAG rating |
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|  Planning and regeneration | 1 | We will adopt a local plan by 2026 | 2023-4 Submit local plan (Reg 18 consultation) . 2024/5 Pre-submission consultation (Reg 19) Submission of local plan and examination by December 2026. | Good progress continues to be made on the emerging Local Plan with a view to consulting on the Reg 19 Local Plan in Q2, 2026/27. | At its meeting on 28 January 2026, Local Plan Committee agreed a report on the Diseworth and Isley Woodhouse Area of Separation, and a report on the Open Space and Playing Pitches and Built Facilities Strategies and Policy IF4: Open Space, Sport and Recreation Facilities. At its meeting, Local Plan | Head of Planning and Infrastructure | |


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| | | | | | Committee agreed reports on the Leicester & Leicestershire Authorities statement of common ground on Strategic Distribution and the Leicester & Leicestershire Authorities statement of common ground – Housing Distribution under the new standard method. Members were also provided with an emerging Local Plan progress update. | | |
| 2 | We will deal with your planning applications for major, minor and other | Major- At least 60% of applications determined within 13 weeks. | 72.72% | The Planning and Development Team has comfortably exceeded | Head of Planning and Infrastructure | | |

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| | | developments by consistently meeting and exceeding the government's targets of 60%, 65% and 80% respectively. | <p>Minor- At least 65% of applications determined within 8 weeks.</p> <p>Other- At least 80% of applications determined within 8 weeks.</p> | <p>84.84%</p> <p>91.66%</p> | national targets for Q4. | | |
| | 3 | We will have developed a new local design guide and new developments will comply with it. | <p>2023-4 Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Government's National design guide.</p> <p>Undertake public consultation on the new</p> | <p>Good progress continues to be made towards the adoption of the New Good Design Guide for North West Leicestershire with a view to the document being adopted at Local Plan Committee on 22 April 2026</p> | <p>At its meeting on 24 March 2026, Cabinet was presented with a revised Good Design Guide for North West Leicestershire for consideration, with a recommendation that the Local Plan Committee adopts the SPD at a future meeting. Cabinet resolved that</p> | Head of Planning and Infrastructure | |

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


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| | | | <p>Monitor and measure response 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>been ongoing since adoption of the Local Enforcement Plan.</p> <p>Updates in respect of planning enforcement cases are given to Planning Committee every six months in November and May.</p> | <p>Q1 and Q2 2025/2026. A summary of the first period of monitoring was set out in the Performance Report for Quarter 3 2-2025/26.</p> <p>The next report will be taken to Planning Committee in May 2026 for Q3 and Q4 2025/2026.</p> | | |
| 5 | <p>We will have delivered our ambitious Coalville Regeneration Framework.</p> | <p>Quarterly progress statement plus an additional Annual Framework review in Q4</p> | | <p>Progress towards project delivery has been demonstrated throughout the year via quarterly reports and portfolio holder briefing notes. Key milestones have been achieved on</p> | <p>Head Of Property and Regeneration</p> | | |

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| | | | | | three projects. A Framework review has been commenced. | | |
| | 6 | We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages and communities across the district. | Work begins in Q4 with the production of the NWL Regeneration Framework | | The Council has an adopted Districtwide Regeneration Framework document that sets out the projects the Council intends to deliver. During the year significant progress has been made on six of these projects with three achieving key milestones. Reports setting out progress have been provided as part of each quarters performance report. Heading into 2026/27 a refresh of the | Head Of Property and Regeneration | |

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

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

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| | | safely in their homes. | MEES policy for non-compliance | | | | |
| | | | Creation of a Private Sector Housing Charter. | | The Private Sector Landlords Charter was formally launched at the Landlords Forum in November 2025. | Head of Housing | |
| | 10 | Our food businesses meet food safety standards. | 2024/25 81% of food businesses having a hygiene rating of 5 (very good) | 82.4% for Q4 - food businesses with a hygiene rating of 5 (Very Good) | | Head of Community Services | |

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| | 11 | Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities. | The leisure centres will be assessed independently against a national standard and achieve a 'good' or higher rating. (This will be provided annually in Q3) | | This is an annual indicator and was reported on in Q3 therefore there's no update in Q4 | Head of Community Services | |
| Clean and Green  | 12 | We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved. | 43% Recycling rate 2023/4 | Progress continues with the review of the waste and recycling service to ensure it is easy for residents to use and supports improved recycling | During 2024/25, household recycling performance across the Leicestershire district councils remained broadly stable, with end-of-year recycling rates ranging from | Head of Community Services | |

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| | | | | <p>performance. This work is being delivered through the New Recycling Container Project, which is central to modernising the service. An order has been placed for 17 new collection vehicles, which are currently estimated to arrive in November 2026, alongside the planned introduction of a new food waste collection service. For the 2024/25 period, the Council achieved an</p> | <p>40.0% to 43.5%, as confirmed through the annual data reported in March.</p> <p>North West Leicestershire District Council achieved the highest recycling rate at 43.5%, making it the top-performing authority in Leicestershire for 2024/25. This was closely followed by Harborough District Council, which recorded a rate of 43.4%. A group of councils, including Hinckley & Bosworth and Charnwood,</p> | | |
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| | | | | <p>overall recycling rate of 43.5%, placing us top in Leicestershire for recycling performance during this period. Work on the recycling container change project remains ongoing and has moved into phase one rollout planning and transitional stages, this includes detailed service planning, operational readiness, and continued review of the Waste and</p> | <p>delivered solid performance with recycling rates just above 41%, while Oadby & Wigston, Blaby, and Melton reported rates at or close to 40%.</p> <p>In national terms, North West Leicestershire District Council ranked 129th of 321 authorities in 2024/25. This places the Council comfortably within the upper half of all English authorities and further confirms its position as the leading district council for recycling</p> | | |
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| | | | | Recycling Policy to ensure it aligns with the new collection arrangements and supports long-term service improvement. | performance within Leicestershire. | | |
| | 13 | We will aim to be carbon neutral as a Council by 2030, and as a district by 2050. | 2023/4 Development of assessment work and target setting | <p>Environmental Policy approved by Cabinet in January 2026</p> <p>Biodiversity Duty report approved by Cabinet in March 2026.</p> <p>Housing and General Fund Asset Management Plans are underway which will inform options,</p> | <p>A full update on the Zero Carbon Roadmap activity for 2025/26 is provided in an appendix of this report.</p> <p>Emissions for 2025/26 will be reported in Q2.</p> <p>Key inputs are the Asset Management Plans for both General Fund and HRA which are being progressed.</p> | Head of Community Services | |

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

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

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| | | | | | <p>quarters in 2025/26. It is important to clarify that while the Customer Services Team is responsible for administering and overseeing the complaints process including tracking, monitoring, and issuing timely reminders they are not accountable for the performance of individual service areas. The responsibility for responding to complaints <i>within the designated timeframes ultimately lies with the relevant service officers. The Customer</i></p> | | |
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| | | | | | <i>Services Team remains proactive and diligent in their efforts to support compliance; however, their influence is limited to oversight and facilitation rather than direct control over response rates</i> | | |
| | 17 | We will provide value for money services. | Unqualified Opinion to be provided | Disclaimed opinion received for 2023/24 and 2024/25 Statement of Accounts. | The Audit and Governance Committee approved the Statement of Accounts for both 2023/24 and 2024/25 on the 12 March 2026. Disclaimed opinions were received from the External Auditors for both sets of accounts. Work is underway to | Head of Finance | |

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| | | | | | build back assurance on the accounts, however, this will take a couple of years due to the work involved. | | |
| | 18 | We live within our means | Zero funding gap | Achieved | A forecast underspend as at Quarter 2 in respect of the General Fund and a break-even position was for the HRA was reported to Cabinet in November 2025. A balance budget has been set for 2026/27. | Head of Finance | |

Appendix 3: Zero Carbon Roadmap - Summary of Activity – Financial Year 2025/26

| | Sector | Action Plan Year (2025/26) | Update |
|---|------------------|---|---|
| | Buildings | | |
| 1 | Housing | Develop an asset and investment plan for the Housing asset portfolio, including decarbonisation activity, measurement methodology and costs associated with achieving the Council's net zero carbon ambition. | The Business Plan for the HRA (30 year vision) has been completed and published during Q4. This was delayed due to late changes made in the financial settlement and specifically regarding key decisions regarding the future stock conditions that needed to be met. The Asset Management Plan (five-year plan) for the HRA is being developed and will be published in time to feed into budget setting for 2027/28. |
| | | Develop and deliver a retrofit programme, including decarbonisation improvements and exploration of grant funding opportunities | The retrofit programme is well underway. Under the completed Social Housing Decarbonisation Fund (SHDF) Wave 2.2 scheme 134 properties were improved to an EPC rating of C. SHDF Wave 3 will bring improvements to 844 properties across three years, to March 2028. The grant value is £8,069,585. Smart meter devices are also being trialled to provide real time insight, enable proactive management and monitor energy efficiency. |
| | | Develop and deliver the plan to achieve a minimum EPC rating of C by 2028, and before legislation is introduced in 2030, across the Housing portfolio. | End of year status is 1299 properties below EPC C. 924 will be addressed under current programmes to be delivered by 2028/29. The balance of 375 will be addressed and the work remains on track for end 2029/30 if not earlier. |
| | | Develop new homes/new development standard aligned to the Council's zero carbon commitment and Decent Homes Standard 2, once published | New developments in progress to include sustainable measures such as solar PV and ASHP as a minimum. All fabric insulation and ventilation is required to be maximised where feasible and within the remit for the Council's own developments. Consideration will be taken where S106 and other acquisitions are made as to current specification and upgrade potential. |
| | | Explore LED lighting and EV charging opportunities across Housing car park portfolio | Procurement is in process to commence an electrical upgrade programme where scheme and communal lighting will be upgraded to LED where possible. Work is to be undertaken across our sites through 2026/27 to assess feasibility to improve parking and EV charging opportunities. |

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| 2 | Property | <p>Implement a Computer Aided Facility Management (CAFM) system to provide one stop view of all General Fund properties and the associated data, to support portfolio decision making, including zero carbon/decarbonisation activity.</p> | <p>The Council's new CAFM system went live in late 2025 and is providing information to inform investment decisions. Further data needs to be added to the system particularly in regard to building improvements that are needed to ensure ongoing compliance with MEES Regulations. Savills has been appointed to provide the required advice. Continuing compliance with the MEES Regulations will incrementally contribute to carbon reduction.</p> |
| | | <p>Explore opportunities to decarbonise General Fund asset portfolio linked to general maintenance activity.</p> | <p>Opportunities are considered as part of maintenance activity across the property portfolio. One example is that there are a number of premises with currently uninsulated roller shutter doors where the doors require replacement on Health and Safety grounds. As part of the replacement exercise, officers are looking at the additional cost that would be required in order to purchase and install insulated doors and how this would then impact the thermal performance of the property.</p> |
| | | <p>Develop an improvement and decarbonisation work programme for the General Fund asset portfolio for budget cycle 26/27 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition.</p> | <p>A report has been commissioned and received an estimate of the cost of moving the Council's general fund property assets towards Zero Carbon.. Information on the investment required to maintain compliance with MEES regulations has now taken priority and will inform the future Asset Management Strategy and budget setting for 2027/28.</p> |
| | | <p>Demonstrate how regeneration activity has considered zero carbon implications and biodiversity net gain within all projects.</p> | <p>As part of the planned redevelopment of the old Council office site, with the associated demolition of the old offices over 99% of the materials were recycled in other construction projects or through recycling companies. The Stenson Square Gardens project is now moving forwards which will create a new public garden on London Road.</p> |
| 3 | Leisure Centres | <p>Together with Everyone Active, continue to drive a reduction in emissions at the Leisure Centres and build business cases to support delivery of energy and carbon reduction initiatives</p> | <p>Additional solar panels were installed on Whitwick & Coalville Leisure Centre in March 2025 which are having a significant impact on energy efficiency and carbon reduction and driving resilience. The project was delivered in partnership with Everyone Active and funded by a Sports England Grant of £242,000. Focus is now on Ashby Leisure Centre and decarbonisation activity options.</p> |

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| 4 | Private Sector Housing | Together with Green Living Leicestershire partnership, deliver the Warm Homes Local Grant programme to improve the efficiency of some of the worst energy efficient homes in the district (on and off gas funding). | <p>The Warm Homes Local Grant scheme follows on from previous government funded Sustainable Warmth schemes (LAD and HUG), to help drive energy efficiency of private homes. It is being delivered collectively across 6 districts in Leicestershire working in conjunction with the Warm Homes team at Leicestershire County Council, working with the delivery partner, Sustainable Building Services Limited.</p> <p>The scheme is now live and has had a high number of applications to date and improvement work has started. Funding is phased over the 3 years to March 2028. Eligibility is usually based on the Energy Performance Certificate (EPC) of D,E,F or G and household income of less than £36,000. Further information about the scheme is available on the Council's website including an eligibility checker and registration link.</p> |
| Power | | | |
| 5 | Utilities | Develop building level utility usage reporting within the new CAFM system to identify opportunities to reduce utility consumption at council owned and operated buildings - across gas, electric and water. | The Council continues to procure green electricity. Usage information for gas and electricity can now be reliably attributed to individual properties and there are plans to add usage data into the CAFM system. This will provide visibility of utility usage across the portfolio at building level and unlock the opportunity to review usage by both Property Services and building users. Water and drainage information remains to be addressed. |

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| 6 | Planning | Build the council's zero carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes. | The new Local Plan includes policies on Renewable Energy (AP3) (including targets for wind and solar energy generation) and Reducing Carbon Emissions (AP4) which seeks to ensure new development addresses the need to reduce carbon emissions. The wording of Policies AP3 and AP4 have been agreed by Local Plan Committee for inclusion in the Regulation 19 version of the Local Plan, subject to the findings of the whole plan viability assessment. The viability assessment is currently underway. Consultation on the Regulation 19 Local Plan will take place in 2026. |
| | | Reflect the council's zero carbon ambitions in the Good Design Supplementary Planning Guidance refresh. | The Good Design SPD was approved by Cabinet on 24 March 2026. It is scheduled to go to Local Plan Committee on 22 April 2026. The Good Design SPD references climate change, street trees, allotments, SuDs and emphasises the importance of connectivity through sustainable walking and cycleways. Chapter 12 of the SPD 'Looks to the future' and details the requirements for developments in terms of achieving greater energy efficiency and using sustainable methods. |
| | | Explore carbon offset options including opportunities for the council to be a biodiversity and carbon offset provider. | The requirement for a carbon offset fund for new development has been removed from Policy AP4 of the Local Plan following external advice which identified a number of significant issues with setting up a carbon offset fund. |
| | | Implement Biodiversity Net Gain legislation requirements and support the development of Local Nature Recovery Strategy (led by Leicestershire County Council) to increase the biodiversity of our district. | The requirements for Biodiversity Net Gain (BNG) are detailed on the Planning and Development section of the Council's website. The wording of Policy En1 (Nature Conservation/BNG) has been agreed for inclusion in the Regulation 19 version of the Local Plan. Consultation on the Regulation 19 Local Plan will take place in 2026. The Council's Biodiversity Duty Report was approved and published in March 2026. |

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| 7 | Solar Together | Explore contractual options for Green Living Leicestershire partnership and the Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage. | <p>The Solar Together scheme contract has now ended. This was a collaboration contract working with all other Leicestershire district and borough councils. There is a minimum number of properties required so an individual district council cannot take part in the scheme on their own.</p> <p>The threeschemes delivered 1023 solar installations across Leicestershire of over 10,800 panels. 1346 (12.5%) of these panels are in in NW Leicestershire along with 52 batteries across 126 properties.</p> |
| 8 | Energy Switch | Support the delivery of the Energy Switch group buying scheme to assist householders to switch to renewable energy. | The Council has taken part in this scheme at every opportunity to help residents compare their utility costs for free. This year, it was rebranded as "Switch Together Energy" and three schemes ran. Further information about the scheme is available on the Council's website. |
| 9 | Mine Water | Continue to explore mine water feasibility. (This technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the Council offices.) | The Mining Remediation Authority, formerly the Coal Authority, was commissioned to undertake a phase 2 feasibility survey for Coalville, focusing on the area around Whitwick and Coalville Leisure Centre. The second report was very positive. The next step is a techno-economic survey. Whilst a grant application for funding was unsuccessful, this was approved in the Council's budget and options are being explored. |
| | Waste | | |

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| 10 | Waste Services | <p>As part of the Waste Services review, reflect all relevant actions from the Zero Carbon Roadmap and Action Plan and plan for the new container roll out.</p> | <p>The latest recycling national results have been published by DEFRA for 2024/25. The Council achieved 43.5% and is the top performing district/borough in Leicestershire.</p> <p>The FlexCollect trial continues for 13,000 households and in 2025/26 29 tonnes of plastic bags and wrapping were collected and sent for recycling.</p> <p>Preparations are underway to roll out the new recycling container change, meeting the Government's Simpler Recycling requirements. This will be a phased approach with the first collections due at the end of 2026 which will include plastic bags and wrapping. One bin will be used to collect plastic, glass and metal (replacing red boxes); the other will be used for paper and cardboard (replacing yellow and blue bags). 61% of almost 20,000 residents chose this as their preferred option.</p> <p>The Council is the waste collection authority, with Leicestershire County Council the disposal authority. None of the general waste collected goes to landfill, it is incinerated.</p> |
| | | <p>Continue with the food waste collection trials and prepare for legislative changes to roll out district-wide collections by end 2026.</p> | <p>Food waste trial continues with 202 tonnes collected in the year, from 4000 properties. Preparations for the district wide roll out continue and are scheduled to go live by the end of 2026. This will be a weekly collection.</p> <p>It is estimated the content of a general waste bin comprises of 35% food waste. Collecting food waste separately will reduce the amount of general waste sent to incineration, and contribute to the Council's recycling rates.</p> |
| | Transport | | |

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| 11 | Fleet | Continue to roll out the Fleet Management Strategy, including fleet replacement and infrastructure as identified in the Waste Services Review and Housing EV Trial and infrastructure options. | <p>17 new Refuse Collection Vehicles (RCVs) have been procured, providing a modern, reliable core fleet capable of supporting current operations and future service change. This investment directly addresses fleet age, reliability, and compliance risks highlighted in the Waste Service Review. In addition, procurement has commenced for two further service vehicles to support the recycling container change programme.</p> <p>The Housing fleet trial has concluded. Housing fleet replacement will continue to consider electric vehicles (EV), where home charging feasibility allows, and plans to replace the aging, inefficient fleet are going through the approval process with a decision due Q1 2026/27.</p> <p>Fleet infrastructure requirements identified through the Waste Service Review continue to be progressed to ensure depot facilities and maintenance arrangements remain fit for purpose and aligned with future fleet requirements. The non-EV fleet will continue to run on hydrotreated vegetable oil, HVO.</p> |
| 12 | Cycling & Walking | Deliver the cycling & walking "quiet lane" improvements in Kegworth. | The Quiet Lane has been delivered and has received positive feedback. Concerns are being raised around the speed limits which have not been reduced and these have been referred to Leicestershire County Council for consideration. |
| | | Work with County to support the development of the NWL element of Leicestershire Cycling & Walking Infrastructure Plan with a view to being able to access Active Travel England funding to be able to deliver elements of NWL LCWIP. | Leicestershire County Council and Sustrans are supporting the Council with feasibility assessments and costings to develop two cycling routes, one in Coalville to link London Road to Broom Leys Road and one in Ashby de la Zouch to link Ashby to Hicks Lodge. |
| 13 | EV charging | Support the Installation of a solar EV charging hub at Money Hill car park, Ashby working with Green Living Leicestershire partnership and Midland Net Zero Hub. | The Money Hill car park EV charging hub is progressing. Planning has been approved, a DNO connection agreed and final costings confirmed along with the mechanism to transfer funding from Harborough District Council. Installation timescales are to be confirmed but expected to be Q1/Q2. |

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| | | Explore EV charging opportunities across the council's property portfolio, including HRA. | The Council has engaged with a number of commercial tenants in regard to their desire for landlord provided EV facilities. To date none have expressed significant desire for this. Some have introduced their own charge points to avoid the need to share. For HRA, work is to be undertaken across sites through 2026/27 to assess feasibility to improve parking and EV charging opportunities. |
| | Other | | |
| 14 | Finance | Develop a "cost of net zero" plan for budget cycle 27/28 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition. | This work is underway and encompasses three key inputs - Asset Management Plans for both the General Fund and HRA portfolios together with Fleet replacement plans. Each is progressing through the relevant governance but early indications are that decarbonising both estate portfolios will be unaffordable without further funding support. All three workstreams will inform the budget process from 2027/28. Hydrotreated vegetable oil, HVO, the interim fuel solution used across the non-electric fleet, continues to have a huge positive impact on the Council's direct emissions |
| 15 | Procurement | Build links to the zero carbon impact assessment in the procurement process. | Carbon footprint is referred to in the Procurement Plan Report that officers have to complete at the start of any procurement process. A Zero Carbon impact assessment is being developed, with the intention of it being used to help support and influence both project and procurement activity. |
| 16 | Reporting | Establish approach to explore Scope 3 emissions (indirect, supply chain related) reporting, to shape the council's procurement and influence spend | This activity links to the procurement strategy. The next stage is to develop spend mapping priorities and help drive a focus and consideration as part of procurement activity. |
| 17 | Air Quality | Continue delivering air quality action plan | This activity is complete. The Annual Status Report for Air Quality has been approved by DEFRA and is published on the Council's website |

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| 18 | Biodiversity | Continue free tree scheme, if funding can be secured. | In November 2025, in partnership with the National Forest, 15,100 free trees were given away to residents that live within the National Forest. The scheme aims to encourage tree planting in gardens and hedgerows, supporting wildlife and contributing to a greener, healthier environment |
| | | Continue to explore opportunities and funding to plant trees, working together with partners such as LCC and National Forest. | The Council's Tree Management Strategy was approved in March 2025 and reflects the Council's commitment to boost tree planting and increase the amount of tree canopy cover across the district. A tree planting scheme of 117 trees has been completed in Coalville. Both Broomleys Cemetery and Coalville Park retained their Green Flag Award, an international quality mark for parks and green spaces, for a sixth consecutive year. |
| 19 | Engagement | Work in conjunction with Green Living Leicestershire to develop district engagement opportunities. | Green Living Leicestershire continues to support and promote schemes including the work under the Leicestershire CAN project, funded by Innovate UK, which resulted in the creation of a Leicestershire Local Area Energy Plan and visualisation tool. Further information is available here: https://greenerfutureleicestershire.co.uk/laep The LEVI grant which is funding Moneyhill solar EV hub has also provided electric vehicle chargers at Measham Leisure Centre and Blackfordby Village Hall to support communities and is funding an electric vehicle car club based at Coalville CAN. |
| | | Support community groups with zero carbon grants | Five community groups were supported with Zero Carbon grants in 2025/26. The total funding allocated was £4,230 and this facilitated the delivery of projects to the value of £11,378. |

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| 20 | Governance | Seek approval for a corporate Environmental Policy and if approved, develop a plan to embed it into all Council activity. | <p>The Environmental Policy was approved by Cabinet in January 2026. The purpose of the policy is to outline the Council's commitment to environmental sustainability and the steps the Council will take to minimise its environmental impact. It applies to all activities, services, and operations of the Council. Environmental considerations will be integrated into all decisions and operations to ensure that the Council is proactive in reducing its environmental footprint, in line with the Council Delivery Plan commitment to a "clean, green, zero carbon district". The environmental policy is published on the Council's website.</p> |
| | Additional | | <p>The Council retained its position as the top scoring Leicestershire district/borough Council in the Climate Emergency UK scorecard.</p> <p>All taxis will be Euro 6 compliant for renewal of their licence from 1 January 2026.</p> |

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18
JUNE 2026

| | | |
|--|--|---------------------------|
| Title of Report | CORPORATE BUSINESS CONTINUITY POLICY | |
| Presented by | Cllr Keith Merrie Finance and Corporate Portfolio Holder | |
| Background Papers | None | Public Report: Yes |
| Financial Implications | The policy itself has no direct financial implications. Any costs associated with training, exercises, or improvements identified through testing will be managed within existing resources unless reported otherwise. | |
| | Signed off by the Acting Deputy Section 151 Officer: Yes | |
| Legal Implications | The policy supports the Council's statutory duties under the Civil Contingencies Act 2004 by strengthening preparedness, resilience, and continuity of critical services. | |
| | Signed off by the Deputy Monitoring Officer: Yes | |
| Staffing and Corporate Implications | The policy has minimal direct staffing implications, however, there may be a need for periodic training, awareness, and contingency planning to ensure staff are prepared to respond effectively during disruptions. | |
| | From a corporate perspective, implementing the policy strengthens organisational resilience, supports statutory and regulatory compliance, and helps safeguard service delivery, reputation, and stakeholder confidence in the event of an incident. | |
| | Signed off by the Head of Paid Service: Yes | |
| Purpose of Report | This report seeks comments from Corporate Scrutiny Committee on the Business Continuity Policy at Appendix 1. The policy provides a consistent, Council-wide framework to support resilience, assurance, and continuous improvement. Business continuity management complements, rather than replaces, the Council's statutory role in civil contingencies and emergency planning. | |
| Recommendations | THAT THE CORPORATE SCRUTINY COMMITTEE: 1) PROVIDES ANY COMMENTS ON THE DRAFT BUSINESS CONTINUITY POLICY AHEAD OF THE MEETING OF CABINET ON 23 JUNE 2026; | |

| | |
|--|---|
| | <p>2) NOTES THAT SERVICE-LEVEL BUSINESS CONTINUITY PLANS ARE ALREADY IN PLACE, AND THAT THE POLICY PROVIDES ORGANISATION-WIDE GOVERNANCE, CONSISTENCY, AND BEST-PRACTICE ASSURANCE;</p> <p>3) NOTES THAT BUSINESS CONTINUITY TRAINING FOR SENIOR LEADERSHIP IS BEING PROCURED TO STRENGTHEN STRATEGIC READINESS AND RESPONSE.</p> |
|--|---|

1.0 BACKGROUND

Background and Rationale

Business Continuity Management (BCM) describes how the Council prepares for, responds to, and recovers from disruptions that affect the delivery of services, such as loss of premises, ICT failure, supplier disruption, or severe staff shortages.

While service-level Business Continuity Plans (BCPs) are already in place, the absence of a single corporate policy means there is no formal organisation-wide standard covering governance, accountability, training, testing, and review. Introducing a corporate policy aligns the Council with recognised good practice, strengthens assurance, and supports consistent implementation across all directorates, including commissioned and outsourced services.

The Council's BCM arrangements sit alongside and in support of its responsibilities under the Civil Contingencies Act 2004. Business continuity focuses on maintaining and restoring critical services and internal operations, enabling the Council to continue to function effectively while also contributing to wider emergency response arrangements led through civil contingencies and emergency planning.

2.0 Proposed Policy – Key Points

The Business Continuity Policy (Appendix 1):

- Sets out a clear organisational framework for business continuity management.
- Defines roles and responsibilities for Members, Senior Leadership, Directors, managers, staff, and the Business Continuity Lead.
- Establishes expectations for service-level BCPs, including business impact assessment and alignment with incident management and ICT disaster recovery.
- Covers supply-chain resilience, including commissioned and outsourced services.
- Commits the Council to training, exercising, and testing of plans.
- Introduces consistent monitoring and review arrangements to provide assurance and drive improvement.

3.0 Existing Arrangements

Service Business Continuity Plans are already in place and are used operationally when disruptions occur. The proposed policy does not replace these plans; instead, it:

- Consolidates existing practice into a single, approved corporate framework.
- Provides clarity on expectations and accountability.
- Supports consistent quality, review, and testing of plans across the organisation.

4.0 Training and Embedding

To strengthen strategic capability, business continuity training for Senior Leadership is being procured. This will support leaders to:

- Understand their roles during significant disruption.
- Set recovery priorities for critical services.
- Operate effectively at the interface between incident management, business continuity activation, and wider emergency planning arrangements.

This will be complemented by ongoing awareness, training, and exercising for relevant officers to ensure arrangements are understood and kept up to date.

5.0 Implementation and Review

Subject to Cabinet approval, the policy will be published and communicated across the organisation. Directors and Heads of Service will remain responsible for maintaining service-level BCPs in line with the policy. Comments from the Corporate Scrutiny Committee are requested ahead of the Policy being taken to the meeting of Cabinet on 23 June 2026.

The Business Continuity Policy will be reviewed on a three yearly cycle, or earlier where significant organisational or external change occurs.

| Policies and other considerations, as appropriate | |
|--|---|
| Council Priorities: | - A well-run council |
| Policy Considerations: | None |
| Safeguarding: | The policy has a positive, indirect safeguarding implication by helping ensure continuity of critical services that support children and adults at risk during disruption. |
| Equalities/Diversity: | Effective business continuity planning supports fair access to services during disruption, including for vulnerable groups. |
| Customer Impact: | The policy supports continuity of customer-facing services and communications during disruption, helping residents and service users access information, report issues, and receive support (including alternative contact routes where normal channels are unavailable). |
| Economic and Social Impact: | By strengthening service resilience, the policy helps minimise disruption that can impact local residents, communities, and businesses (for example, delays to statutory services, advice, or operational responses). |
| Environment, Climate Change and zero carbon: | N/A |
| Consultation/Community Engagement: | N/A |
| Risks: | Adoption of the policy reduces the likelihood and impact of service disruption. Risks relating to inconsistent coverage or plan quality will be managed through monitoring, review, and training. |
| Officer Contact | Hannah Panter Head of HR and OD hannah.panter@nwleicestershire.gov.uk |



| Item | Details |
|-------------|--------------------------------------|
| Reference: | [Insert report reference] |
| Status: | For decision |
| Originator: | [Service/Directorate] |
| Owner: | [Policy owner / Responsible officer] |
| Version No: | 1.0 |
| Date: | [Insert date] |

Policy Statement

North West Leicestershire Council is committed to ensuring robust and effective Business Continuity Management (BCM) arrangements are in place as a key mechanism to restore and deliver continuity of services in the event of a disruption or emergency. The Council provides services to the community and so must be able to continue providing critical services effectively when incidents or service disruptions occur.

The Civil Contingencies Act 2004 places a statutory duty on the Council to ensure that it can:

- respond to an emergency
- continue to support emergency response partners
- continue to provide critical services to the public.

Effective business continuity planning enables the Council to fulfil its duties by requiring that services have robust business continuity arrangements in place. The Council acknowledges that while not all services are critical, most services are important to the wider community and, therefore, the Council is committed to ensuring that all plans are in place.

These plans help to build confidence that the Council will respond effectively if unexpected events happen, by having procedures in place to reduce risk and limit the impact of an incident and any effect on its ability to achieve the corporate plan priorities.

In a disruptive situation, it may not be possible to continue to provide all Council services. Whilst all services are important, priority for recovery will be given to those which have been established as being the most essential, the business-critical activities – i.e., those that the organisation has agreed must be back up and running first. Resources will be directed to these business-critical services first. It may be unrealistic to expect the entire service, critical or not, to be recovered immediately. In this case, the essential parts of the service must be restored followed by the non-essential elements when possible.

Definition and Scope

Business Continuity Management (BCM) is how the Council prepares for disasters, unexpected incidents or events that effect the delivery of services. This policy outlines the BCM principles to identify critical activities and ensuring we meet our duty under the Civils Contingencies Act 2004.

Business continuity management (BCM) and incident management are distinct but related processes; however, an incident may invoke business continuity arrangements, and business continuity activation may itself involve incident management actions.

By having effective BCM planning when incidents do occur, the disruption to the Council should be reduced and have a limited impact.

There are several events which may disrupt the Council's day-to-day activities, causing Business Continuity Plans (BCPs) to be invoked, examples include but not limited to:

- Loss of access to buildings
- Absence of large numbers of staff i.e. industrial action, pandemic
- Loss of utilities within buildings
- Loss of key suppliers or partners
- Major IT / Power outage (internal)
- Widespread Power Outage (covered under incident management)
- Severe weather conditions (covered under Incident management)
- Fuel disruption
- Flooding (covered under incident management)
- Other major incident- A major incident is an event or situation that threatens serious damage to human welfare, the environment, or security, and requires the implementation of special arrangements to manage and respond to it.

All officers and those working voluntarily or under contract to the Council must be aware of, their responsibilities under the BCPs and are required to comply with such requirements.

This policy also applies to the management of all supply chains especially outsourced contracts.

It requires those responsible for negotiating and managing contracts to ensure appropriate business continuity conditions are included in contracts, in order that the service provider can deliver acceptable levels of service following a disruption to the Council or the supplying company.

Performance monitoring will be co-ordinated by the Business Continuity lead and will focus on the following components:

- Scope - ensure BCPs are implemented and reviewed, highlighting critical services.
- Validation - To verify that BCPs work and are fit for purpose.
- Training and Exercising - to ensure key staff are familiarised with the BCPs and what is expected of them in a crisis.

Disaster Recovery Planning

Disaster recovery planning refers to the way data, servers, files, software applications, and operating systems are restored following a damaging event. In contrast, business continuity refers to the way a business maintains operations during a time of technological malfunction or outage.

In other words, a disaster or data recovery plan dictates how a business should respond to a disaster, while a business continuity plan dictates how a business can continue to operate throughout a disaster.

The Council has an ICT Disaster Recovery Plan in place.

Aims and Objectives

The Council's BCPs provide a structure to anticipate risks, mitigate them where possible, and to have flexible and tested plans in place to minimise disruption when an unplanned event significantly disrupts normal business.

The objectives are:

- To ensure the Council can continue to exercise its functions and contractual obligations in the event of an emergency
- To maintain a suite of robust business continuity management documents covering all service areas
- To identify the potential areas of vulnerability affecting Council services
- To determine overall priorities for recovery of functions if disruption takes place
- To build on good work already in place within risk management arrangements
- To ensure that all Council directorates and service areas are involved in business continuity planning so that there is an effective and consistent response
- To undertake training and awareness programmes for staff, elected members, suppliers, and partners as required
- To validate business continuity arrangements by performing periodic testing of BCPs
- To ensure that critical IT systems have a Disaster Recovery Planning solution in place so critical services can continue.

The benefits of effective business continuity planning are:

- Increased resilience to key threats
- Greater awareness of risk exposure
- Ability to respond rapidly to minimise cost interruptions
- A workable, accountable approach that can be reviewed
- A process that forms part of effective corporate governance

Business Continuity Document Framework

Business continuity management documentation suggests a single document. However, a variety of plans can exist at any organisation level. The Council's BCM document framework currently comprises of several documents which include:

Incident Plan – This plan determines the individual department and teams involved in an incident response. It provides details on how to invoke the business continuity arrangements, actions to be taken and timescales. The plan includes information on communication and call-cascading processes, opening of Emergency Centres etc.

Business Continuity Plan (Service Plans) – this is the key data gathering document, it includes a Business Impact Analysis for each critical service to identify and assess its needs. It provides key details for their recovery procedures and the service's ability to work from home or other locations if required. Additionally, it lists all the contact details for the team, both in and out of office hours.

ICT disaster recovery plan- outlines how a disaster recovery invocation will be managed and provides details on the disaster recovery planning arrangements.

Roles and Responsibilities

The following table details the key roles and responsibilities in relation to ensuring the ongoing success and support of the BCM programme within the Council.

Elected Members / Senior Leadership

- Provide strategic oversight and assurance that effective business continuity arrangements are in place.
- Support decision-making during significant disruption where required.

Corporate Leadership Team

- Provide overall leadership and direction during major incidents or significant disruptions.
- Ensure adequate resources are available to support business continuity management.
- Agree recovery priorities for critical services.

Business Continuity Lead (Head of HR and Organisational Development)

- Develop, maintain, and review the Business Continuity Policy and framework.
- Provide guidance and support to services in developing and maintaining Business Continuity Plans (BCPs).
- Coordinate training, awareness, testing, and exercising of BCPs.
- Monitor compliance and report on business continuity arrangements.

Directors and Heads of Service

- Identify critical services and undertake Business Impact Assessments.
- Develop, maintain, test, and review service-level Business Continuity Plans.
- Ensure staff are aware of their roles and responsibilities within the BCP.
- Activate and manage service BCPs during disruptions and report issues as required (this may be as ICO under the incident plan).

Managers and Team Leaders

- Implement continuity arrangements within their teams when plans are invoked.
- Ensure staff safety and welfare during disruptions.
- Maintain communication with service managers during incidents.

Employees

- Be familiar with relevant Business Continuity Plans and follow agreed procedures.
- Participate in training and exercises when required.
- Report incidents or disruptions promptly through agreed channels.

ICT Services

- Maintain and test ICT disaster recovery arrangements.
- Support the restoration and continuity of critical systems and data.
- Work with services to identify ICT dependencies and recovery priorities.

Human Resources

- Provide advice and support on staffing, redeployment, absence management, and staff welfare during disruptions.

Communications Team

- Coordinate internal and external communications during incidents.
- Ensure timely and accurate information is provided to staff, partners, and the public.

Suppliers and Partners

- Maintain appropriate business continuity arrangements in line with contractual requirements.
- Support continuity of commissioned and outsourced services during disruption.

Skills and Training

Having established the roles and accountabilities for BCM programme, the Council must ensure that it has the required skills for maintaining the procedures and plans. This will be achieved by a programme of BCM awareness / training which will include:

- Awareness of business continuity management for new employees through the Corporate Induction programme.
- Provision of tailored training sessions
- Attendance at regional seminars, webinars, Emergency Planning groups, and Business

In addition, BCM documentation is stored on the Council's network server and on Resilience Direct which is a secure government storage platform that can only be accessed by relevant officers.

Training is also provided on the use of both storage options.

Testing of Business Continuity Plans

Business continuity management cannot be considered as reliable or effective until it has been tested. Testing these arrangements is key to confirming that those plans are robust and will be effective in the event of an actual incident.

The Business Continuity lead will arrange testing of the business continuity arrangements, a minimum of two exercises will be undertaken a year utilising the following types of exercises:

- Discussion-based exercises – participants can explore relevant issues and walk-through plans in a low-pressure environment.
- Scenario exercises – usually conducted in a tabletop environment. Participants are expected to have some familiarity with the plans being exercised and are required to demonstrate their understanding of how the plans work as the scenario unfolds.
- Simulation exercises – these are more elaborate and can involve teams across the Council.

Participants are given information in a way that simulates a real incident and are asked to deal with the updates or requests for information as if it were real and develop and implement a suitable response. These are generally carried out as testing of emergency planning arrangements.

Monitoring and Review

BCM is essential if the Council is to meet its obligations to provide critical services to the public and partner agencies during a period of disruption.

To maintain the effectiveness of the BCP (Service Plans) there will be a 12-month review date set.

Additionally, plans will be reviewed outside of this arrangement if the following circumstances occur:

- Structural, procedural or systems changes within the Council that would significantly affect the management of a major disruption to critical services
- External changes that would significantly affect the management of major disruption to the Council's identified critical services
- Significant changes to staff and buildings
- New Regulations / Guidance
- Recommended changes following testing/exercises
- Recommended changes following a major disruption or activation of this plan

The Business Continuity Policy will be reviewed at least every three years, or earlier where significant changes occur.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18
JUNE 2026



| | | |
|--|--|---------------------------|
| Title of Report | ANNUAL CORPORATE COMPLAINTS 2025/26 | |
| Presented by | Cllr Andrew Woodman Housing, Property and Customer Services Portfolio Holder | |
| Background Papers | <u>Microsoft Word - Corporate Complaints and Feedback Policy 2025 V5</u> | Public Report: Yes |
| Financial Implications | There are no financial implications in respect of this report | |
| | Signed off by the Acting Deputy Section 151 Officer: Yes | |
| Legal Implications | There are no legal implications arising from this report. | |
| | Signed off by the Interim Monitoring Officer: Yes | |
| Staffing and Corporate Implications | There are no direct staffing or corporate implications arising from this report. | |
| | Signed off by the Head of Paid Service: Yes | |
| Purpose of Report | <p>This is the Council's annual complaints report for the period 1 April 2025 to 31 March 2026. It includes information in respect of complaints across all directorates. It also provides information for decisions issued by the Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman (HO) in the same period.</p> <p>The report contributes to the Council's aspirations in the Corporate Delivery Plan of being customer focused by acknowledging that complaints and formal enquiries provide a regular and rich source of feedback from residents that inform the Council when things have gone wrong. Learning from this provides the opportunity to improve services to support residents.</p> | |
| Recommendations | <p>THAT SCRUTINY COMMITTEE:</p> <p>NOTES THIS REPORT AND PROVIDES ANY COMMENTS FOR CONSIDERATION BY CABINET ON 23 JUNE 2026</p> | |

1.0 BACKGROUND

- 1.1 Each year, the Council is required to prepare an annual summary of complaints dealt with under the corporate Complaints Policy (the year runs from 1 April 2025 to 31 March 2026).
- 1.2 A complaint is defined within the Council as: *'an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf affecting an individual/resident or a group of individuals/residents'*.
- 1.3 The Council provides a wide range of services to its residents and receives relatively few complaints; the Council seeks to learn from them and look for patterns of service failure. The Council continues to use the feedback it receives from its complaints to generate ideas for service improvements both in the short and long term.
- 1.4 The Council works hard to view the complaints it receives as a positive opportunity, whilst remaining focused on trying to resolve them to the satisfaction of residents as quickly as it can.
- 1.5 This is a report on all Council services' formal enquiries which are:
 - Complaints
 - Member Enquiries
 - MP Enquiries
- 1.6 Many service requests and enquiries are resolved informally by officers and managers as part of day-to-day service delivery, without recourse to the Council's formal complaints process. Staff are expected to address concerns promptly and, where appropriate, take corrective action at the earliest opportunity. While such informal contacts are not always formally recorded, services are encouraged to capture them in a proportionate way to support ongoing service improvement. Early, informal resolution reflects recognised good practice.
- 1.7 Where a request for service has been sent via the complaints process but is not deemed as a corporate complaint these are logged as a 'Request for service' and are recorded and reported on quarterly basis.
- 1.8 The Council's complaints procedure is designed to address those issues that necessitate a formal reply and, as such, could not be resolved during the earlier stages of the process. The Complaints Policy and procedure can be found linked in the background papers at the top of this report.
- 1.9 To strengthen oversight and governance, stage 1 complaints responses are signed off by the relevant Strategic Director. Stage 2 complaints are signed off by the Chief Executive, providing additional assurance that the concerns raised have been fully considered and that appropriate action has been taken before a complainant seeks independent review by the relevant Ombudsman.
- 1.10 This report focuses not only on volumes and timeliness of responses but also aims, when it is possible, to identify themes and lessons learnt that result in service improvements.

1.11 The Council has a commitment to learning and improvement. Complaints and other formal enquiries are important information, providing an opportunity to understand where and why things sometimes go wrong and provide a basis for the Council to make positive changes, informed by data and the resident voice.

2.0 Complaints' overview

2.1 Number of Complaints and Enquiries - all stages

| Level | 2024/2025 | 2025/2026 |
|---|-----------|-----------|
| Stage 1 | 346 | 325 |
| Stage 2 | 107 | 94 |
| Housing Ombudsman and Local Government and Social Care Ombudsman (that have reached formal investigation stage) | 23 | 17 |
| MP enquiries | 175 | 263 |
| Member enquiries | 705 | 531 |
| Compliments | 273 | 253 |

2.2 There was a total of 325 stage 1 complaints, which is a 6% (19) decrease on the previous year. There was also a decrease of 14% (13) compared to the previous year in respect of stage 2 complaints with a total of 94.

2.3 The Council provides a wide variety of services for over 104,700 residents. In this context, 419 complaints (stage 1 and 2 combined) are only a fraction of the number of customer interactions occurring each year. For example, the Council's Customer Service team received 99,781 customer interactions alone in 2025/26.

2.4 The number of compliments recorded by the Council reduced from 273 in 2024/25 to 253 in 2025/26 (a decrease of 20, or 8%). Work is ongoing across services to improve the consistent capture and sharing of positive resident feedback. In addition, the Customer Services Team Manager publishes quarterly staff blogs highlighting compliments to help promote and embed a positive customer-focused culture.

2.5 The number of stage 1 complaints received can be broken down by service as follows:

| Service | Number of Complaints | As a % overall |
|--------------------------|----------------------|----------------|
| Customer Services | 8 | 2.46% |
| Environmental Health | 4 | 1.23% |
| Environmental Protection | 4 | 1.23% |
| Finance | 1 | 0.31% |
| Housing Assets | 20 | 6.15% |
| Housing Repairs | 132 | 40.61% |
| Housing Management | 31 | 9.54% |
| Housing Choices | 8 | 2.46% |

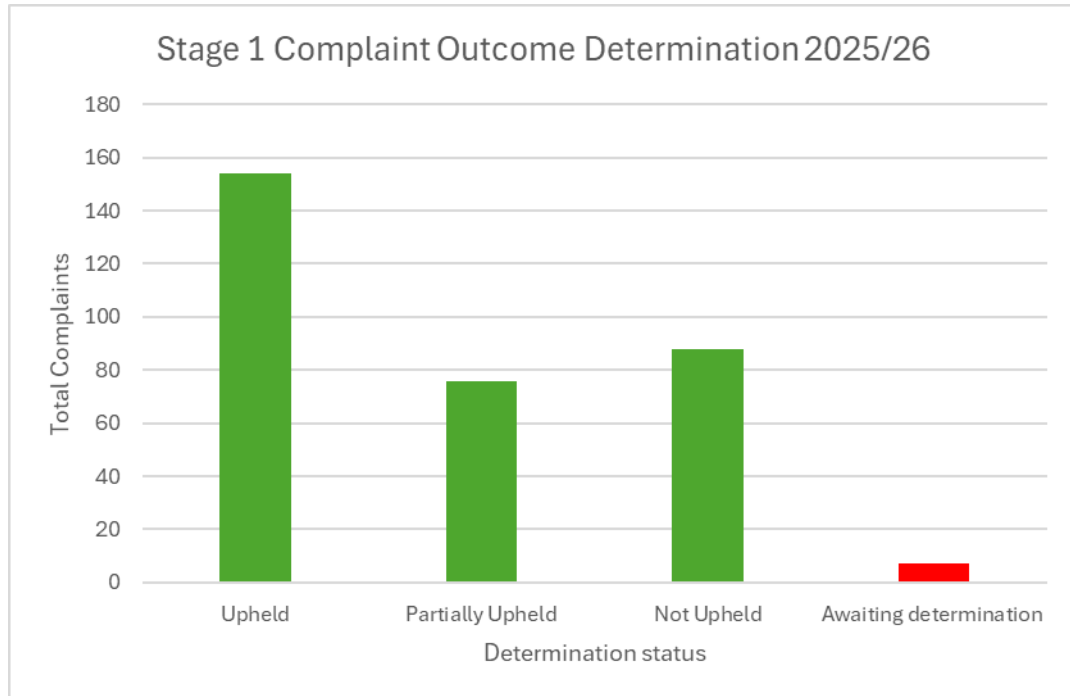
| | | |
|--------------------------|----|--------|
| Leisure Services | 2 | 0.63% |
| Licensing | 4 | 1.23% |
| Parks | 3 | 0.92% |
| Planning and Development | 14 | 4.31% |
| Planning Policy | 4 | 1.23% |
| Property Services | 1 | 0.31% |
| Revenues and Benefits | 30 | 9.23% |
| Community Safety | 3 | 0.92% |
| Waste Services | 56 | 17.23% |

- 2.6 The number of complaints for each service does not necessarily provide a direct correlation with the standard of customer service provided, and these overall results cannot be treated in isolation. Each of these service results are heavily influenced by the type of business transacted by that service, for example, the number of customer facing transactions carried out, the public profile of the actions carried out by that service, and whether the customer has alternative formal routes for redress or appeal.
- 2.7 Housing Repairs received the highest number of complaints, with a total of 132 (40% of the overall stage 1 complaints) however this is an 18% (24) decrease compared to 2024/25 (156).
- 2.8 Considering the volume of interactions Housing Repairs has with residents, for example, 27,519 contacts in 2025/26, the number of complaints received is relatively low. The complaints represent approximately 0.48% of the total transactions completed.
- 2.9 Waste Services received the second-highest number of complaints. However, these complaints are minimal when considering the number of interactions with residents. In 2025/26, Waste Services provided waste and recycling collections to around 50,000 properties within the district each week, totalling approximately 3,720,960 collections a year. The number of complaints received as a proportion of total collections is just 0.001%.

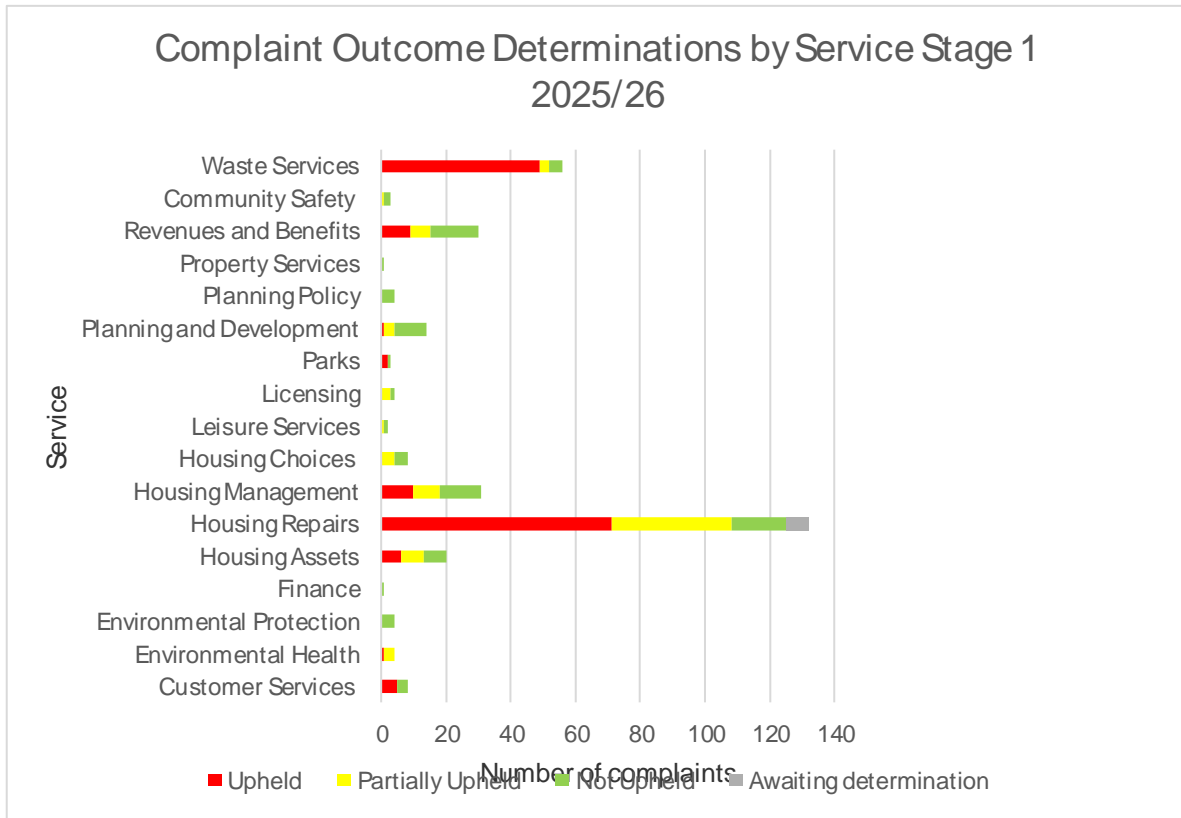
3.0 Complaint Outcomes

- 3.1 Complaint outcomes are determined with one of the following statuses:
- Upheld- following investigation the Council has found in favour of the complainant.
 - Not upheld- following investigation the Council has not found in favour of the complainant.
- 3.2 Sometimes complaints have more than one issue to be investigated. On occasion, these can have a mixture of the two above determinations and have a status partially upheld.

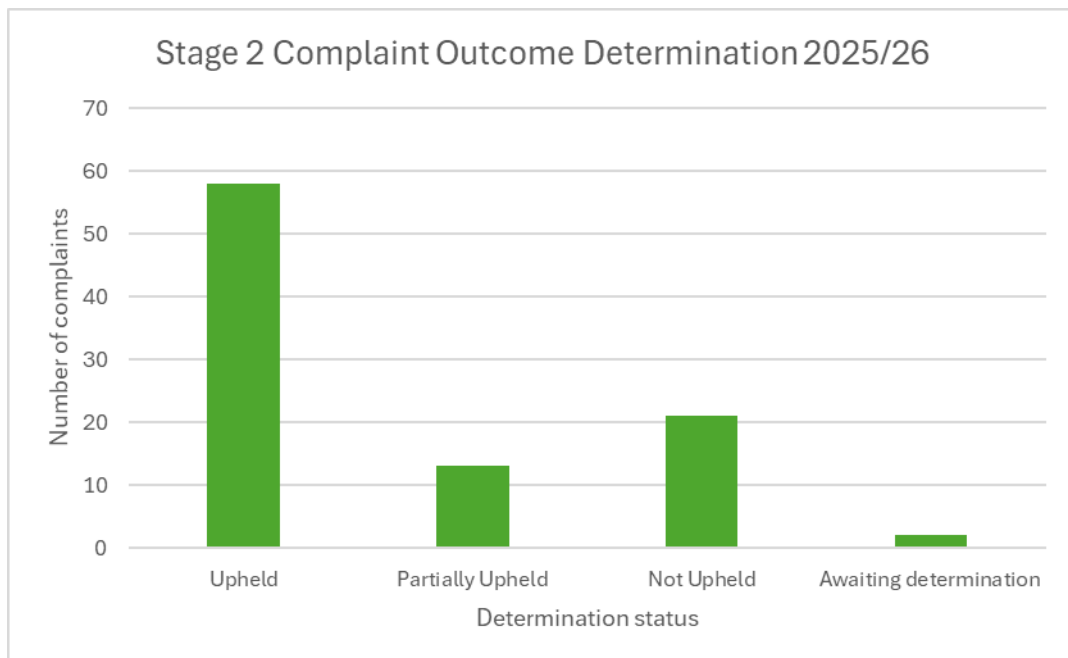
3.3 Stage 1 complaint outcome determination across the Council can be seen in the graph below. A total of 47% (154) of complaints were fully upheld when investigated at stage 1 of the complaints' process.



3.4 The graph below shows stage 1 determinations by service. Housing Repairs recorded the highest number of upheld complaints, with 71 upheld and 37 partially upheld. Waste Services recorded the highest upheld rate, with 87% (49) of its complaints upheld.

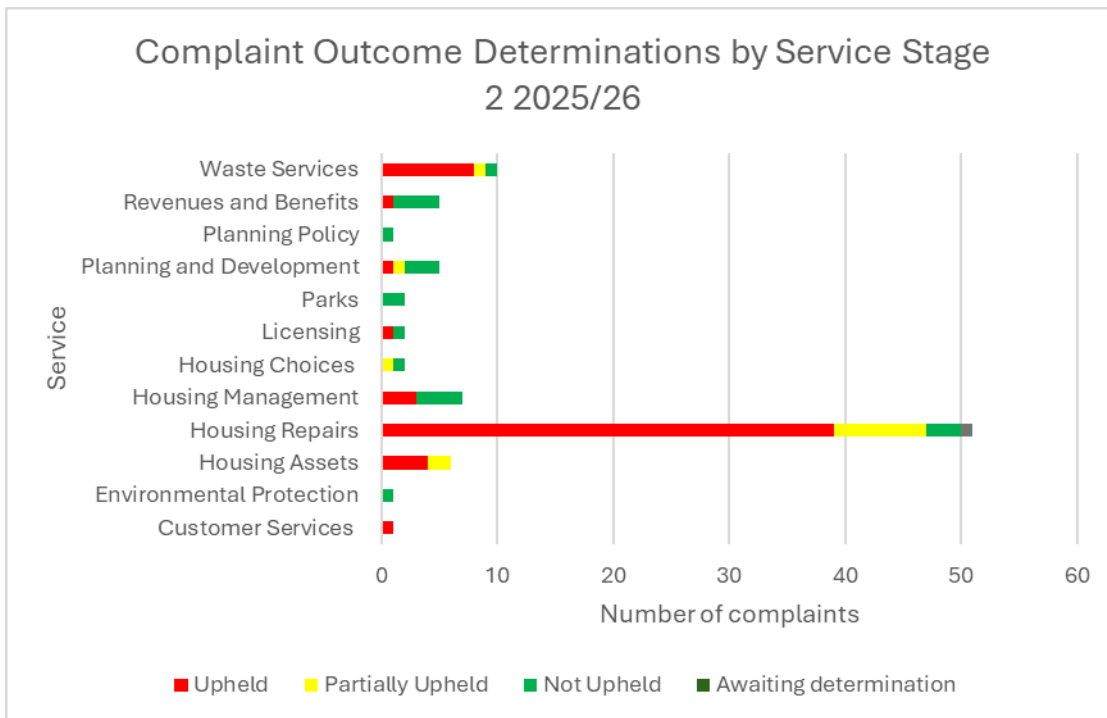


3.5 Stage 2 complaint outcome determination across the Council can be shown in the graph below. A total of 62% (58) of complaints were fully upheld when investigated at stage 2 of the complaints process.



3.6 The graph below illustrates the stage 2 determinations by service. Housing repairs has the highest upheld rate, with 39 complaints upheld and eight partially upheld out of complaints for the service. Given the volume of complaints within the housing service, quarterly reports are prepared for the Strategic Director of

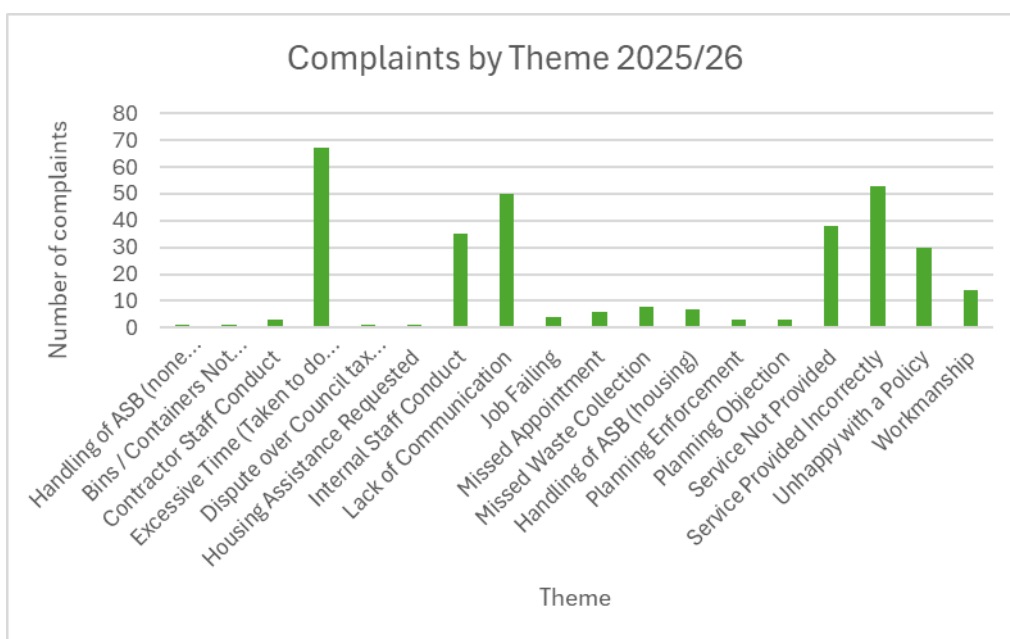
Communities, Head of Housing and the Housing improvement board. These reports provide an overview of the complaints, including themes and outcomes.



4.0 Complaint Themes

4.1 As part of the process of monitoring and handling customer feedback, the Complaints Team is responsible for categorising complaints based on the subject matter. The following diagram outlines the categories of complaints received in 2025/26.

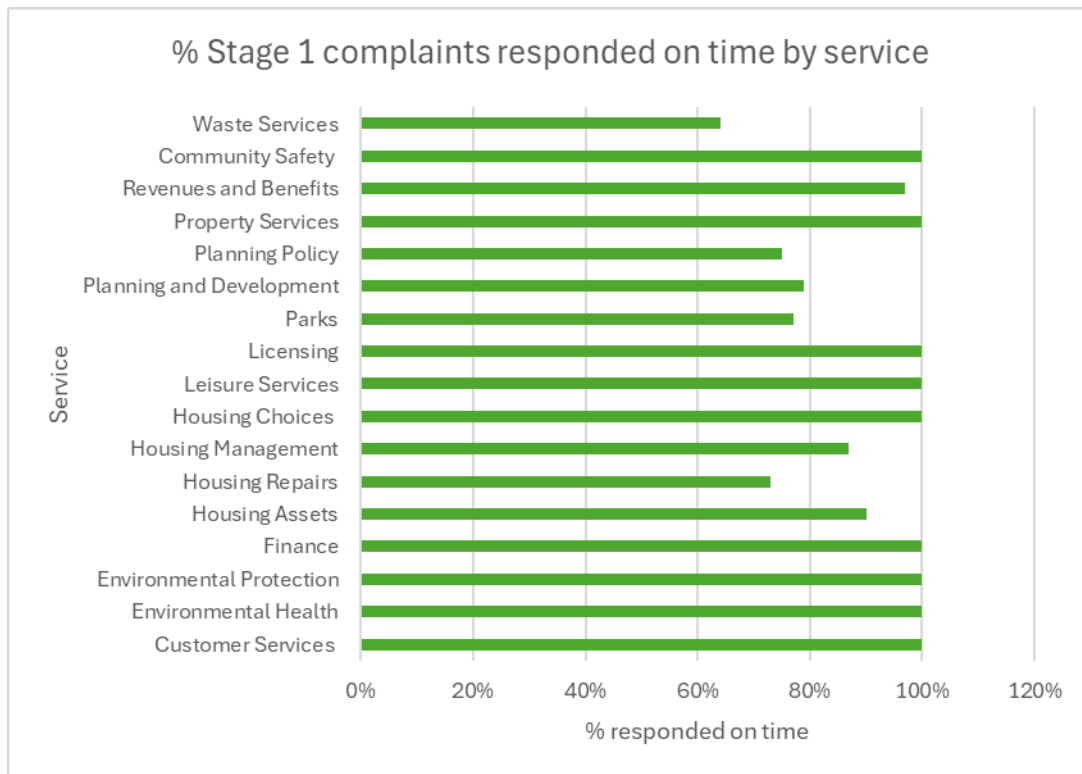
4.2 Stage 1 – Themes of Complaint – 2025/26 Whole Council



- 4.3 67 (21%) of all complaints were categorised as excessive time taken to carry out a service. Complaints within this category have decreased from 92 in 2024/25 (a decrease of 27%).
- 4.4 “Service provided incorrectly” was the second most frequently recorded complaint theme, accounting for 53 complaints (16%). This category captures cases where residents consider that the Council has not delivered a service in the expected manner, resulting in a failure to meet agreed service standards and customer expectations.
- 4.5 The three most prevalent complaint themes in 2025/26 were “Excessive time taken”, “Service provided incorrectly” and “Service not provided”. These themes were recorded across a range of Council services. Housing Repairs accounted for the highest volumes within these categories (50, 23 and eight respectively), with Waste Services also featuring prominently (five, one and 22 respectively).

5.0 Complaints Performance

- 5.1 The Council’s service standard is to provide a full response to a complaint within ten working days of receipt. Where this is not achievable (for example due to the complexity of the issues raised, the number of parties involved, or where further information is required), a holding response is issued to the complainant. In 2025/26, the Council met this standard for 79% of stage 1 complaints (257 cases), representing a 9% improvement on the previous year. While performance remains below the Council Delivery Plan target and the Housing Ombudsman expectation of 100%, the direction of travel is positive.
- 5.2 When a complaint is escalated to stage 2, the investigating head of service has ten working days to respond. This standard was met in 68% of escalated complaints (64 complaints) which is consistent with performance in 2024/25.



5.3 All services endeavour to focus on providing a high-quality response that resolves all the issues raised and finds a suitable outcome in a timely way, whilst keeping the complainant informed and up to date with progress. Responding to complaints within the timeframe is a key performance indicator within the Council Delivery Plan and something that is being highlighted as an area for improvement in 2026/27 particularly for Housing, Community Services and Planning/ Development who failed to hit the targets set for 2025/26.

6.0 Financial remedies

6.1 In awarding compensation, the Council must consider for 2025/26:

- The Housing Compensation Policy sets out the circumstances in which compensation may be awarded, and the basis on which payments are calculated, for Council tenants. The policy has recently been reviewed and updated to align with the latest Ombudsman guidance and has been developed into a corporate Compensation and Remedies Policy. The revised policy will be presented to Cabinet on 23 June 2026 for approval.
- Corporate compensation payments are in accordance with the Councils Financial Procedure Rules provided that the Monitoring Officer, in consultation with the relevant Strategic Director has advised on the appropriateness of compensation as per the constitution.
- Whether any statutory payments are due
- If any quantifiable losses have been incurred
- The time and trouble a customer has experienced
- Any distress and inconvenience caused
- The remedies guidance issued by the relevant Ombudsman

- 6.2 Suggested ranges of compensation are set out by the Ombudsman and the Housing Ombudsman also gives additional guidance in determining the adverse effect and impact on customers in particular circumstances.
- 6.3 Neither this guidance nor the suggested ranges are intended to be prescriptive, and discretion is required on a case-by-case basis to decide what is fair and reasonable in the circumstances of each situation.
- 6.4 For the annual year 2025/26, the Council has paid in total £35,857.20 as a financial remedy to complaints including compensation ordered by the Ombudsman compared to £27,372.26 for the year 2024/25.

7.0 External Bodies

- **Local Government and Social Care Ombudsman (LGSCO)**
- **Housing Ombudsman (HOS)**

- 7.1 If complainants are not satisfied with the outcome of their complaint as investigated through the Council's complaints' procedures, they can escalate their complaint to the Ombudsman. This section of the report provides information on cases that the Ombudsman has made decisions on in the 2025/26 period.
- 7.2 The Housing Ombudsman (HOS) manages enquiries and complaints that are related to services provided by the Council as a social landlord e.g., repairs to properties.
- 7.3 The Local Government and Social Care Ombudsman (LGSCO) handles enquiries and complaints that are related to all other Council services. This includes non- landlord housing issues such as housing allocation, homelessness and temporary accommodation which is categorised in LGSCO reports as "Housing".
- 7.4 The HOS and LGSCO produce annual review reports and the data, feedback and recommendations and remedies made in these are reviewed by the feedback team who ensure the relevant service areas act on them in a timely manner.

Local Government and Social Care Ombudsman

- 7.5 In February 2024, the LGSCO introduced a complaint code as "advice and guidance" for all local councils in England under section 23(12A) of the Local Government Act 1974. This means that councils should consider the Code when developing complaint handling policies and procedures and when responding to a complaint. The complaint code can be found at: [LGSCO Complaint code](#)
- 7.6 The LGSCO produces an annual report on the complaints they have received and the outcomes of each case, the annual complaint overview report can be found at [North West Leicestershire District Council - Local Government and Social Care Ombudsman](#)
- 7.7 In 2025/26, 16 complaints were referred to the Local Government and Social Care Ombudsman (LGSCO). Of these, seven were determined to be outside the Ombudsman's jurisdiction, and a further six were assessed and closed without

investigation. The remaining three complaints were investigated. Of those, two were upheld, with the Council found to be at fault, and one was not upheld, with no fault found on the part of the Council.

7.8 The determinations of the Council being found at fault as follows:

- One fault causing injustice
- One service failure for handling of the complaint

Housing Ombudsman

7.9 The Housing Ombudsman Service (HOS) is set up by law to look at complaints about the housing organisations that are registered with them. It resolves disputes involving the tenants and leaseholders of social landlords (housing associations and local authorities) and voluntary members (private landlords and letting agents who are committed to good service for their tenants).

7.10 On the 1 April 2024, the HOS published its revised Complaint Handling Code which was first introduced in June 2020. This sets out requirements for member landlords that will allow them to respond to complaints effectively and fairly.

7.11 The Code ensures complaint handling data is being used consistently across landlord members, promotes engagement at different levels within a landlord and sets out expectations for boards or equivalent governance, senior executives and frontline staff.

7.12 Compliance with the Code forms part of the membership obligations. Members are obliged to complete a self-assessment to measure the level of compliance. The Council's latest self-assessment based upon the latest code can be found in Appendix A of this report.

7.13 When carrying out a complaint investigation the Ombudsman will consider whether the landlord addressed the complaint in accordance with the Code. Any failure identified could result in a finding of:

- Severe maladministration
- Maladministration
- Service failure
- Mediation
- Redress

7.14 Following an investigation where some level of maladministration has been found the HOS could put an order and or recommendations in place to correct matters. The HOS can also make recommendations on any case that has been investigated and determined by them to help improve service delivery and promote learnings from outcomes and ensure compliance with the Code.

7.15 The HOS carried out a review of the Council's Complaints Policy in April 2026 to assess compliance with the Complaint Handling Code. Following this review, 17 recommendations were made, primarily relating to minor wording amendments and clarification of existing practice. These recommendations have been addressed, and a revised version of the Policy was issued on 1 May 2026. The HOS confirmed, on 18 May 2026, that the Council's Policy is compliant with the code.

7.16 The HOS has not yet published its Landlord Reports for 2025/2026 so all data presented below is from the Council's systems. The Landlord Performance report is normally received in October. Appendix B of this report shows the Housing Ombudsman's Landlord performance report for 2024/25.

7.17 The HOS classifies complaints by the date of determination rather than the date of receipt. During 2025/26, eight complaints relating to the Council were determined by the HOS. Of these, six cases proceeded to formal investigation, one case was not investigated, and one complaint was withdrawn by the complainant. The Ombudsman may issue more than one determination in relation to a single complaint where multiple complaint issues have been considered. The determinations arising from the six formally investigated cases are set out below:

- Three Maladministration in handling repairs of windows, doors and ventilation issues.
- One Maladministration in handling of ASB reports
- One Maladministration in handling of report of damp and mould
- One Maladministration in handling of replacement boiler
- One Maladministration in handling of complaint
- One Maladministration in handling repairs and response to damp and mould
- Three Reasonable redress for handling of complaint

7.18 As a result of the HO determinations a number of recommendations and orders were put in place by the HO some of which were:

- The landlord should consider re-training of housing staff on handling of ASB cases.
- As a landlord the Council was ordered to apologise on four occasions.
- As a landlord the Council was ordered to complete a senior management review of two cases.

8.0 Tenant Satisfaction Survey

8.1 North West Leicestershire District Council (NWLDC) commissioned NWA Social Research Ltd to undertake a Tenant Satisfaction Survey to collect the 12 Tenant Perception Measures as prescribed by the government's Regulator of Social Housing. Beginning in the reporting year April 2023 to March 2024, all Social Housing providers were required by the Regulator to carry out such a survey annually – the current survey covers the 2025-26 reporting period and tracks the baseline 2023-24 survey and the 2024-25 survey, both of which were also conducted by NWA.

8.2 The survey questionnaire was designed and appropriately worded and ordered to comply with the Regulator's guidelines, one of the Tenant Perception measures was complaint handling. The questions asked were:

Q9a: *Have you made a complaint to housing services at NWLDC in the last 12 months?*

Q9b: *(If 'Yes') How satisfied or dissatisfied are you with NWLDC's approach to complaints handling?*

- 8.3 Just under a quarter (23%) of all respondents (142 people) said that they have made a complaint to the Council's Housing Services in the last 12 months, whilst the remaining 77% of respondents have not made a complaint in the last 12 months – this represents a significantly lower proportion of respondents having complained in comparison to 2024/25 (37% 'yes'/ 63% 'no') and 2023/24 (33% 'yes'/ 67% 'no').
- 8.4 Just 3% (to nearest whole per cent) of those respondents that have made a complaint to the Council's Housing Service in the last 12 months, (five out of 140 respondents), were satisfied with its 'approach to complaints handling', whilst the remaining 97% were dissatisfied, (no respondents were 'neither satisfied nor dissatisfied'). Satisfaction in this regard has decreased significantly compared to 2024/25 (16% 'satisfied/ 72% 'dissatisfied') and 2023/24 (26% 'satisfied'/ 59% 'dissatisfied').
- 8.5 It is important to note that the wording of the Tenant Satisfaction Measure complaint question may have been interpreted differently from its intended purpose. The question is designed to measure satisfaction with the Council's approach to handling a complaint, rather than satisfaction with the underlying issue that gave rise to the complaint itself. Given that the reported satisfaction level is significantly lower than all other measures and represents a clear outlier, a further review has been undertaken. The comments provided by respondents who chose to explain their dissatisfaction appear, in many cases, to relate primarily to the original service issue rather than the way in which the complaint was managed. This may indicate that some respondents did not distinguish between dissatisfaction with the initial problem and dissatisfaction with the complaint handling process. In contrast, the Council's own internal feedback, gathered independently by the Feedback Officer who is separate from service delivery, presents a more positive picture of resident satisfaction with the complaint handling process. Those residents who agreed to complete the survey with the Feedback Officer all reported that they found it easy to make a complaint and were satisfied that they had been kept informed throughout the process.

9.0 Learning points

- 9.1 The Council treats every complaint as an opportunity to identify learning outcomes and improve service provision. Complaints are valuable not only in identifying service improvements, but in improving public perception and satisfaction with the Council as a whole. Each complaint can be an opportunity to make changes or service improvements on a small or greater scale. Analysis of the Council's complaints and the lessons recorded from those complaints shows a clear and consistent pattern in the areas where services need to improve. Across the complaints reviewed, the most common learning points relate to communication with residents, timely follow-up of outstanding issues, record keeping and case management, oversight of contractors, and the need for clearer internal processes and stronger service standards. While the complaints cover a range of council services, a significant proportion relate to housing and repairs, meaning that issues such as damp and mould, outstanding repairs, missed appointments and poor coordination of works feature strongly in the overall findings.
- 9.2 The analysis also shows that dissatisfaction is often caused not only by the initial service failure, but by the way the matter is then handled. Recorded

learning points repeatedly highlight situations where residents had to chase for updates, were given inconsistent information, experienced avoidable delays, or were left unclear about what action would happen next. This demonstrates that, alongside resolving the underlying issue, there is a need for services to be more consistent, better coordinated and more resident-focused in the way they communicate and manage cases. The complaints process has therefore provided valuable insight into recurring operational weaknesses and where service improvements should be prioritised.

9.3 The actions taken because of these complaints for 2025/26 broadly fall into the following area:

- **Improving communication with residents**
Services have identified the need to provide clearer explanations, more regular updates and better expectation management, so that residents understand what is happening and when.
- **Strengthening follow-up and case tracking**
Action has been taken to improve the monitoring of outstanding issues, follow-on works and unresolved cases, so that matters are progressed more promptly and are less likely to be overlooked.
- **Improving contractor oversight and coordination**
Complaints have highlighted the need for stronger management of contractors, including clearer accountability, closer monitoring of performance and better coordination between services and external providers.
- **Providing staff reminders, guidance and training**
Several complaints have led to reminders to staff about expected standards, alongside additional learning to improve professionalism, communication, complaint handling and consistency of response.
- **Reviewing and strengthening internal processes**
Services have used complaint outcomes to review procedures, improve internal controls and make changes to working practices aimed at preventing similar issues from recurring.
- **Improving quality assurance and inspections**
In some areas, learning has also pointed to the need for better checking of completed work, earlier identification of problems and stronger assurance that issues are resolved correctly first time.

9.4 Internally, work has been undertaken to strengthen how lessons learned from complaints are identified, shared and embedded across services, with the aim of improving both organisational culture and the overall customer experience. The Customer Services Team Manager and the Feedback Team have led this activity, focusing on practical actions to ensure that insight from complaints is consistently used to drive improvement. These actions include:

- Introducing a monthly internal communication to share statistical updates, key themes and lessons learned from complaints, alongside guidance on conducting effective investigations and drafting high-quality responses.
- Delivering briefing sessions to the Extended Leadership Team to highlight emerging issues and promote examples of good practice.

- Developing and issuing targeted guidance to support service improvement, including an Investigating Complaints Guide and a Compensation and Remedies Guide.
- Providing Root Cause Analysis training to managers across the Council to support more effective identification and resolution of underlying issues.
- Developing and delivering additional mandatory training by the Customer Services Team Manager to support complaint investigations, with a focus on strengthening empathy and ownership. This has been rolled out to all North West Leicestershire leaders and officers involved in handling complaints.
- Delivering customer care training to all frontline officers during 2025/26, using an external provider and actor-led scenarios to enhance engagement and learning outcomes.
- Designing and delivering a “Walking in the Customer’s Shoes” workshop by the Customer Services Team Manager to over 100 officers to date, aimed at increasing understanding of the customer journey and reinforcing a customer-focused culture across the organisation.
- Reviewing the customer contact standards to make them corporate and achievable.

9.5 Improvements for the forthcoming year of 2026/27 are:

- Focusing on the timeliness in responding to complaints to accord with the Council’s Delivery Plan targets of 100% within timeline.
- Continuing development plan on the importance of complaints across the council.
- Working with the housing improvement board to provide a greater understanding of the service.
- Reviewing the customer contact standards to make them corporate and achievable.
- Improving culture to one of a more customer centric one.

10.0 Member and MP enquiries

10.1 Member and MP Enquiry data is included in the annual formal enquiries report as it is acknowledged that there is great similarity between the types of complaints submitted and the types of Member/MP enquiries received. It is not uncommon for a resident to make a complaint and then contact their elected Member about the same issue.

10.2 For the period 1 April 2025 to 31 March 2026, a total of 530 Member Enquiries were received, compared with 705 in the previous year, representing a 25% decrease. However, it was identified in Quarter 3 of 2025/26 that some enquiries were not being submitted through the correct logging process. A reminder was subsequently issued to both Members and officers. An increase in enquiries recorded in Quarter 4 suggests that the Quarter 3 data may have been understated; accordingly, the overall reduction reported may not fully reflect actual enquiry volumes.

10.3 For the period 1 April 2025 to 31 March 2026, the total number of MP Enquiries received was 263, compared with 175 in the previous period. This is a 50% increase in the number of MP Enquiries compared with the previous year's figures.

Member and MP enquiries by service.

| Service | Number of Member enquires | Number of MP enquires |
|-----------------------------|---------------------------|-----------------------|
| Community Services | 207 | 62 |
| Customer Services | 13 | 2 |
| Economic Regeneration | 2 | 2 |
| Finance | 1 | 0 |
| Housing services | 160 | 118 |
| Legal and Commercial | | |
| Services | 15 | 6 |
| Planning and Infrastructure | 106 | 43 |
| Revenues and Benefits | 10 | 19 |
| Not NWLDC function | 16 | 11 |
| Totals | 530 | 263 |

11.0 Corporate Objectives and Priorities

- 11.1 The reporting of complaints is embedded in the Council's performance management process, giving further opportunity for issues to be raised throughout the year, and for wider corporate trends to be identified should they arise.
- 11.2 A robust and effective complaints' process ensures the Council is able to meet its vision, working collaboratively to deliver high quality services that support all communities in the District.
- 11.3 Reviewing and learning from complaints ensures the Council is committed to delivering its values. Delivering high standards in everything the Council does which shapes behaviours and builds trust with its residents.

12.0 Conclusion

- 12.1 Complaints at service level remain low, particularly when compared to the overall volume of interactions the Council has had with the public in the same period, this does not negate the fact that the Council takes each complaint seriously when investigating and act upon any learning that has been identified. The Council is not complacent about the matters raised.
- 12.2 More work is required with services on the culture around complaints to ensure consistency on timeliness of responses and the importance of complaints.
- 12.3 The consistency of complaints reporting suggests that the complaints process continues to work effectively, and that the public can make a complaint with ease. Where necessary, trends are identified by the feedback team and managed by individual services. The Customer Services Team Manager and Customer Experience Team Leader will continue to work closely with Services to identify ways to effectively manage and resolve complaints.

| Policies and other considerations, as appropriate | |
|--|--|
| Council Priorities: | A well-run council |
| Policy Considerations: | Corporate Complaints Policy |
| Safeguarding: | None. |
| Equalities/Diversity: | None |
| Customer Impact: | The report provides an overview in to how residents experience Council services. Over the reporting period, the feedback has highlighted both areas of strength and opportunities for improvement. Where complaints have been upheld, the Council has taken steps to address root causes, whether that is through staff training, process reviews or improved communication. |
| Economic and Social Impact: | None. |
| Environment, Climate Change and zero carbon: | None |
| Consultation/Community Engagement: | None |
| Risks: | <p>A recurring pattern of complaints in specific areas may indicate deeper systemic issues. If left unaddressed, these could erode public confidence and lead to reputational damage.</p> <p>Delays in responding to or resolving complaints brings a risk to the Council's commitment to customer care. Timeliness is a critical factor in maintaining trust with our residents.</p> <p>Failure to act on complaint trends or to implement learning from upheld cases could leave the Council exposed to legal or regulatory scrutiny, particularly where vulnerable individuals are affected.</p> <p>If staff training, communication or policy clarity is not addressed, it may lead to service failures. These risks can compound over time, leading to increased volumes of complaints and greater strain on resources.</p> |
| Officer Contact | Nichola Oliver Customer Services Team Manager nichola.oliver@nwleicestershire.gov.uk |

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|--|------------------|---|--|
| 1.2 | A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i> | Yes | Corporate complaints policy | Page 3 |
| 1.3 | A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy. | Yes | Corporate complaints policy | Page 3 plus Feedback officer and Customer Services are independent of any service. |
| 1.4 | Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be | Yes | Corporate complaints policy | Page 4 |

| | | | | |
|-----|--|-----|---|--|
| | recorded, monitored and reviewed regularly. | | | |
| 1.5 | A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains. | Yes | Corporate complaints policy | Page 4 Acknowledgement letter for a 'request for service' has time frames for monitoring of response and any escalation details to corporate complaint if required. |
| 1.6 | An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain. | Yes | Corporate complaints policy | Page 4 Housing feedback has a QR code to complaints form. Customer Service satisfaction survey advises how to make a complaint if not satisfied. |

Section 2: Exclusions

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|---|------------------|---|--------------------------|
| 2.1 | Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits | Yes | Corporate complaints policy | Page 4. |
| 2.2 | <p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. | Yes | Corporate complaints policy | Page 4. |

| | | | | |
|-----|--|-----|---|--------|
| | <ul style="list-style-type: none"> Matters that have previously been considered under the complaints policy. | | | |
| 2.3 | Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so. | Yes | Corporate complaints policy | Page 4 |
| 2.4 | If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint. | Yes | Corporate complaints policy | Page 4 |
| 2.5 | Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint. | Yes | Corporate complaints policy | Page 6 |

Section 3: Accessibility and Awareness

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|---|------------------|---|---|
| 3.1 | Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process. | Yes | Corporate complaints policy | Page 6, 10 |
| 3.2 | Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord. | Yes | Corporate complaints policy | Page 6 Mandatory complaints training. Internal communications about everyone's responsibility. |
| 3.3 | High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain. | Yes | | History of encouraging and welcoming complaints. Numbers of complaints will be published in quarterly and annual complaints reports. |

| | | | | |
|-----|--|-----|--|--------|
| 3.4 | Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website. | Yes | Corporate complaints policy | Page 6 |
| 3.5 | The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code. | Yes | Corporate complaints policy | Page 8 |
| 3.6 | Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord. | Yes | Corporate complaints policy | Page 6 |
| 3.7 | Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint. | Yes | <ul style="list-style-type: none"> • Corporate complaints policy <ul style="list-style-type: none"> • Website • Acknowledgement letter • Stage response letters | Page 8 |

Section 4: Complaint Handling Staff

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|--|------------------|---|--|
| 4.1 | Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties. | Yes | | <ul style="list-style-type: none"> • Feedback Officer administers all complaints. • Customer Experience Team leader is Ombudsman liaison. • Customer Service Team Manager CLT/ Member liaison |
| 4.2 | The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly. | Yes | Feedback officer doesn't have authority or autonomy. Clarified with HOS, Response as follows: <i>'a complaints officer should have the authority to act to resolve disputes. However, we acknowledge that landlords will have differing internal processes for offering a complaint resolution such as delegation schemes or individual compensation limits. In these scenarios, the landlord should instead ensure the process for obtaining the necessary authorisation is swift and does not delay complaint responses being provided within the timescales set out in the Code.'</i> | |

| | | | | |
|-----|---|-----|---|--|
| | | | Our policy accounts for director and CEO signoff of complaints within the relevant time frames. | |
| 4.3 | Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively | Yes | Skillsgate mandatory training | |

Section 5: The Complaint Handling Process

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|---|------------------|---|--|
| 5.1 | Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain. | Yes | Corporate complaints policy | |
| 5.2 | The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion. | Yes | Corporate complaints policy | Clear that there are two stages. All officers have been instructed that they must not deal with complaints informally as part of the internal training on the new codes / policy |
| 5.3 | A process with more than two stages is not acceptable under any | Yes | Corporate complaints policy | |

| | | | | |
|-----|--|-----|---|--------|
| | circumstances as this will make the complaint process unduly long and delay access to the Ombudsman. | | | |
| 5.4 | Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes. | Yes | Corporate complaints policy | Page 9 |
| 5.5 | Landlords are responsible for ensuring that any third parties handle complaints in line with the Code. | Yes | Corporate complaints policy | Page 9 |
| 5.6 | When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification. | Yes | Corporate complaints policy | Page 7 |
| 5.7 | When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and | Yes | Corporate complaints policy | Page 7 |

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|------|---|-----|---|--|
| | clarify any areas where this is not clear. | | | |
| 5.8 | <p>At each stage of the complaints process, complaint handlers must:</p> <ol style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. | Yes | Corporate complaints policy | <p>Page 7 Corporate Director sign off of Stage 1 complaints Chief Executive sign off of stage 2 complaints ensures compliance.</p> |
| 5.9 | Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint. | Yes | Corporate complaints policy | Page 7,8 |
| 5.10 | Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review. | Yes | Corporate complaints policy | Page 10 |

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|------|---|-----|---|---|
| 5.11 | Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code. | Yes | Corporate complaints policy | Page 5 |
| 5.12 | A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys. | Yes | | Corporate complaints system House on the Hill is a full case management system. |
| 5.13 | Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation. | Yes | Corporate complaints policy | Page 9 |
| 5.14 | Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and | Yes | Corporate complaints policy | Page 10 |

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| | must keep restrictions under regular review. | | | |
| 5.15 | Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010. | Yes | Corporate complaints policy | <ul style="list-style-type: none"> • Unreasonable communications policy • EIA on policy |

Section 6: Complaints Stages

Stage 1

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|---|------------------|---|---|
| 6.1 | Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident. | Yes | | This is our standard practice |
| 6.2 | Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u> | Yes | Corporate complaints policy | |
| 6.3 | Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged. | No | Corporate complaints policy | Our Corporate Complaints policy complies with the complaint code. However, in the past year, we achieved a 79% response rate within the specified timeframe, (an improvement of 9% on 2024/25) falling short of the |

| | | | | |
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| | | | | 100% target. This shortfall is due to various factors, including capacity issues and vacant positions. Ensuring timely responses remains a priority for the Council, with adherence to complaint deadlines being a key performance indicator in our corporate plan for 2026/27. These key performance indicators are monitored quarterly and presented to both the Cabinet and Scrutiny Committee. |
| 6.4 | Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident. | Yes | Corporate complaints policy | Page 7 |
| 6.5 | When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman. | Yes | Corporate complaints policy | Page 7 |
| 6.6 | A complaint response must be provided to the resident when the answer to the | Yes | Corporate complaints policy | Page 7 |

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| | complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident. | | | |
| 6.7 | Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate. | Yes | Corporate complaints policy | Page 7 |
| 6.8 | Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint. | Yes | Corporate complaints policy | Page 8 |
| 6.9 | Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; | Yes | | Letter templates available if required |

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| | <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</p> | | | |
|--|---|--|--|--|

Stage 2

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|---|------------------|---|--------------------------|
| 6.10 | If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response. | Yes | Corporate complaints policy | Page 8 |
| 6.11 | Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received. | Yes | Corporate complaints policy | Page 8 |
| 6.12 | Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response. | Yes | Corporate complaints policy | |
| 6.13 | The person considering the complaint at stage 2 must not be the same person | Yes | Corporate complaints policy | Page 8 |

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|------|--|-----|---|---|
| | that considered the complaint at stage 1. | | | |
| 6.14 | Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged. | No | Corporate complaints policy | Our Corporate Complaints policy complies with the complaint code. However, in the past year, we achieved a 70% response rate within the specified timeframe, falling short of the 100% target. This shortfall is due to various factors, including capacity issues and vacant positions. Ensuring timely responses remains a priority for the Council, with adherence to complaint deadlines being a key performance indicator in our corporate plan for 2025/26. These key performance indicators are monitored quarterly and presented to both the Cabinet and Scrutiny Committee |
| 6.15 | Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, | Yes | Corporate complaints policy | Page 8 |

| | | | | |
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| | and the reason(s) must be clearly explained to the resident. | | | |
| 6.16 | When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman. | Yes | | Holding letter template can be provided if required. |
| 6.17 | A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident. | Yes | Corporate complaints policy | Page 8 |
| 6.18 | Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate. | Yes | Corporate complaints policy | Page 8 |
| 6.19 | Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and | Yes | | Letter templates available if required. |

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|------|---|-----|---|--------|
| | g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. | | | |
| 6.20 | Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response. | Yes | Corporate complaints policy | Page 8 |

Section 7: Putting things right

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|---|------------------|----------|--|
| 7.1 | <p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; | Yes | | Normal practice but letter templates are available on request. |

| | | | | |
|-----|---|-----|---|--|
| | <ul style="list-style-type: none"> Changing policies, procedures or practices. | | | |
| 7.2 | Any remedy offered must reflect the impact on the resident as a result of any fault identified. | Yes | Corporate complaints policy | Page 9 |
| 7.3 | The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion. | Yes | Compensation Policy Final.pdf | Response templates are clear as to how remedies should be set out. Feedback officer follows through to completion. |
| 7.4 | Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies. | Yes | Compensation Policy Final.pdf Internal officer compensation guidance | |

Section 8: Putting things right

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|--|------------------|---|--------------------------|
| 8.1 | <p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord’s complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord’s performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. | Yes | <p>2023/24 NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL</p> | |

| | | | | |
|-----|---|-----|---|--|
| 8.2 | The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this. | Yes | <u>NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL</u> | |
| 8.3 | Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures. | Yes | | Not evidenced in policy, but officers are aware of the requirement |
| 8.4 | Landlords may be asked to review and update the self-assessment following an Ombudsman investigation. | Yes | | Not evidenced in policy, but officers are aware of the requirement |
| 8.5 | If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code. | Yes | | Policy states we will abide by Ombudsman code if there were exceptional circumstances that prevent us complying. We also have a corporate incident response policy and business continuity plan. |

Section 9: Scrutiny & oversight: continuous learning and improvement

| Code provision | Code requirement | Comply: Yes / No | Evidence | Commentary / explanation |
|----------------|--|------------------|---|--|
| 9.1 | Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint. | Yes | Lessons learnt and service reviews | Root Cause with services |
| 9.2 | A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery. | Yes | Corporate complaints policy | Page 3 |
| 9.3 | Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees. | Yes | | Scrutiny Portfolio holder updates Tenant panels Tenant InTouch newsletter |
| 9.4 | Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision. | Yes | | Customer Experience Team leader Customer service team manager. |

| | | | | |
|-----|---|-----|--|---|
| 9.5 | In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC'). | Yes | | Portfolio holder for housing, property and Customer services |
| 9.6 | The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings. | Yes | | Portfolio holder for housing, property and Customer services |
| 9.7 | As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and | Yes | | Quarterly complaints report is sent to portfolio holder for housing, property and customer services. Complaints performance is also part of the Council Delivery plan key performance indicators which are presented and discussed at both corporate scrutiny committee and Cabinet each quarter. |

| | | | | |
|-----|--|-----|--|---------------------------------------|
| | d. annual complaints performance and service improvement report. | | | |
| 9.8 | Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body. | Yes | | This is our normal practice / culture |

Housing
Ombudsman Service

**LANDLORD
PERFORMANCE
REPORT**

2024/2025

North West Leicestershire District Council

North West Leicestershire District Council

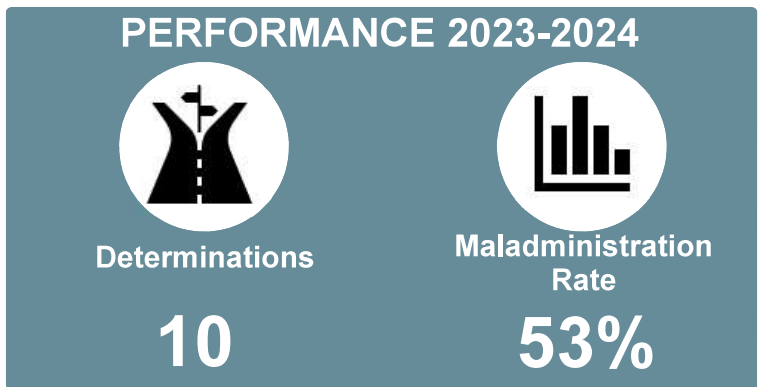
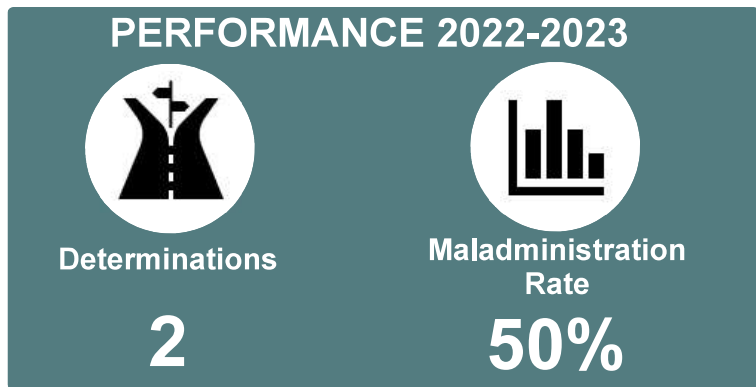
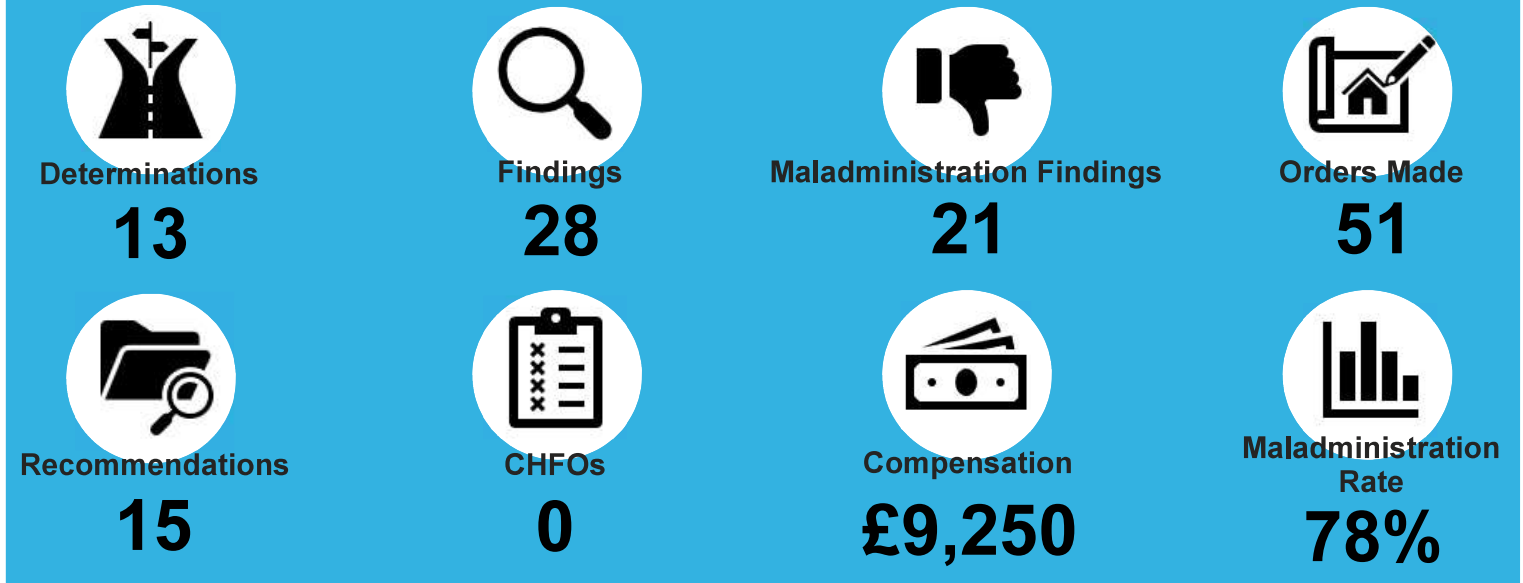
April 2024 - March 2025

Landlord: North West Leicestershire District Council

Landlord Homes: 4,185

Landlord Type: Local Authority / ALMO or TMO

PERFORMANCE AT A GLANCE

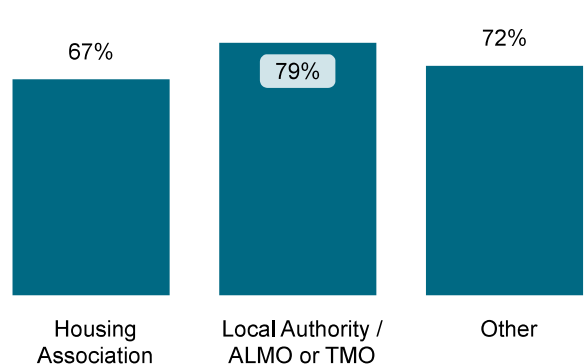
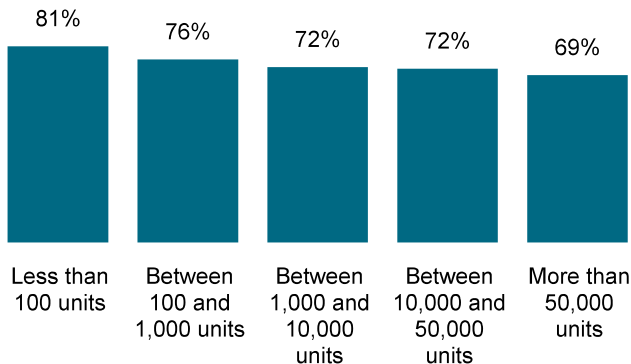


Maladministration Rate Comparison | Cases determined between April 2024 - March 2025

| | |
|---|---|
| NATIONAL MALADMINISTRATION RATE: 71% | National Maladministration rate for Landlords of a similar size <u>and</u> type: 77% |
|---|---|

National Mal Rate by Landlord Size: Table 1.1

by Landlord Type: Table 1.2



Findings Outcome Comparison | Cases determined between April 2024 - March 2025

National Performance by Landlord Size: Table 2.1

| Outcome | Less than 100 units | Between 100 and 1,000 units | Between 1,000 and 10,000 units | Between 10,000 and 50,000 units | More than 50,000 units | National | Landlord Findings |
|--------------------------|---------------------|-----------------------------|--------------------------------|---------------------------------|------------------------|----------|-------------------|
| Severe Maladministration | 5% | 10% | 5% | 5% | 4% | 5% | 4% |
| Maladministration | 38% | 36% | 41% | 41% | 41% | 41% | 46% |
| Service failure | 32% | 24% | 22% | 22% | 20% | 21% | 25% |
| Mediation | 0% | 0% | 1% | 2% | 2% | 2% | 0% |
| Redress | 3% | 6% | 10% | 12% | 17% | 13% | 11% |
| No maladministration | 14% | 17% | 15% | 13% | 10% | 13% | 11% |
| Outside Jurisdiction | 8% | 7% | 6% | 6% | 6% | 6% | 4% |
| Withdrawn | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

National Performance by Landlord Type: Table 2.2

| Outcome | Housing Association | Local Authority / ALMO or TMO | Other | National | Landlord Findings |
|--------------------------|---------------------|-------------------------------|-------|----------|-------------------|
| Severe Maladministration | 4% | 6% | 3% | 5% | 4% |
| Maladministration | 39% | 45% | 35% | 41% | 46% |
| Service failure | 21% | 22% | 27% | 21% | 25% |
| Mediation | 2% | 1% | 1% | 2% | 0% |
| Redress | 16% | 7% | 10% | 13% | 11% |
| No maladministration | 13% | 11% | 15% | 13% | 11% |
| Outside Jurisdiction | 5% | 7% | 8% | 6% | 4% |
| Withdrawn | 0% | 0% | 0% | 0% | 0% |

Landlord Findings by Category | Cases determined between April 2024 - March 2025 Table 2.3

| Category | Severe Maladministration | Maladministration | Service failure | Mediation | Redress | No maladministration | Outside Jurisdiction | Withdrawn | Total |
|--|--------------------------|-------------------|-----------------|-----------|----------|----------------------|----------------------|-----------|-----------|
| Property Condition | 1 | 7 | 3 | 0 | 3 | 1 | 1 | 0 | 16 |
| Complaints Handling | 0 | 5 | 3 | 0 | 0 | 0 | 0 | 0 | 8 |
| Health and Safety (inc. building safety) | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 2 |
| Anti-Social Behaviour | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Staff | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total | 1 | 13 | 7 | 0 | 3 | 3 | 1 | 0 | 28 |

Findings by Category Comparison | Cases determined between April 2024 - March 2025

Top Categories for North West Leicestershire District Council

Table 3.1

| Category | # Landlord Findings | % Landlord Maladministration | % National Maladministration |
|--|---------------------|------------------------------|------------------------------|
| Property Condition | 15 | 73% | 73% |
| Complaints Handling | 8 | 100% | 77% |
| Health and Safety (inc. building safety) | 2 | 0% | 62% |

National Maladministration Rate by Landlord Size:

Table 3.2

| Category | Less than 100 units | Between 100 and 1,000 units | Between 1,000 and 10,000 units | Between 10,000 and 50,000 units | More than 50,000 units | % Landlord Maladministration |
|--|---------------------|-----------------------------|--------------------------------|---------------------------------|------------------------|------------------------------|
| Complaints Handling | 100% | 86% | 84% | 81% | 70% | 100% |
| Health and Safety (inc. building safety) | 0% | 67% | 55% | 65% | 65% | 0% |
| Property Condition | 65% | 79% | 73% | 74% | 72% | 73% |

National Maladministration Rate by Landlord Type:

Table 3.3

| Category | Housing Association | Local Authority / ALMO or TMO | Other | % Landlord Maladministration |
|--|---------------------|-------------------------------|-------|------------------------------|
| Complaints Handling | 72% | 87% | 86% | 100% |
| Health and Safety (inc. building safety) | 61% | 66% | 0% | 0% |
| Property Condition | 70% | 79% | 68% | 73% |

Findings by Sub-Category | Cases Determined between April 2024 - March 2025

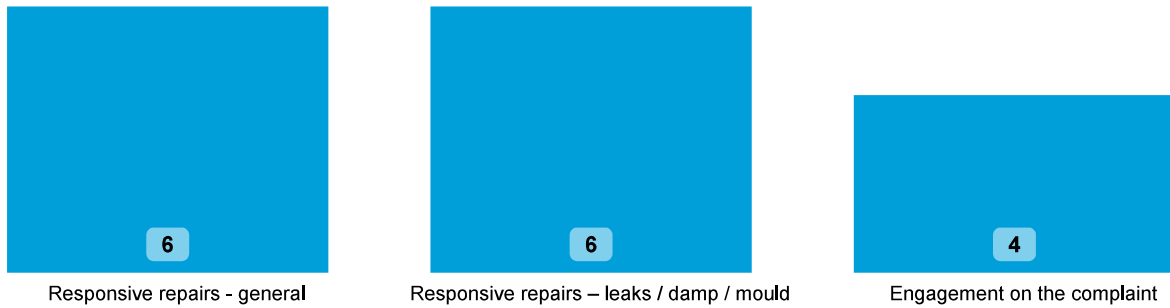
Table 3.4

Highlighted Service Delivery Sub-Categories only:

| Sub-Category | Severe Maladministration | Maladministration | Service failure | Mediation | Redress | No maladministration | Outside Jurisdiction | Withdrawn | Total |
|---|--------------------------|-------------------|-----------------|-----------|----------|----------------------|----------------------|-----------|-----------|
| Responsive repairs - general | 0 | 4 | 0 | 0 | 1 | 1 | 1 | 0 | 7 |
| Responsive repairs – leaks / damp / mould | 1 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 6 |
| Electrical safety | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 2 |
| Staff conduct | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total | 1 | 7 | 3 | 0 | 1 | 3 | 1 | 0 | 16 |

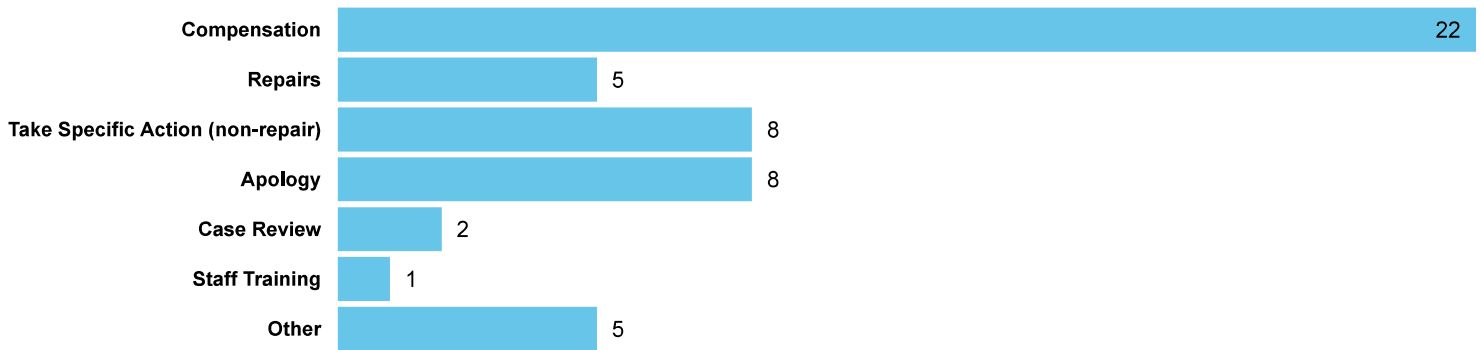
Top Sub-Categories | Cases determined between April 2024 - March 2025

Table 3.5



Orders Made by Type | Orders on cases determined between April 2024 - March 2025

Table 4.1



Order Compliance | Order target dates between April 2024 - March 2025

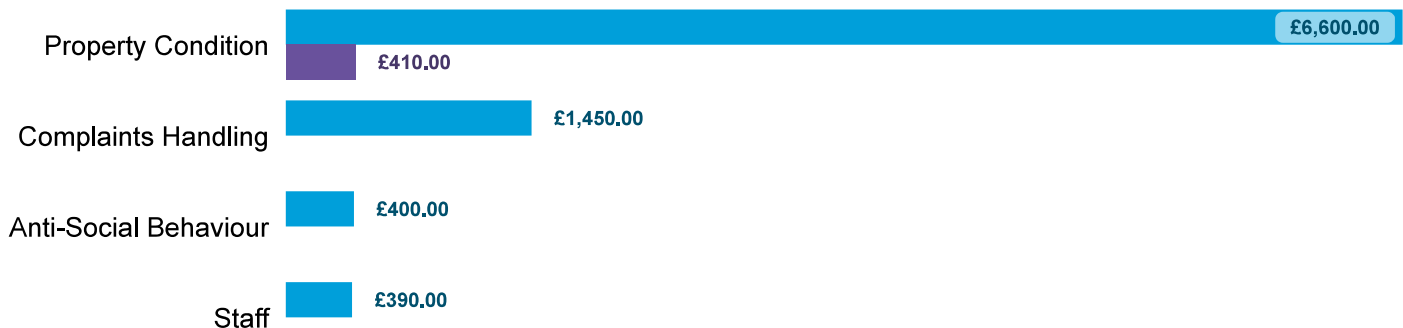
Table 4.2

| Order Complete? | Within 3 Months | | Within 6 Months | |
|-----------------|-----------------|------------|-----------------|-----------|
| | Count | % | Count | % |
| Complied | 48 | 96% | 2 | 4% |
| Total | 48 | 96% | 2 | 4% |

Compensation Ordered | Cases Determined between April 2024 - March 2025

Table 5.1

● Ordered ● Recommended



Introduction | *Notes on your figures in this report*

The Housing Ombudsman's 2024-25 landlord reports are for landlords with 5 or more findings made in cases determined between 1 April 2024 and 31 March 2025.

The data comes from our casework management system. The reports include statistics on cases determined in the period. If we published a performance report for the landlord last year, then its individual report will also include limited statistics about cases determined between 1 April 2022 and 31 March 2024 for year-on-year comparison. Where a landlord has merged, we have merged the 2022-24 data and it may therefore be different to the published figures last year.

Determinations | *Cases Determined*

The number of cases determined (decided upon) for this landlord by the Ombudsman. 13 determinations were recorded for North West Leicestershire District Council, this includes OSJ and Withdrawn determinations. 13 determinations were made excluding OSJ and Withdrawn.

In this report we are only counting the determinations excluding OSJ and Withdrawn overall - this is a change from previous years to where we counted all Determinations. We have also adjusted the determined figures for 22/23 and 23/24 referenced on the first page of this report to exclude OSJ and Withdrawn so that it is comparable. This means these figures may not match the published reports for those years.

Findings | *Category Findings*

The number of findings on cases determined. Each category on a determined case has one finding. When we count findings, we exclude any cases where the entire case was declared outside our jurisdiction (OSJ) or all elements of the complaint were entirely Withdrawn, usually prior to the case being allocated for investigation.

On this basis, we are only counting the findings made in the 13 determinations. 28 findings were recorded for North West Leicestershire District Council in these 13 determinations.

Maladministration Rate | *Calculated from Category Findings*

Under our Scheme, maladministration includes findings of severe maladministration, maladministration and service failure. The number of findings of maladministration are expressed as a percentage of the total number of findings (excluding findings of 'outside jurisdiction' and 'withdrawn'). This is referred to as 'mal rate'.

The number of findings recorded for North West Leicestershire District Council to calculate the Maladministration rate is 27. This excludes the 1 findings of Outside Jurisdiction or where elements of the case were Withdrawn during our investigation, but we made other findings on the case.

The number of 'Mal' findings recorded for North West Leicestershire District Council is 21, which gives the Maladministration rate of 77.8% (21 / 27). The national Mal rate is calculated on the same basis and is comparable to previous reports.

Orders | *Calculated from Orders issued on Cases Determined*

We issue Orders when the case investigation has resulted in a category finding of some level of maladministration or mediation. They are intended to put things right for the resident. We can issue multiple orders for each category of a case, so if we issue compensation of £50 for one category, and £50 for another category - we will count this as two orders even though the Landlord may just see it as one order of £100 compensation for the case.

The number of orders recorded for North West Leicestershire District Council is 51, these orders are across 21 category findings.

Unit Numbers | *Homes owned by the Landlord*

The number of homes (or 'units') owned or managed by the member landlord under the Housing Ombudsman Service's jurisdiction as of 31 March 2024. This is based on information available from the Regulator of Social Housing and provided by landlords.

Reviews | *Determination reviews*

The Landlords and residents may request a review of our determinations in circumstances set out in the Housing Ombudsman Scheme. This report includes data on cases originally determined between 1 April 2024 and 31 March 2025. If a determination is changed at review and the revised determination is issued on or before 31 March, the revised decision is included in the data. If the revised determination is issued on or after 1 April, only the original determination is included in the data.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18
JUNE 2026

| | | |
|--|---|---------------------------|
| Title of Report | CORPORATE COMPENSATION AND REMEDIES POLICY | |
| Presented by | Cllr Andrew Woodman Housing, Property and Customer Services Portfolio Holder | |
| Background Papers | Minutes of Cabinet 23 April 2024 Current version Compensation Policy Final.pdf | Public Report: Yes |
| Financial Implications | There are no direct financial implications arising from the review of the Policies, however, any indirect financial implications will need to be monitored during 2026/27 and considered as part of the budget setting process for 2027/28. Signed off by the Acting Section 151 Officer: Yes | |
| Legal Implications | Legal Services has reviewed the draft policy. There are no direct legal implications arising from the report itself. The proposed policy is intended to support compliance with Ombudsman expectations and promote consistency in decision-making. Any individual decisions made under the policy will need to be considered on their own merits, having regard to the Council's legal duties and relevant guidance. Signed off by the Deputy Monitoring Officer: Yes | |
| Staffing and Corporate Implications | None directly Signed off by the Head of Paid Service: Yes | |
| Purpose of Report | To introduce an updated Corporate Compensation and Remedies Policy and seek comments from Corporate Scrutiny Committee ahead of its consideration by Cabinet on 23 June 2026. | |
| Recommendations | THAT CORPORATE SCRUTINY COMMITTEE PROVIDES COMMENTS ON THE CORPORATE COMPENSATION AND REMEDIES POLICY AHEAD OF ITS CONSIDERATION BY CABINET ON 23 JUNE 2026. | |

1.0 BACKGROUND

- 1.1 The Council is required to maintain an approach to compensation and remedies that is consistent with the expectations and good practice promoted by the relevant Ombudsman. The Council currently operates an approved Housing Compensation Policy; however, as the principles apply more widely than housing services, it is proposed that this is replaced with a single, corporate Compensation and Remedies Policy to provide a consistent framework across all service areas.

2.0 PROPOSAL AND KEY CHANGES

- 2.1 The policy sets out the Council's approach to providing appropriate redress where there is evidence that service standards have not been met and this has resulted in some form of detriment. It brings together the Council's arrangements for apologies, practical remedies and (where appropriate) financial compensation into a single, clear framework for consistent application across all service areas.
- 2.2 The Council currently operates a Housing Compensation Policy. However, the principles of fairness, proportionality and learning from outcomes apply more widely than housing services. The proposed policy replaces the existing housing-only approach with a corporate policy that can be applied consistently across the Council, while recognising that some matters (for example, personal injury and significant property damage) must be progressed through the Council's insurance arrangements.
- 2.3 The policy has been drafted to align with both the Local Government and Social Care Ombudsman and Housing Ombudsman expectations and published best practice, including clarity on when redress may be appropriate, the range of remedies available, and the evidence that may be requested to support decision making. It also strengthens transparency by setting out how decisions will be explained to complainants and how outcomes will be recorded and monitored to support service improvement.
- 2.4 The policy includes an authorisation framework for financial awards, to ensure that decisions are proportionate, consistent, and subject to appropriate managerial oversight. It also confirms the Council's approach to accessibility and equality considerations, including taking account of known vulnerabilities and providing information in alternative formats on request.
- 2.5 Subject to Cabinet approval, the policy will be published and communicated internally to ensure staff understand how to apply it in practice. A central log of decisions will be maintained to support trend analysis and organisational learning, and the policy will be reviewed on a three-year cycle (or sooner where there are relevant changes in legislation, Ombudsman guidance, or local policy).

3.0 FINANCIAL IMPLICATIONS

- 3.1 The proposals are not expected to have a net impact on budgets although service expenditure will be kept under review and any amendments required incorporated into future years' budgets.

| Policies and other considerations, as appropriate | |
|--|---|
| Council Priorities: | <ul style="list-style-type: none"> - Communities and housing - A well-run council |
| Policy Considerations: | This Policy will replace the one currently in operation |
| Safeguarding: | None |
| Equalities/Diversity: | Equality Impact Assessments have been undertaken. No adverse impacts were identified. |
| Customer Impact: | The Policy is intended to improve the customer experience and ensure certainty and consistency in terms of how customers are dealt with. |
| Economic and Social Impact: | None |
| Environment, Climate Change and zero carbon: | None |
| Consultation/Community Engagement: | <p>Engagement was undertaken in 2024 as part of the Cabinet report and decision to approve the current Housing Compensation Policy (included in the Background Papers to this report). That earlier engagement informed the Council's approach to how redress is offered where service standards fall below what residents and tenants are entitled to expect.</p> <p>The updated Corporate Compensation and Remedies Policy does not change the fundamental principles agreed in 2024. It primarily consolidates and clarifies the existing approach and extends it to apply consistently across all Council services, while continuing to align with Ombudsman guidance. On that basis, it was not considered necessary to undertake further specific consultation or engagement for this update.</p> |
| Risks: | No direct risks identified. |
| Officer Contact | Nichola Oliver Customer Services Team Manager Nichola.oliver@nwleicestershire.gov.uk |

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Compensation and Remedies Policy

Key policy details

| Item | Details |
|-------------|--|
| Reference: | Compensation and Remedies 2026 |
| Status: | Draft |
| Originator: | Nichola Oliver, Customer Services Team Manager |
| Owner: | Director of Resources |
| Version No: | 1 |
| Date: | April 2026 |

Approvals

| Item | Date of Approval | Version No. |
|---|------------------|-------------|
| Consulted with Corporate Leadership Team (CLT) and Legal Services | 30 April 2026 | 1 |
| Reviewed by Corporate Scrutiny Committee | 18 June 2026 | 1 |
| Approved by Cabinet | 23 June 2026 | |

Policy Location

This policy can be found on the Council's website.

Equality Impact Assessment (EIA)

| Completed by | Completion date |
|--------------------------------|-----------------|
| Customer Services Team Manager | 7.5.2026 |

Revision history

| Version Control | Revision Date | Summary of Changes |
|----------------------|----------------------------------|--|
| [Insert version no.] | [Insert date of revised version] | [Insert amendments made to previous version] |
| | | |
| | | |
| | | |

Policy Review Plans

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

Distribution

| Title | Date of Issue | Version No. |
|---|---------------|-------------|
| [Insert e.g. distributed to Cabinet, on Website etc]. | | |
| | | |
| | | |

1. Purpose of this Policy

The purpose of this policy is to clearly set out the Council's approach to providing redress where there is evidence that service standards have not been met. The Council recognises that, in some circumstances, its actions, omissions or delays may have contributed to inconvenience, distress, financial loss or other forms of detriment. Where this is identified, the Council will seek to put matters right in a fair, timely and proportionate manner. This may include:

- Rectifying the issue or service failure as a priority
- Issuing an appropriate and meaningful apology
- Implementing measures to prevent recurrence
- Providing financial compensation where appropriate

The Council's aim is to seek, where reasonably practicable, to put matters right in a fair and proportionate way, taking account of the circumstances of each case.

2. Scope of the Policy and Who It Covers

This policy applies to all Council services and to individuals who interact with those services. This includes, but is not limited to:

- Housing Tenants and leaseholders
- Housing applicants
- Residents and service users
- Individuals affected by actions of contractors or third parties operating on behalf of the Council.

Legal Basis:

- All services: the Council may pay compensation where maladministration has, or may have, caused injustice (Local Government Act 2000, section 92).
- All services: Decisions are guided by good practice principles set out by the Local Government and Social Care Ombudsman (LGSCO)
- Housing services: Decisions are guided by the statutory frameworks and good practice principles set out by the Housing Ombudsman.

Exclusions:

This policy does not cover:

- Commercial contract disputes including commercial tenancies
- Internal Human Resources (HR) grievances or employment matters
- Council owned vehicle related incidents or damage, which follow separate processes
- Any other type of complaint not covered by the Council's Complaints Policy

3. Principles

The Council's approach to compensation and remedies is founded on the following principles:

- Fair and proportionate: The Council will look at each case on its facts and make a reasoned decision that fits the impact.
- Put things right: The Council will consider practical fixes first, and compensation where needed.
- Learn and improve: The Council will record cases, spot patterns and improve services to prevent repeat issues.
- Resident-focused and case-by-case: The Council will avoid "one-size-fits-all" amounts; the calculation will be explained and tailored to circumstances.
- Accessible and inclusive: known vulnerabilities are considered and information is provided in accessible formats on request.

4. When the Council Will Consider Redress

The Council will consider providing redress where there has been:

- Service failure or where there is evidence that service standards have not been met and this has resulted in some level of detriment (financial loss, distress, or inconvenience).
- Repairs/amenities issues (Housing): failure to meet repair obligations or reasonable timescales; prolonged loss of essential services (heating, hot water, power); repeated missed appointments.
- Poor complaint handling causing additional impact or delay.
- Damage or loss to belongings where the Council's liability is not in dispute; very large claims may be handled by insurers.

The Council will also consider non- financial remedies such as doing further works, redecoration, or service improvements, either instead of or alongside any payment.

5. When Compensation May Not Be Appropriate

Compensation is unlikely to be appropriate when:

- The matter relates to personal injury (these must be processed via the Council's insurance)
- The issue arose from factors beyond the Council's control, such as severe weather or actions of utility providers
- The resident refused access or failed to take reasonable steps to mitigate loss
- There has been accidental damage. Where the Council has done nothing wrong and the repairs required are not able to have been predicted and are not due to an act or omissions by the Council, e.g. burst pipes.

- The works relate to any alteration to a property or its services carried out by the tenant without written permission or to an adequate standard which were, therefore, unforeseeable.
- There has been loss or damage caused by tenants, visitors or adjacent occupiers
- There has been a loss of water, where a tenant is on a water meter and has not taken adequate steps to mitigate the loss.
- Compensation would duplicate an award or recovery already received elsewhere.

6. Distinction Between Compensation and Insurance Claims

Internal Compensation Claims:

Used for redress related to:

- Service failure
- Distress, inconvenience, time and trouble
- Minor, evidenced expenses

These payments do not constitute an admission of legal liability and are made in line with the Council's discretionary powers.

Insurance and or Legal Claims:

Required where:

- Personal injury has occurred
- Significant property damage exists
- There is potential evidence of negligence

Such cases are referred promptly to the Council's Finance (Insurance) team.

7. Evidence and what is asked of residents

Reasonable evidence of loss should be provided where appropriate (for example, receipts, bank statements, photos, expert reports). If evidence cannot be provided, the Council will assess on the balance of probabilities. Residents are expected to allow reasonable access for inspections/repairs and to mitigate their loss. Personal injury and some damage claims may be handled by insurers.

Evidence Requirements

To ensure robust decision making, the following evidence may be required:

For Compensation:

- Chronology of events
- Evidence of service failure

- Impact assessment
- Receipts or proof of unavoidable expenditure
- Information relating to vulnerability or personal circumstances

For Insurance Claims:

- Incident details
- Photographs
- Witness statements
- Asset and maintenance records

The Council will assess each case on the available information and exercise reasonable judgement in determining what evidence is sufficient.

8. Types of Remedies and compensation

Remedies may include, but are not limited to:

8.1 Practical Actions and Apologies

The Council will put problems right as quickly as possible, apologise, and improve its processes if needed.

8.2 Mandatory/Statutory Payments

Including:

- Home Loss and Disturbance payments: Where the Council wishes to undertake major repairs to a Council property, and the tenant is required to move out temporarily while the work takes place, a disturbance payment may be made. These do not form part of the compensation policy and are covered elsewhere.
- Right to Repair (secure/flexible/introductory tenants): If a qualifying repair is not completed within the required legal timescales and a second appointed contractor also fails to attend or complete the work, the tenant may be eligible for a compensation payment in line with the Right to Repair scheme. Qualifying repairs include, but are not limited to, total loss of power or water, unsafe electrical sockets, leaking roofs, blocked drains, and failures to heating or hot water systems. The applicable timescales for completion depend on the nature of the repair and may range from one to several working days
- Tenant Home Improvement: Tenants may make alterations to their home providing that written permission has been given by the Council's Housing Service prior to works taking place. It is the tenant's responsibility to obtain any other necessary consents (i.e. planning permission), and to ensure that the work is completed to a high standard and in accordance with all necessary regulations (e.g. Building Control, Gas Safe, FENSA etc). The Council reserves the right to refuse the works prior to being undertaken, and to inspect the works during, and afterwards.

When a tenant leaves their home, under "The Secure Tenants of Local Authorities (Compensation for Improvements) Regulations 1994", compensation for improvements they have made can be paid, upon request. The value of the compensation is determined through an assessment process laid down in the regulations.

8.3 Quantifiable Losses

Documented financial losses such as unavoidable expenses or exceptional delays leading to interest payments. The Council reimburses evidenced, reasonable, unavoidable costs that have been incurred because of Council failings (for example, alternative heating costs, temporary accommodation, reasonable redecoration if “make good” was not adequate).

8.4 Unquantifiable Losses

Payments based on professional judgement where exact evidence is unavailable. If loss is likely but the tenant cannot evidence every detail (for example, damaged items without receipts), the Council may make a reasonable estimate on the balance of probabilities. Any such assessment will be reasonable, evidence-informed and proportionate to the circumstances.

8.5 Distress, Inconvenience, Time and Trouble

The Council recognises avoidable impact and effort caused by delays, poor communication, or complaint-handling failures. The Council uses banded ranges (minor → severe), informed by Ombudsman practice, and tailored to individual circumstances,

8.6 Loss of use of rooms or home (Housing)

Where the Council’s maladministration has materially restricted a resident’s ability to use a room or the home for its intended purpose, the Council may consider an award to reflect the loss of use for the relevant period.

The relevant period will usually run from the date the issue was first reported, allowing for a reasonable period to complete the repair or resolve the matter, until the works are completed or the situation is otherwise determined.

In assessing any award, the Council will take account of:

- the nature, function, and importance of the room or facilities affected.
- the extent and duration of the restriction on use.
- the overall impact on the household, including any mitigating measures available; and
- the individual circumstances of the resident.

Any award for loss of use will be fair, reasonable, and proportionate to the circumstances of the case, and will not exceed the equivalent of the full rent for the affected period. Where appropriate, a separate award may also be made to recognise distress and inconvenience arising from the Council’s failure.

8.7 Specific compensation for non-provision of key services (Housing)

Where the Council’s maladministration leads to loss of heating, hot water, or power, or missed appointments, the Council will apply the Housing Ombudsman’s approach to “specific compensation orders.”

9. Complaint Handling Failures

Compensation may be awarded when the Council’s complaints process has not been delivered to an acceptable standard, including:

- Minor delays
- Repeated or avoidable delays

- Significant delay
- Serious procedural failure

Assessments will have regard to Ombudsman guidance and the circumstances of each case.

10. Vulnerability and Equality Considerations

Where the Council is aware of a resident's vulnerability or additional needs, this may be reflected in the level of compensation offered.

All decision making will comply with the Council's equality duties.

11. Disrepair Claims (Prelitigation)

Where a disrepair claim has been initiated but is not yet subject to legal proceedings, the Council will continue its complaint investigation. Compensation assessments must still be undertaken and outcomes shared with Legal Services.

12. Ombudsman Decisions

Where the Housing Ombudsman or Local Government and Social Care Ombudsman issues a compensation or remedy order, the Council will seek to comply with Ombudsman determinations within the required timescales.

13. Decision Making, Authorisation and Payments

Decision quality: Every decision will set out what went wrong, the evidence used, the impact on the resident, options the Council considered, how the Council calculated any compensation, and what the Council learned.

| | |
|-------------|--------------------|
| Up to £200 | Team Leader |
| £201–£500 | Team Manager |
| £501–£1,000 | Head of Service |
| £1,001+ | Strategic Director |

Offsetting and payment: Where lawful and appropriate, the Council may offset awards against verified Council debts or any other compensation payments outside of this Policy such as disrepair unless exceptional circumstances apply. The Council usually pay by BACS within 14 days of acceptance.

No request needed: If the Council identifies a failure and resulting detriment, the Council may offer compensation proactively, so that the resident does not have to ask first.

14. Complaints, appeals and decants

Complaints: These can be made by following the Council's complaints process. For Housing complaints, the Council follows the Housing Ombudsman's Complaint Handling Code and

remedies approach; for all other Council services, the Local Government and Social Care Ombudsman (LGSCO) is the final stage if a complainant remains dissatisfied after the Council's process is exhausted.

Decants and disturbance: If a tenant must move temporarily or permanently for major works or regeneration, the Council will follow its Decant Policy and Home Loss/Disturbance rules under national legislation.

15. Record Keeping, Monitoring and Learning

The Council will maintain a centralised log of compensation decisions, undertake regular trend analysis and monitor compliance to drive service improvements.

16 Publication and Review

This policy will be published on the Council's website and made available in accessible formats on request.

It will be reviewed every three years or sooner if required due to changes in legislation or Ombudsman guidance.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18
JUNE 2026

| | | |
|--|--|---------------------------|
| Title of Report | CUSTOMER SERVICES ANNUAL REPORT 2025/26 | |
| Presented by | Cllr Andrew Woodman Housing, Property and Customer Services Portfolio Holder | |
| Background Papers | Customer Experience Strategy 2026 -2028 | Public Report: Yes |
| Financial Implications | There are no financial implications arising from this report. Signed off by the Acting Deputy Section 151 Officer: Yes | |
| Legal Implications | None directly arising from this report. Signed off by the Interim Monitoring Officer: Yes | |
| Staffing and Corporate Implications | None bar those addressed in the day-to-day management of the service. Signed off by the Head of Paid Service: Yes | |
| Purpose of Report | This report is presented to the Committee as part of the agreed annual update on Customer Service performance. The report supports the Council's goals outlined in the Council Delivery Plan to prioritise customer focus. It recognises that Customer Service enquiries offer a consistent and valuable source of feedback from residents, helping the Council to identify areas of success and opportunities for improvement. | |
| Recommendations | THAT CORPORATE SCRUTINY COMMITTEE: NOTES THIS REPORT AND PROVIDES ANY COMMENTS FOR CONSIDERATION BY CABINET ON 23 JUNE 2026 | |

1.0 BACKGROUND

- 1.1. This report provides a comprehensive overview of the Council's efforts to enhance customer satisfaction and responsiveness. It summarises key metrics and trends observed over the financial year 2025/26, highlighting areas of success and identifying opportunities for improvement. The report includes detailed analysis of customer feedback, response times, and resolution rates, offering valuable

insights into how the Council can continue to improve its services and better meet the needs of its residents.

2.0 POLICY & STRATEGY FRAMEWORK

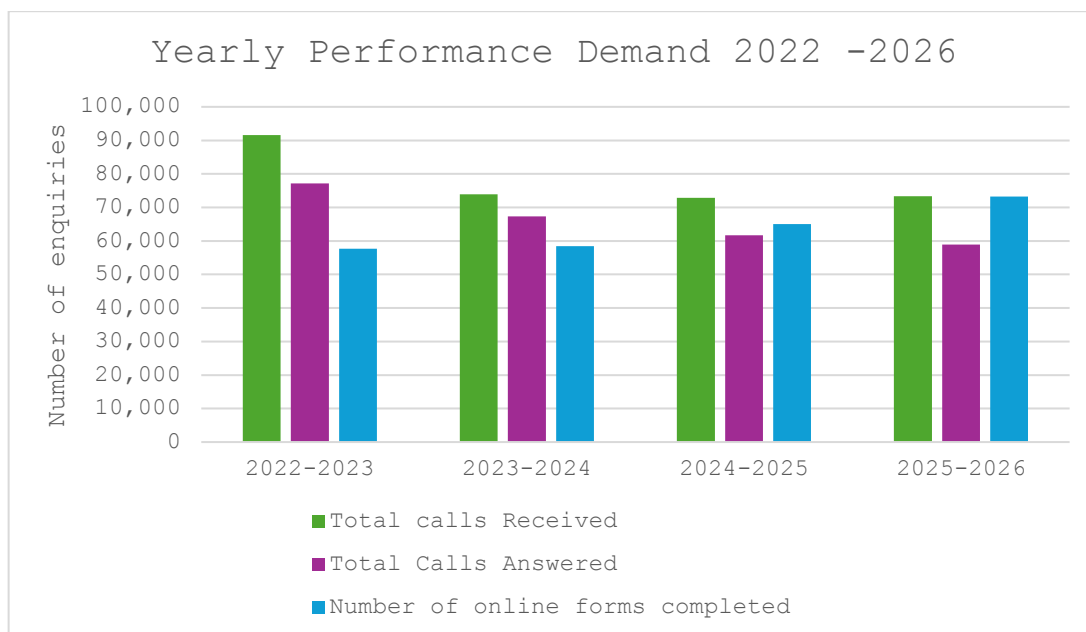
- 2.1 The adopted Customer Experience Strategy 2026-2028 sets the context for the consideration of Customer Service and its operation in the Council. The Strategy was refreshed in 2025 and approved on 16 December 2025.
- 2.2 In summary, the Strategy aims to transform how the Council interacts with its diverse customer base including residents, businesses, visitors, partners, and suppliers by:
- I. Modernising customer service through digital innovation.
 - II. Empowering staff to deliver excellent service tailored to customer needs.
 - III. Improving accessibility for all, including support for those less confident with digital channels.
 - IV. Ensuring value for money by streamlining services and using data effectively.
 - V. Embedding customer experience into the Council's core values and operations.
- 2.3 The Strategy builds on previous achievements such as website accessibility improvements, telephony upgrades and Customer Service Excellence accreditation, while responding to challenges such as reduced government funding and changing customer expectations.

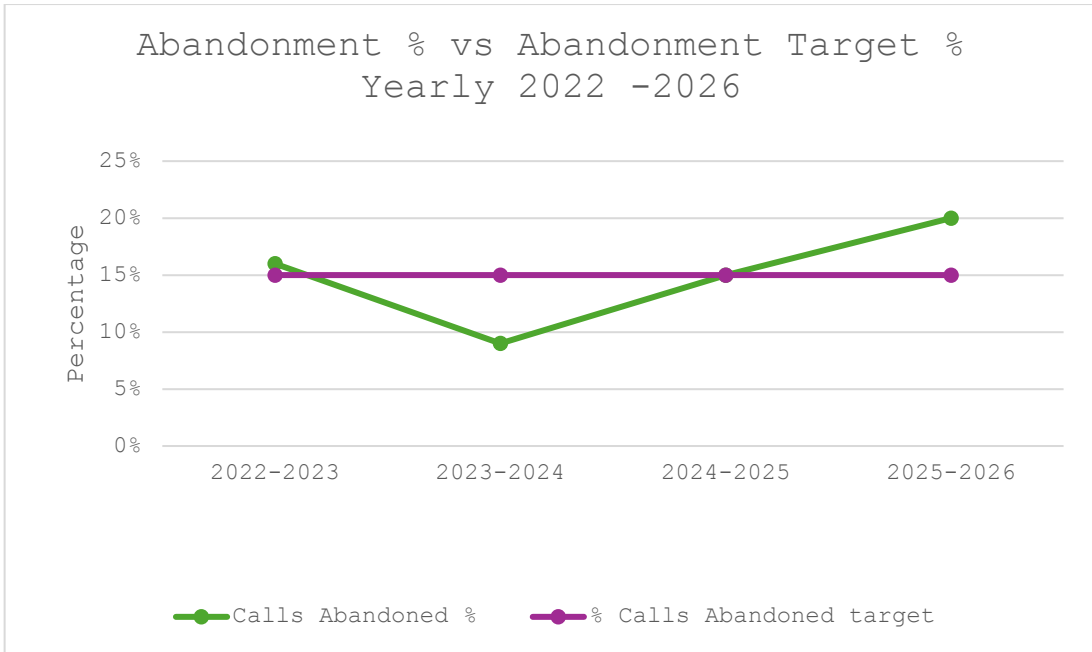
3.0 CUSTOMER SERVICE DELIVERY

- 3.1 When discussing customer service provision, it is essential to recognise that this involves more than just the Customer Services Team, although they play a crucial role. All Council staff contribute to customer service in various capacities. While this report focuses on the performance of the Customer Services Team, below is a summary of the primary areas with significant customer interaction. It is important to note that every department within the Council engages with customers to some extent:
- Customer Services – this is the main front-line support providing the front-end contact for many Council services with much of the initial customer contact coming through this team either face-to-face or by phone and email.
 - The Customer Experience Team – this team is responsible for capturing, analysing, and acting upon customer feedback, data, and insights at every stage of the customer journey. They share this valuable information with the other services to foster continuous improvement. Collaborating with back-office teams, they work to enhance the customer journey and improve services for both customers and the Council. This team also includes the Council's Feedback Officer, who administers and manages all corporate feedback, including complaints and member enquiries.
 - Housing Repairs Team - This team handles initial calls from tenants reporting or following up on both responsive and planned works.

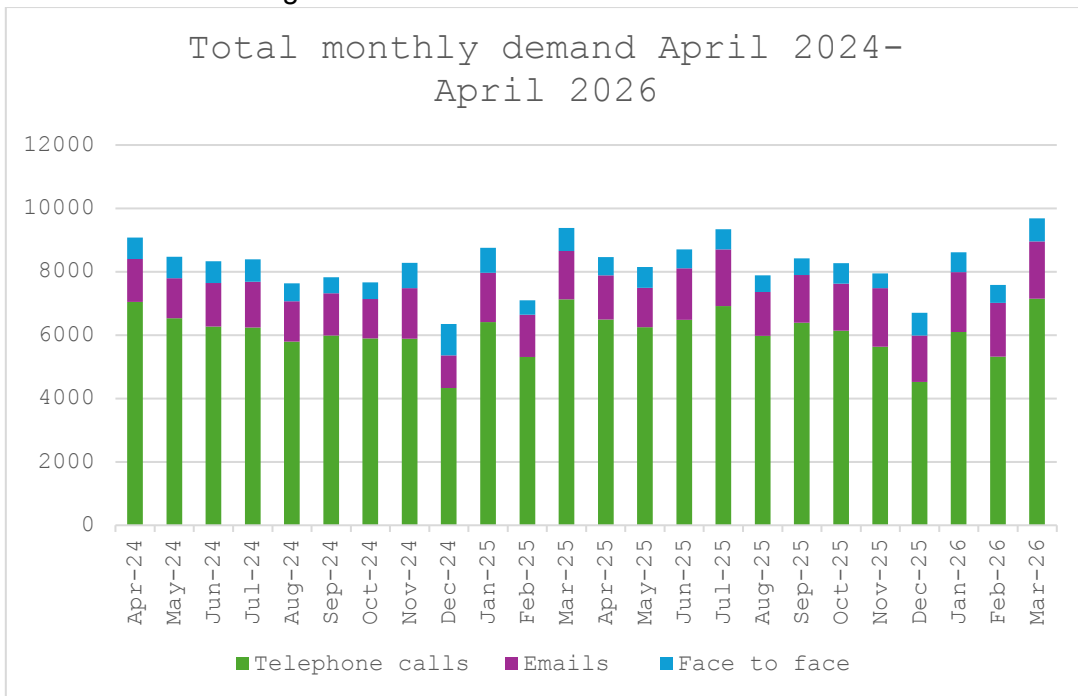
- Housing Choices – This team manages initial calls from customers seeking social housing, whether due to homelessness or a desire to join the choice-based lettings register.
- Waste services – Calls related to waste services are initially answered by the Customer Services Team, aiming for resolution at the first point of contact. These calls include missed bin reports, requests for new or additional waste containers, bulky waste collections, collection advice, and promotion of waste services and initiatives. Calls may be transferred to the Waste Team if escalation is needed or if the Customer Services Team cannot resolve the enquiry.
- Planning - Calls regarding planning are answered by the Customer Services Team, with the goal of resolving them at the first point of contact or directing callers to appropriate digital forms or resources. Calls requiring specific officers or related to certain applications are transferred to the Planning Support Team.
- Revenues and Benefits - being only the second team that touches every household within the district through Council Tax and therefore forms a considerable proportion of the Council’s calls each year. These calls are answered by the Customer Services Team with the aim to resolve them at the first point of contact. Calls maybe transferred to the Revenues or Benefits team if the enquiry needs escalation or customer services is unable to answer the question presented.

4.0 PERFORMANCE DATA



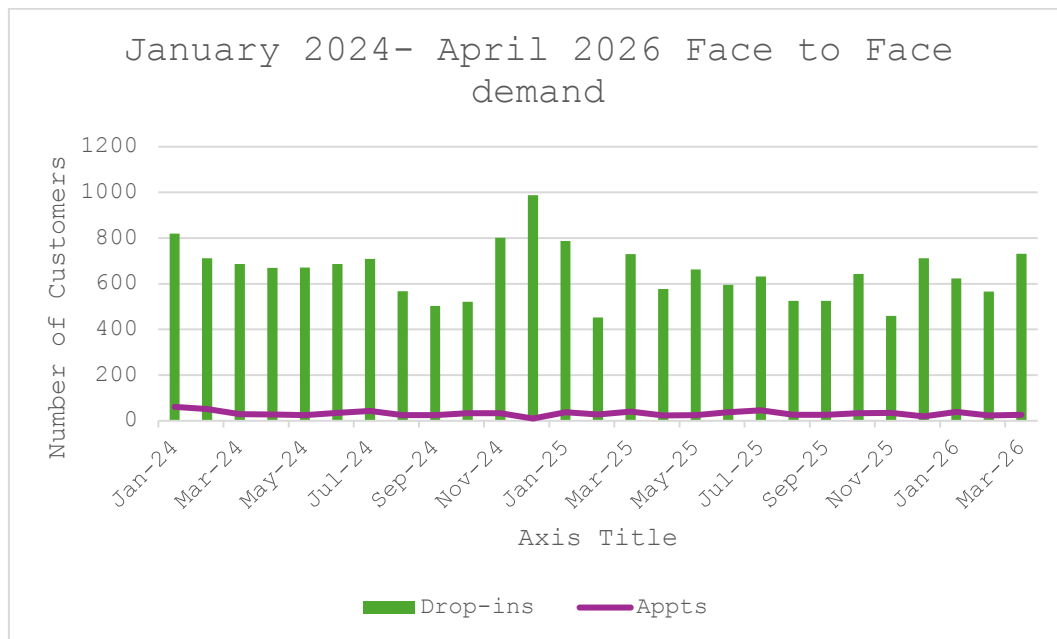


4.1 In 2025/26, call volumes (73,380) received by Customer Services were broadly unchanged from 2024/25 (72,845), suggesting that residents' preferred channels for contacting the Council may have stabilised. When comparing month-on-month demand for customer service interactions over the last two years, aside from the well-understood annual billing peaks in March and April, has remained consistent. During the year, the team resolved a higher proportion of enquiries at the first point of contact, indicating fewer repeat calls and a greater proportion of contact from unique customers. As a result, total call volumes provide a more accurate proxy for overall enquiry demand. The call abandonment rate increased in 2025/26 and, while this is outside the Council's target range, it is likely to reflect longer average talk times and reduced capacity arising from vacancies within the team and ongoing recruitment challenges.



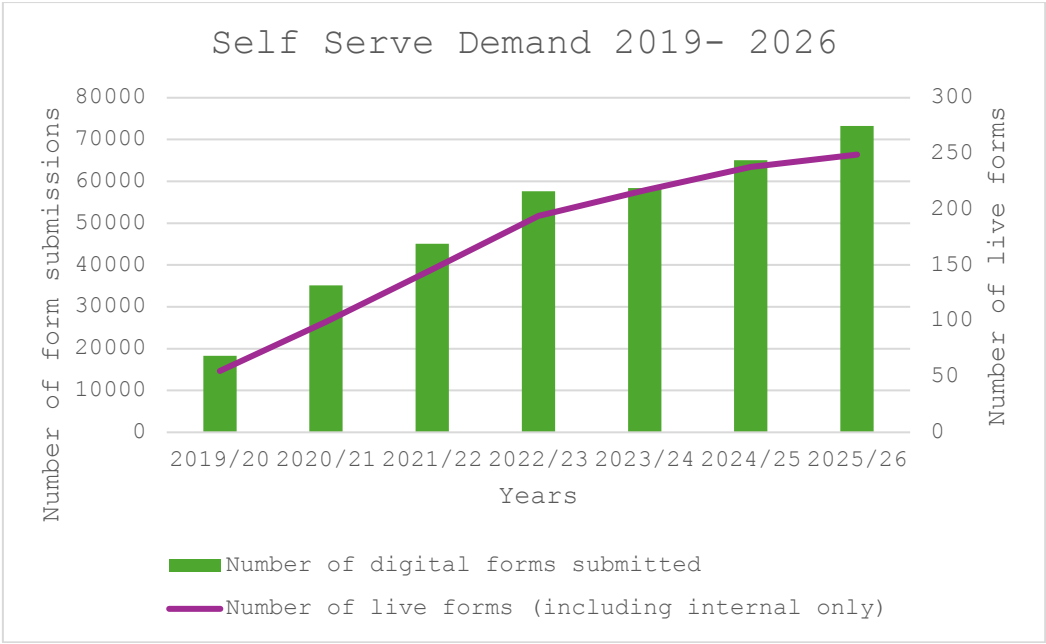
4.2 Since the opening of the Customer Centre in December 2023, the Council observed an initial peak in face-to-face interactions, with a significant increase in the number of residents 'dropping in' compared to the previous year. This surge was anticipated due to the Centre's more accessible location. The number of face-to-face interactions has now stabilised in the last financial year, averaging 632 residents per month. These enquiries tend to be more in-depth and are often from residents with more complex needs.

The Customer Centre also provides an excellent opportunity to inform attendees about digital service options for future use, where applicable.

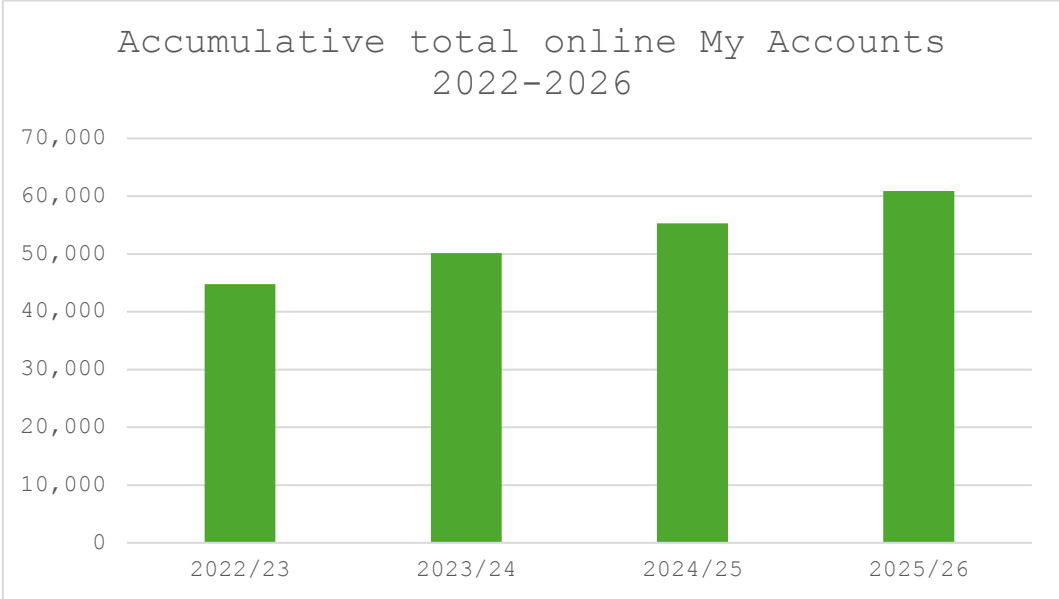


4.3 In 2025/26, average call handling times remained above previous year at six minutes 54 seconds per call (around one minute longer than in 2024/25). This is consistent with a shift towards digital self-service for routine transactions, meaning the contacts that still reach the contact centre are typically more complex, time-consuming and more likely to involve residents who require additional support. Longer handling times increase queueing and waiting times and have contributed to a higher level of call abandonment.

4.4 Over the past seven years, the Council has expanded its digital self-service offer. In 2025/26, 249 online forms were available across a range of service areas for internal use and public access, compared with 55 in 2019/20. While the initial increase was accelerated by the operational requirements arising from Covid-19, services have continued to develop and embed digital solutions to improve accessibility and enable customers to transact online where appropriate. As shown below, customer use of this channel has increased over the same period, broadly in line with the growth in forms available.

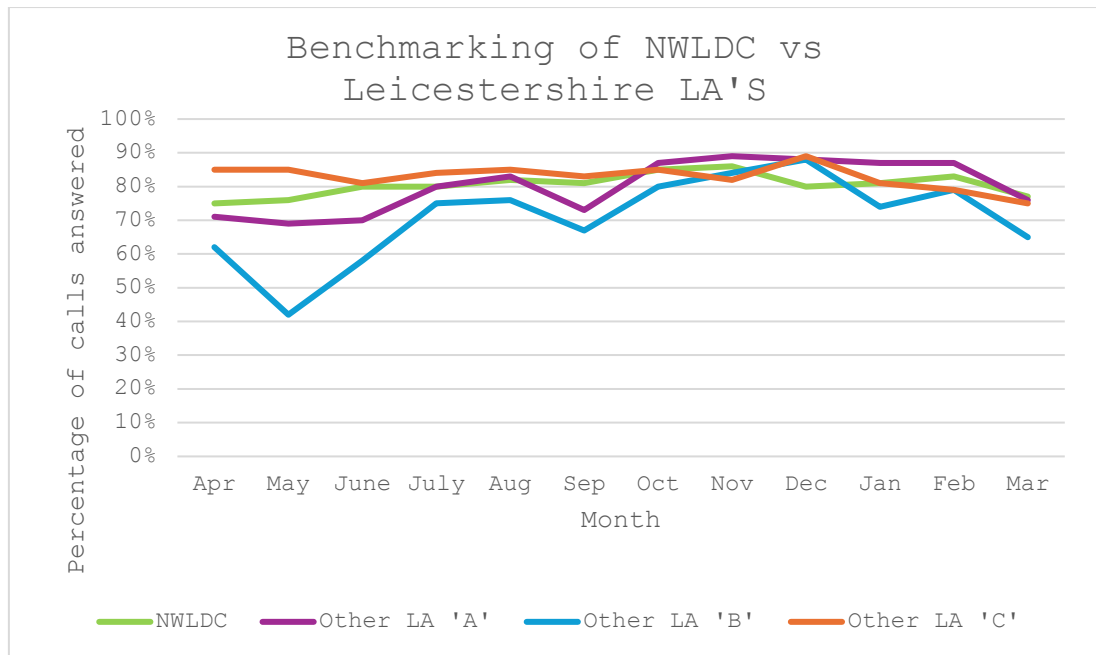


4.5 Over the past four years, the number of residents choosing to create online accounts to view their personal data, such as Council Tax and benefits, has steadily increased. As of the end of March 2026, there are 60,916 registered 'My Accounts'.



4.6 Out of the 249 live online forms, 78 of these are fully integrated end to end processes for example missed bin collection and fly tipping, over the last year it is estimated that there has been an average time saving of 37 hours per week.

4.7 Benchmarking abandonment call rates against other local authorities within Leicestershire, (see below), shows that the Council is performing relatively the same as two comparable local authorities and better than one other.

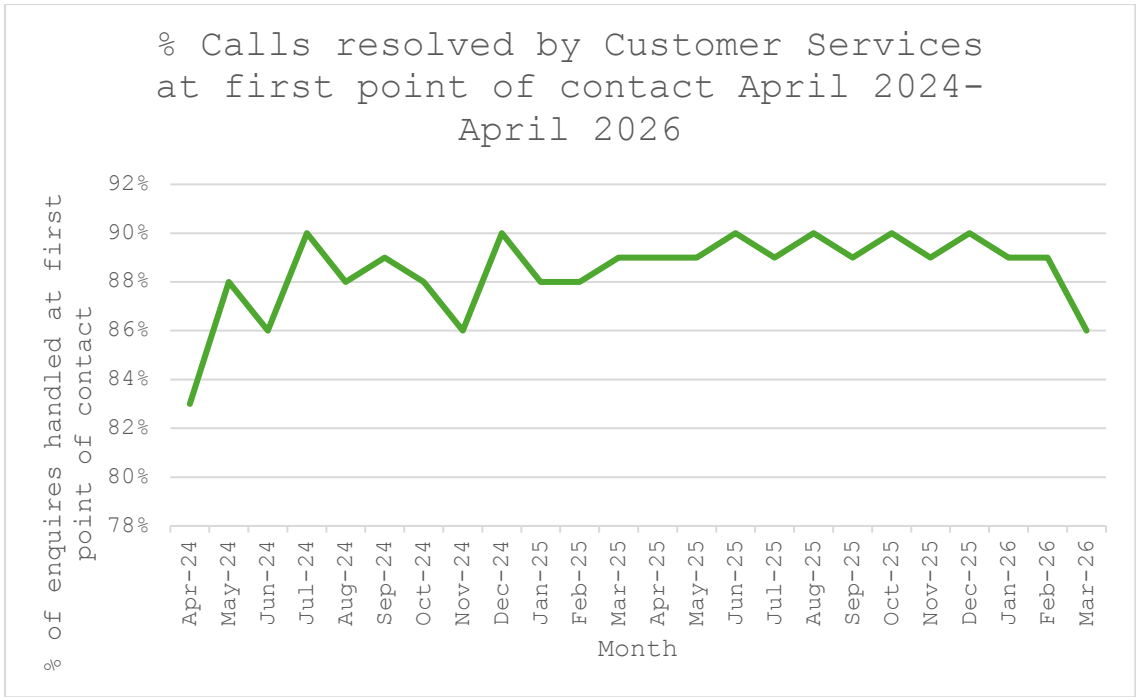


4.8 Benchmarking with comparable local authorities indicates a shift away from traditional telephony measures (for example, calls answered within 60 seconds and a 90% answering rate) towards outcome-focused measures, including 'right first time' resolution and a more holistic approach to managing enquiries. For example, where a customer contacts the Council in relation to a Council Tax reminder, the enquiry may provide an opportunity to consider whether:

- they are receiving the correct benefits and reductions;
- they have other debts or financial pressures; and
- a referral to debt advice or other support services is appropriate.

This is the approach the Council is adopting. Customer Services has been recording 'right first time' resolution for the last two years. Benchmarking also indicates that some comparable authorities apply a lower answering target during peak periods (for example, annual billing), with a target of 75% of calls answered, to support staff wellbeing and manage demand pressures.

4.9 In April 2024, Customer Services introduced a process to record whether enquiries were resolved at first point of contact or required referral to a back-office service for completion. These figures are recorded by Customer Services officers as part of their call-handling processes and reflect the outcome assigned at the time of contact. The Council set a monthly target of 85%, informed by benchmarking with other Leicestershire local authorities. Over the past year, performance has consistently exceeded this target, achieving an average first point of contact resolution rate of 88% per month.



5.0 CUSTOMER SATISFACTION

5.1 Customer satisfaction is a critical aspect of the Council's operations, as it directly impacts the effectiveness and efficiency of service delivery. By capturing customer satisfaction, the Council can gain valuable insights from residents' feedback, which helps identify areas of success and opportunities for improvement. High levels of satisfaction foster trust and confidence in the Council, enhancing its reputation and encouraging community engagement. Below are the overall customer satisfaction results for the last year, out of the 3504 customers who completed the telephone survey.



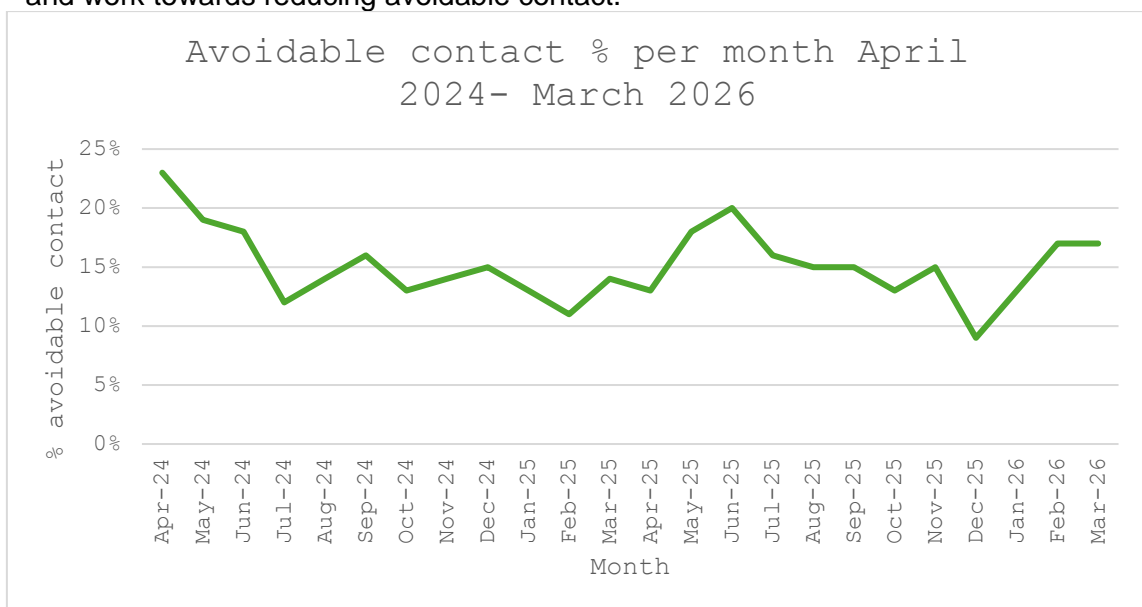
5.2 Independent mystery shopping surveys were carried out on a monthly basis throughout 2025/26 to provide objective insight into the quality and consistency of customer interactions. The overall satisfaction score achieved was 86%, reflecting a strong standard of service delivery. Particular strengths were identified in active listening skills and the ability to ask appropriate and relevant questions, both of which achieved an excellent score of 97%. In addition, staff demonstrated consistently high levels of customer-focused soft skills, with enthusiasm, empathy, positivity, helpfulness, friendliness and professionalism collectively scoring 93%. These results indicate a well-embedded customer service culture and provide assurance that residents are being supported in a respectful, attentive and professional manner.

6.0 AVOIDABLE CONTACT

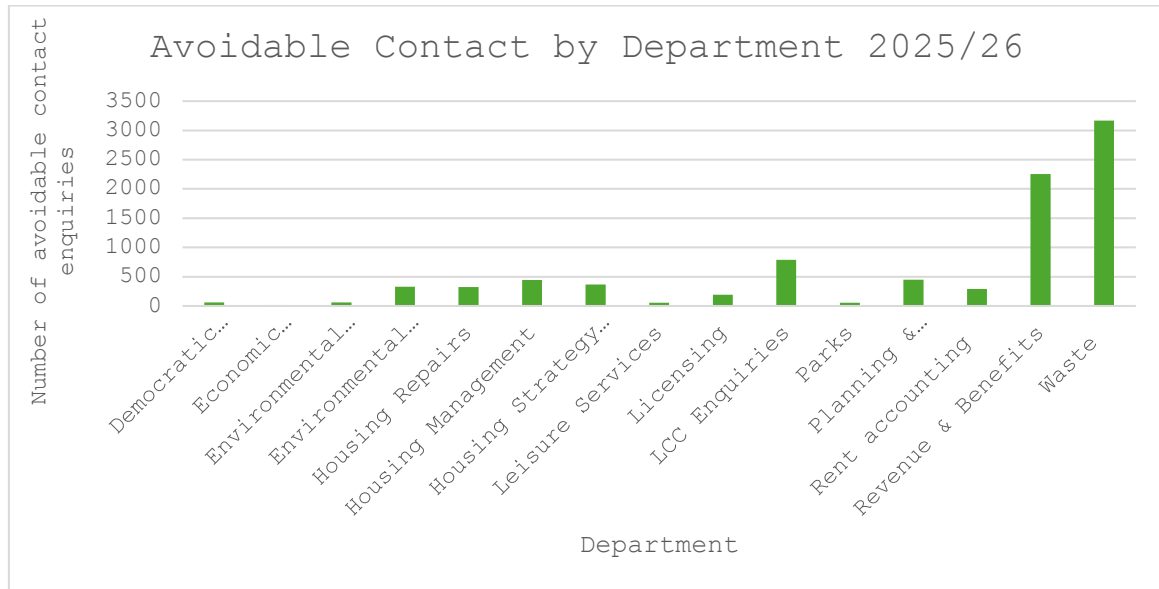
6.1 Avoidable Contact in the context of customer service and the Council operations, refers to interactions between customers (or residents) and the Council that could have been prevented through better information, processes, systems and officer behaviour. These contacts often arise due to issues such as unclear communication, process inefficiencies, or lack of accessible information.

6.2 The data analysed spans from 1 April 2024 to 31 March 2026, covering the first full two years of recording avoidable contact. Contacts are categorised based on their resolution status as documented by the Customer Service team. It is important to note that this data focuses solely on avoidable contact received into the Customer Service team and does not account for avoidable contact occurring elsewhere within the Council.

6.3 The graph below shows the percentage of avoidable contact received by the Customer Service contact centre each month between April 2024 and March 2026. Over the course of 2025/26, the average avoidable contact is 15% of all contact, which translates to approximately 736 calls per month at an average of six minutes 54 seconds per call. This baseline provides the Council with a foundation to understand and work towards reducing avoidable contact.



6.4 The graph below illustrates the number of avoidable contacts across various Council services between April 2025 and March 2026. Notably, Revenues and Benefits and Waste services have the highest number of avoidable contacts, with 2,252 and 3,166 contacts respectively. This is expected, as these two services directly reach every household, providing a broader perspective on their impact.



6.5 As part of a transformation project aimed at improving customer contact, the Council is collaborating with various services to reduce avoidable contact. This has so far involved reviewing the corporate customer contact standards, conducting root cause analysis to understand recurring issues, and assessing the content and quality of the Council's website. Additionally, the Council is examining the letters it sends to ensure they are written in plain English, with the ultimate goal of enhancing customer understanding.

7.0 RECENT CHALLENGES, ACHIEVEMENTS AND IMPROVEMENTS

7.1 Over the past year, Customer Services has experienced a notable increase in abusive and threatening behavior from customers, both in person and via telephone. Additionally, there has been a rise in the number of customers exhibiting mental health challenges, significantly impacting the Customer Services team.

To address these issues, the Council is implementing several strategies:

- **Enhanced No Tolerance Messaging:** The team is reinforcing its stance against abusive behavior through increased communication and signage.
- **Root Cause Analysis:** The team is investigating the underlying reasons for these behaviors to prevent future occurrences.
- **Review of Customer Contact Standards:** The team is ensuring the Council's standards are consistent and aligned across the organisation, setting clear expectations for both staff and customers.
- **Resilience training:** The Council reached out to colleagues in the NHS and GP federation to obtain training for officers around building strategies for their own mental health and wellbeing and improving their resilience.
- **Security guard:** Introduction of a security guard at the Customer Centre initially for a six-month trial period until the end of August 2026.

These pressures have had an impact on the health and wellbeing of the Customer Service team, resulting in higher levels of sickness absence and a temporary reduction in overall capacity. In addition, the team has experienced several retirements, creating vacancies within the service. While recruitment campaigns have been undertaken on multiple occasions, some successful candidates have withdrawn prior to taking up their roles, and others have decided, following initial training, that the position was not the right fit for them. Due to the specialist nature of the service, new Customer Service Officers typically require between six and nine months of training before they are fully competent to manage all customer contact queues. Consequently, the loss of experienced, fully trained officers has had a short-term impact on performance. However, recruitment efforts continue and the service remains focused on building capacity, supporting staff wellbeing, and maintaining service resilience over the longer term.

- 7.2 Customer Services successfully retained their customer service accreditation, which rigorously tests areas identified as priorities for customers. These areas include delivery, timeliness, information, professionalism and staff attitude. The accreditation also emphasises developing customer insight, understanding the user experience and robustly measuring service satisfaction. To achieve this accreditation, full compliance in at least 46 out of 57 elements is required, with the opportunity to demonstrate exceptional performance at a "compliance plus" level. Customer Services achieved full compliance in all elements and excelled in six "compliance plus" areas which is an improvement by three on 2024/25.
- 7.3 In recognition of the importance of consistent, high-quality customer interactions, mandatory customer care training was introduced during the 2025/26 period for all Council Officers. Every officer attended a face-to-face training session delivered by an external specialist provider, incorporating scenario-based learning with professional actors. This approach was designed to reflect real customer experiences and ensure learning was impactful, practical, and directly applicable to day-to-day interactions.
- 7.4 In addition to the formal training programme, the Customer Services Team Manager has developed and is delivering a face-to-face workshop focused on "walking in the customer's shoes." This session is designed to raise awareness across the Council that every role within the Council contributes to the customer experience, regardless of whether officers have direct contact with residents. The workshop encourages staff to consider the cumulative impact of actions, decisions, and internal processes on customers, reinforcing shared responsibility for service standards and promoting a more joined-up, customer-centred approach across the organisation.

8.0 CONCLUSION

- 8.1 The Customer Services team has made significant strides in enhancing the quality and efficiency of service delivery over the past year, despite facing challenges such as increased abusive behaviour and mental health issues among customers. The Team has implemented effective strategies to address these issues, including enhanced no tolerance messaging and root cause analysis.

8.2 The retention of customer service accreditation, with full compliance in all elements and excellence in several "compliance plus" areas, underscores the team's commitment to high standards. The introduction of the 'secret shopper' survey has provided valuable external feedback.

8.3 Overall, the Customer Services team demonstrates a clear and ongoing commitment to improving customer experience across the Council. Through targeted training, strong leadership, and a focus on shared responsibility, the Customer Services team is fostering a culture where customer needs are better understood and consistently considered. While challenges remain, the steps taken to invest in staff development and promote a customer-centred approach provide a solid foundation for continued improvement, service resilience, and positive outcomes for residents.

| Policies and other considerations, as appropriate | |
|--|--|
| Council Priorities: | A well-run council. |
| Policy Considerations: | None. |
| Safeguarding: | None directly, but safeguarding is a consideration in some customer interactions. |
| Equalities/Diversity: | None. |
| Customer Impact: | Detailed in the report. |
| Economic and Social Impact: | None. |
| Environment, Climate Change and zero carbon: | None. |
| Consultation/Community Engagement: | None. |
| Risks: | None. |
| Officer Contact | Nichola Oliver Customer Services Team Manager nichola.oliver@nwleicestershire.gov.uk |

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 18
JUNE 2026

| | | |
|--|---|---------------------------|
| Title of Report | ANNUAL SCRUTINY REPORT 2025/26 | |
| Presented by | Andy Barton Strategic Director of Communities | |
| Background Papers | Agendas and minutes of the meetings of the Scrutiny Committees are available on the website . | Public Report: Yes |
| Financial Implications | None identified. | |
| | Signed off by the Acting Deputy Section 151 Officer: Yes | |
| Legal Implications | None identified. | |
| | Signed off by the Interim Monitoring Officer: Yes | |
| Staffing and Corporate Implications | None identified. | |
| | Signed off by the Head of Paid Service: Yes | |
| Purpose of Report | To consider and make comment on the annual report in order that it is presented to Council setting out the work of the Scrutiny Committees over the preceding 12-month period. | |
| Recommendations | THAT CORPORATE SCRUTINY COMMITTEE: A) PROVIDES COMMENTS ON THE ANNUAL REPORT AHEAD OF ITS SUBMISSION TO COUNCIL. B) DELEGATES AUTHORITY TO THE SCRUTINY COMMITTEE CHAIRS TO MAKE ANY FINAL AMENDMENTS TO THE REPORT FOLLOWING CONSIDERATION BY BOTH SCRUTINY COMMITTEES PRIOR TO CONSIDERATION BY COUNCIL. | |

1.0 BACKGROUND

- 1.1 In accordance with the agreed scrutiny process, an annual report is submitted to Council which sets out the work of both Scrutiny Committees over the preceding 12-month period.

- 1.2 Both Scrutiny Chairs for the 2025/26 civic year have considered the report as part of the drafting process and their comments along with a foreword have been included. The draft report is also being considered by the Community Scrutiny Committee at its meeting on 25 June.
- 1.3 The annual report at Appendix 1 is in draft format and will be updated into the usual format following consideration by both scrutiny committees and prior to Council.

| Policies and other considerations, as appropriate | |
|--|--|
| Council Priorities: | All |
| Policy Considerations: | None identified but had regard to this during the scrutiny process. |
| Safeguarding: | None identified but had regard to this during the scrutiny process. |
| Equalities/Diversity: | None identified but had regard to this during the scrutiny process. |
| Customer Impact: | None identified but had regard to this during the scrutiny process. |
| Economic and Social Impact: | None identified but had regard to this during the scrutiny process. |
| Environment, Climate Change and zero carbon: | None identified but had regard to this during the scrutiny process. |
| Consultation/Community Engagement: | Chairs of both Corporate Scrutiny Committee and Community Scrutiny Committee during the 2025/26 civic year. |
| Risks: | None identified but had regard to this during the scrutiny process. |
| Officer Contact | Andy Barton Strategic Director of Communities andy.barton@nwleicestershire.gov.uk |

North West Leicestershire District Council

**Scrutiny Annual Report
2025/26**

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Foreword

By the 2025/26 Chairs of the Scrutiny Committees

This report provides a summary of work done by scrutiny at North West Leicestershire District Council (NWLDC) during 2025/26 and provides an opportunity to reflect on this work. It also provides a general overview of how scrutiny operates, the impact it has and how the public can get involved.

NWLDC operates two scrutiny committees. One looks inwards to examine the Council's *corporate* objectives including its Budget and its performance compared to its Delivery Plan. As this Council prepares for Local Government reorganisation, and we all adjust to the impact of climate change, members have been scrutinising the current customer experience and considering the legacy this Council will leave residents in the future.

Another committee focuses on issues that impact on the wellbeing of the *community*. Members have continued to monitor the Leisure Centre and worked to ensure the needs of the least able are not overlooked. We have been scrutinising this Council's plans to develop its own heritage and properties. Members have also initiated a deep dive into the management of sewage outflows in South East Coalville.

Both committees are politically balanced so that they can include as many viewpoints as possible and, this year, both have been chaired by members of the Opposition. As members of the Scrutiny Working Group, both chairs have been working with senior officers to improve the relationship between Scrutiny members, who act as critical friends, and members of the Cabinet who make decisions.

As Scrutiny Chairs we have continued to work to monitor this Council's progress in delivering on its promises to residents. Where we have had concerns, we have made recommendations to Cabinet so that performance can be improved in the future. This document is a record of our progress.



Cllr Terri Eynon
Chair of Community
Scrutiny Committee



Cllr Simon Lambeth
Chair of Corporate
Scrutiny Committee

What is scrutiny?

“The role that overview and scrutiny can play in holding an authority’s decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership, and service failure.”

Overview and Scrutiny: Statutory Guidance for Council’s and Combines Authorities – by the Department of Levelling Up, Housing and Communities (DLUHC) published 2019

Scrutiny is an important part of the council’s decision-making process and allows members who are not Cabinet members to look into areas of local concern and critically examine decisions taken by the Cabinet to benefit local people.

Scrutiny committees cannot make decisions but can make recommendations to Cabinet and other decision-making bodies of the council. Scrutiny can also look at services provided by other organisations and as such can invite them into committee meetings for discussions.

Principles of good scrutiny

The Centre for Governance and Scrutiny established four key principles of scrutiny, these are:

| |
|---|
| 1. Provides critical friend challenge to executive policy and decision makers |
| Constructive, robust and purposeful challenge. Non-aggressive to create optimum conditions for investigative evidence based process. |
| 2. Enable the voice and concerns of the public |
| Meetings conducted in public and are webcast. Innovative, public communication, consultation and feedback. |
| 3. Be carried out by independent minded councillors |
| Councillors actively engage in scrutiny function to drive improvement. Areas are reviewed in an a-political atmosphere. |
| 4. Drive improvement in public services |
| Promotes community well-being and improves quality of life. Strategic review of corporate policies, plans performance and budgets. |

Why scrutiny is important....

Scrutiny is a strategic function of the authority and is a central part of corporate governance. It is, therefore, an important element in decision-making. It also provides councillors that are not in decision-making roles an opportunity to be a ‘critical friend’ to the Cabinet and publicly hold them to account in relation to the decisions they are making.

The scrutiny role...

The main tasks of the committees are:

- **Performance Monitoring** – The Council has to meet corporate priorities set out in the Council Delivery Plan and report against those indicators. Scrutiny can examine any aspect of the Council’s performance, including services that it delivers through partnerships with other organisations.
- **Holding the Cabinet to Account** - Decisions made by the Cabinet but not yet put into practice can be reviewed by the Scrutiny Committees and challenged.
- **Policy review and development** - Scrutiny can propose new policies or review existing policies and recommend changes to the Cabinet.
- **External Scrutiny** - Any issue directly affecting the residents of North West Leicestershire can be scrutinised by the Committees, including services provided by another organisation.

It is through demonstrating the value and impact that effective scrutiny can have in supporting councils and other organisations to deliver better, more cost-effective services, that scrutiny is a valued element of local democracy.

What scrutiny looks like in North West Leicestershire

The scrutiny work is carried out by the two committees – the Corporate Scrutiny Committee and the Community Scrutiny Committee, with an informal Scrutiny Work Programming Group programming the work. Below is a list of areas of responsibility for each scrutiny committee. Each committee can receive reports and comment on matters of policy or items of business of a similar nature to those listed.

Corporate Scrutiny Committee

Asset management
Estates and property
Review of Constitution
Communications
Customer services
Finance
Human resources
Equalities
ICT
Legal services
Revenue and benefits
Shared services
Zero Carbon Road Map

Community Scrutiny Committee

Business / economy
Planning and building control
Tourism
Partnerships
Community safety
Leisure
Health and wellbeing
Waste Services
Stronger and safer communities
Environmental health
Licensing
Environmental protection
Statutory crime and disorder committee
Strategic housing – housing strategy
Housing management
Economic development
Regeneration

The scrutiny committees can set up special working parties called ‘task and finish groups’ when they need to undertake a detailed, in-depth investigation into a particular issue. The work is done by a small group of councillors appointed from the membership of the scrutiny committee. Work takes place for a set period and it is time limited. These focused task and finish groups make recommendations to the parent scrutiny committee before being considered by the Cabinet.

Further information can be found on the NWLDC website regarding the scrutiny committee structure and terms of reference at [Part 3, section D of the council’s Constitution](#).153

Public involvement in scrutiny

As the scrutiny committees are actively working on matters that affect the residents of North West Leicestershire, involvement of the public is encouraged in the following ways:

- Accessing agendas / work programmes: All work either planned or already done by the scrutiny committees is publicly available on the NWLDC website (unless in relation to a confidential matter). All meeting dates and corresponding information can be found [on the NWLDC website](#).
- Attending meetings: Members of the public can attend any public meeting of the scrutiny committees. Details of meeting dates can be found [on the NWLDC website](#). If you are interested but are unable to attend in person, the meetings are also available to view online both live and after the event. Links to meetings can be found [on the NWLDC website](#).
- Asking a question: Each meeting of the scrutiny committees allows for public questions to be asked at the beginning of each agenda. Information on how to submit a question can be found [on the NWLDC website](#).
- Submitting a petition: Scrutiny committees can receive petitions relating to an area that the council has authority over. It can be submitted by anyone who lives, works or studies in North West Leicestershire and can be submitted in writing or as an e-petition on the NWLDC website. Further details can be found [on the NWLDC website](#).
- Identifying issues which a scrutiny committee might look at (via officers or committee members)
- Contributing to consultations and surveys

What has scrutiny been doing?

[Visual display of facts and figures below to be included in the final formatted document]

- Each scrutiny committee is made up of 10 members, six of which sit on both Corporate and Community Scrutiny Committees. In total, there are 14 members out of the 38 elected to represent the district that take part in scrutiny.
- **Reports received into scrutiny: 32**
 - For information and update: 4
 - Pre-Cabinet review: 14
 - Policy reviews: 2
 - Performance monitoring: 9
 - Scrutiny process: 3
 - Task and finish group recommendations: 0
- 11 committee meetings held, six Corporate Scrutiny Committee and five Community Scrutiny Committee
- 20 hours and 14 minutes of public debate
- 22 recommendations submitted to Cabinet
- 11 recommendations accepted by Cabinet

Scrutiny Work Programming Group

The Scrutiny Work Programming Group is an informal group, made up of councillors and officers, that has been in operation since early 2022 and was established to manage the growing workloads of both committees and to help shape the scrutiny function moving forward.

The group's key role is to:

- Consider requests for inclusion on the work programmes of each scrutiny committee
- Consider whether there are other ways of receiving information
- Consult with members of scrutiny committees, senior officers, Cabinet members for horizon-scanning on policy development
- Look at the corporate priorities, Council Delivery Plan and Cabinet forward plan and identify key issues / topics for investigation / inquiry
- Consider events and decisions in the council's calendar which could require an input / consultation via scrutiny
- Review any follow-up work required after previous scrutiny.

Due to the cross overs with scrutiny, the Chair of the Audit and Governance Committee along with the lead officer attend each of the Scrutiny Work Programming Group meetings to discuss closely linked matters.

Membership:

Councillor T Eynon (Chair of Community Scrutiny Committee)

Councillor S Lambeth (Chair of Corporate Scrutiny Committee)

Councillor P Lees

Councillor L Windram

Work programming

The group reviews the work programmes for both scrutiny committees at each meeting, ensuring that workloads are appropriate and identifying future items from the Cabinet's Executive Decision Notice.

Work requests

The group considers any requests for items received from members and if it is felt that value would be added by scrutinising, they determine the best route to take, whether that be a task and finish group, report to committee or information paper. In 2025/26 the group considered 11 work requests which resulted in:

- Two reports (scheduled for 2026/27)
- Two requests were incorporated within already scheduled reports
- One information paper was provided
- One Task and Finish Group
- Information being provided outside of Committee
- Information being provided at Committee
- Two items being held for future consideration (due to Local Government Reorganisation and Local Plan submission)
- One out of scrutiny scope

Information papers

'Information papers' are for the Work programming Group to consider, rather than full reports to the committees, when this approach is deemed appropriate.

In 2025/26, the group received one information paper:

- Improving Customer Contact Project (Update)
Outcome: agreed that the Communications Team Manager would bring a further update to the Scrutiny Work Programming Group at the conclusion of the project and then a report to Scrutiny would follow.

Cabinet/Scrutiny Protocol

In considering the statutory guidance to promote a positive working relationship between Scrutiny and Cabinet, a protocol was produced to assist Members of the Scrutiny Committees and the Cabinet by defining the relationship between the executive and scrutiny functions and the role of Cabinet in the Scrutiny Process. The group assisted in shaping the protocol which was fully welcomed and supported by Cabinet. The protocol is currently being trialled prior to being taken forward to Council for approval to form part of the constitution, details can be found on the [NWLDC website](#).

Corporate Scrutiny Committee

Set out below are the key topics the Corporate Scrutiny Committee has scrutinised in 2025/26. All agendas and full details of the committee's work can be found on the [NWLDC website](#).

Council's budget-setting

The committee thoroughly examined the draft budgets for 2026/27 as part of the budget consultation process.

The committee:

- Submitted a full set of comments on the draft budget proposals to Cabinet
- Welcomed the introduction of the Legacy Fund
- Recommended that the cost of the Moira Furnace improvement project be reflected in the Capital Programme Development Pool.
- Recommended that the two-hour free parking in Coalville be postponed until the conclusion of the district car parking review.
- Recommended that the Legacy Fund be increased by £1million for 2026/27, and to ensure the award mechanism is fair and transparent.
- Recommended that funding for Ashby Canal be recognised in the Capital Programme Development Pool.

Performance monitoring

One of the roles of scrutiny is to examine and monitor the council's performance by using the priorities as set out in the Council Delivery Plan. The Council's overall performance and financial performance is reviewed on a quarterly basis and fed back to Cabinet as part of the reporting process.

The Committee:

- Submitted comments regularly to Cabinet on council and financial performance
- Received the Corporate Complaints Feedback Annual Report
- Received the Customer Services Annual Report

Local Government Reorganisation

The committee considered and commented on the draft local government reorganisation proposal for Leicester, Leicestershire and Rutland, prior to consideration by Cabinet.

The committee:

- Questioned the ward sizes and community representation, particularly the impact on local identity in divided areas.
- Acknowledged the challenge for parish councils that could be split across neighbourhood areas.
- Challenged the growth rate calculations and financial modelling comparisons
- Questioned the proposed investment in assets such as neighbourhood hubs
- Questioned financial matters including, how the savings made by devolution would be fed into the general funding, inflation stress testing and levelling up parking and garden waste recycling charges
- Questioned how front-line services would be protected

Customer Experience Strategy 2026 - 28

The committee looked at the Council's draft Customer Experience Strategy, submitting comments to the Cabinet for consideration.

The committee:

- Welcomed the strategy and the shared responsibility for customer service across all teams
- Questioned the role of artificial intelligence and digital tools, specifically regarding telephony and its limitations
- Raised concerns around digital exclusion for those unable to access digital methods
- Suggested clear expectations for customers on waiting and call-back times
- Suggested celebrating internal successes to boost staff morale

Legacy Grant Fund

Following approval by Full Council to introduce a Legacy Grant Scheme, the committee looked at the draft proposals on the process for administering the scheme and submitted comments to the Cabinet for consideration.

The committee:

- Welcomed the scheme and recognised the positive opportunity for communities across the district
- Raised concerns about the maximum limit that applicants can claim for as it could be problematic for large scale projects.
- Questioned the approval process to ensure decisions were fair and not politically influenced, including the cross-party oversight.
- Raised concerns that the scoring criteria could favour larger established organisations and disadvantage small community groups.
- Emphasised the importance of supporting inexperienced community groups through the application process
- Questioned the staffing allocation to administer the scheme
- Sought clarification on application timelines and communication with parishes

Zero Carbon Update

The committee received the annual update on the Council's Zero Carbon progress.

The committee:

- Welcomed the significant progress but shared concerns about future funding and lack of detailed targets
- Suggested that the annual report be presented earlier in the civic year to allow the committee to consider making budget recommendations in time for the budget process
- Recommended that £80,000 be allocated to fund stage three of the mine water heating feasibility study as part of the 2026/27 budget
- Recommended that more funds be allocated to the zero carbon fund as part of the 2026/27 budget
- Recommended that the Climate Change Programme Managers salary be moved to the general fund to preserve the zero carbon fund for future projects

Task and finish groups

The Committee established no Task and Finish Groups in 2025/26.

| | |
|--------------------------------------|-------------------|
| Committee meetings held | 6 |
| Reports considered | 19 |
| Recommendations submitted to Cabinet | 11 |
| Recommendations accepted by Cabinet | 6 |
| Comments submitted to Cabinet | 78 |
| Hours of public debate | 10 hrs 28 minutes |
| Questions submitted by public | 0 |

| Membership | Attendance | | | | | | |
|--------------------------|--------------------|------------------------|-----------------------|-----------------------|-----------------------|---------------------|------|
| | 19 June 2025 | 4 September 2025 | 27 October 2025 | 4 December 2025 | 22 January 2026 | 19 March 2026 | % |
| Simon Lambeth (Chair) | Y | Y | N | N | Y | Y | 67% |
| Mike Ball (Deputy Chair) | N | N | Y | Y | Y | Y | 67% |
| Catherine Beck | Y | Y | Y | Y | Y | Y | 100% |
| Murrae Blair-Park | Y | Y | Y | Y | Y | Y | 100% |
| Morgan Burke | N | Y | Y | Y | N | Y | 67% |
| Kenny Horn | Y | Y | N | N | N | Y | 50% |
| Alison Morley | Y | Y | Y | N | Y | Y | 83% |
| Ray Morris | N | Y | Y | N | Y | Y | 67% |
| Sean Sheahan | Y | Y | Y | Y | Y | Y | 100% |
| Jake Windram | Y | Y | Y | Y | Y | Y | 100% |

Community Scrutiny Committee

Set out below are the key topics the committee has scrutinised in 2025/26. All agendas and full details of the committee's agendas can be found on the [NWLDC website](#).

Foundations Review- Disabled Facilities Grants Delivery

The committee looked at the proposed financial assistance policy and grant programme. Comments were submitted to Cabinet for consideration.

The committee:

- Welcomed the report, however raised concerns about general publicity of the grant and accessibility for those unable to access digital methods.
- Requested access to the full Lightbulb document
- Recommended that marketing and publicity of the Lightbulb service and grants be improved
- Recommended that tenants housed in private properties are not disadvantaged on the housing register
- Recommended that the Foundation be requested to review the Disability Facilities Grant cap with the view to increase it, and to address issues with means testing.
- Recommended that the grant condition period be increased from five years to ten years
- Recommended that the eligibility criteria be tightened to ensure value for money on grant rewards

Moira Furnace Visitor Experience Improvement Programme (Phase 2)

The committee received an update on the project and details on the business case for the next phase. Comments were submitted to Cabinet for consideration.

The committee:

- Welcomed the improvements made to the site and praised the quality of the refurbishment works.
- Raised concerns about any potential excessive parking charges that could deter visitors. It was suggested that consideration be given to local resident concessions.
- Questioned the Council's responsibilities as custodian of the historic building
- Discussed the tight delivery timetable in the context of local government reorganisation
- Acknowledged the positive community impact of the project
- Fully supported the project and recommended that Cabinet allocate of funds required to complete phase two improvements

Stenson Square Gardens

The committee received an update on the project and were asked to review on the design proposals. Comments were submitted to Cabinet for consideration.

The Committee:

- Discussed the financial implications of affordable housing versus market housing on the site. The committee's preference was for a mixed used development including social housing.
- Questioned the timing of the project due to the risks of funds being absorbed as part of local government reorganisation
- Acknowledged the mixed public feedback
- Recommended that more marketing be done to showcase the design visuals and promote the project with the aim of gaining more community involvement
- Recommended that the Coalville Heritage Society be encouraged to investigate the options available to help fund archaeological investigations on the site when works begin

Leisure Centres Annual Review

The committee reviewed an annual update on the effectiveness of Council leisure centres.

The committee:

- Welcomed the increased NHS use of the leisure centres for sessions including cardiac rehabilitation, exercise referrals and blood donation clinics.
- Asked for comparable data for deprived areas be included in future reports
- Welcomed the progress on green initiatives and requested further information in future reports on the reduction of gas usage and installation of solar panels.
- Supported the recommendation of Corporate Scrutiny Committee about funding the progression of mine water heating.
- Recommended that the £80,000 required to fund stage three of the mine water feasibility study be allocated as part of the 2026/27 budget.

Community Grants Annual Report

The committee reviewed an annual update on community grants and the first year of the NWL Community Lottery.

The committee:

- Acknowledged the significant positive impact of community grants and expressed disappointment at recent budget cuts
- Requested that more detail be included in future reports about the number of residents receiving support from Age UK
- Requested more detail be included in future reports about the usage of the Citizens Advice Bureau including service usage, waiting times, ward reach and how the grant is spent
- Suggested that officers and Cabinet consult with grant recipients about finding needs prior to making budget decisions
- Recommended that Cabinet reinstate the grant funding to Age UK as part of the budget 2026/27 budget
- Praised the success of the NWL Community Lottery but raised concerns around sustainability following local government reorganisation.

Task and finish groups

The Committee established one task and finish group in 2025/26:

Water Management in the Coalville Strategic Growth Area Task and Finish Group

The task and finish group was formally set up in June 2025 following the submission of a topic suggestion form and approval by the Scrutiny Work Programming Group. The report detailing the subject matter for review and setting up the group can be found on the [NWLDC website](#).

The review is ongoing and due to conclude in 2026/27, therefore, more information will be included in the 2026/27 annual scrutiny report.

| | |
|--------------------------------------|---------------------|
| Committee meetings held | 5 |
| Reports considered | 13 |
| Recommendations submitted to Cabinet | 11 |
| Recommendations accepted by Cabinet | 5 |
| Comments submitted to Cabinet | 19 |
| Hours of public debate | 9 hours, 46 minutes |
| Questions submitted by public | 0 |

| Membership | Attendance | | | | | |
|----------------------------------|--------------------|-------------------------|------------------------|------------------------|---------------------|------|
| | 26 June 2025 | 11 September 2025 | 11 December 2025 | 25 February 2026 | 23 April 2026 | % |
| Dr Terri Eynon (Chair) | Y | Y | Y | Y | Y | 100% |
| Murrae Blair-Park (Deputy Chair) | Y | Y | Y | Y | Y | 100% |
| Mike Ball | Y | N | Y | N | Y | 60% |
| Dave Bigby | Y | N | Y | N | Y | 60% |
| Marie French | Y | Y | N | Y | N | 60% |
| Kenny Horn | Y | N | N | Y | N | 40% |
| Simon Lambeth | Y | Y | N | Y | N | 60% |
| Paul Lees | Y | Y | N | Y | Y | 80% |
| Elizabeth Parle | Y | Y | Y | Y | Y | 100% |
| Lee Windram | Y | Y | Y | Y | Y | 100% |

Where to get more information

If you would like more information about how to get involved or suggest a topic for scrutiny review, you can contact the Democratic Services Team on 01530 454512 or memberservices@nwleicestershire.gov.uk

You can also contact the Scrutiny Committee Chairs directly:

Councillor Simon Lambeth
Chair of the Corporate Scrutiny Committee
Simon.lambeth@nwleicestershire.gov.uk

Councillor Terri Eynon
Chair of Community Scrutiny Committee
terri.eynon@nwleicestershire.gov.uk

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Corporate Scrutiny Committee – WORK PROGRAMME (as at 05/06/26)

| Date of Meeting | Item | Lead Officer | Witnesses | Agenda Item Duration |
|----------------------|---|---|-----------|----------------------|
| August 2026 | | | | |
| 20 August 2026 | <p>Council Delivery Plan – Performance Report – 2025/26 Quarter 1 To report the Council’s performance during the previous quarter, measured against the indicators as set out in the Council Delivery Plan 2023 – 2028.</p> | Hannah Panter, Head of Human Resources and Organisational Development | - | 30 minutes |
| October 2026 | | | | |
| 15 October 2026 | <p>Finance Update – 2025/26 Quarter 1 For Members to note and comment on the performance of the General Fund and Housing Revenue Account (HRA) budgets during the previous quarter</p> | Anna Crouch, Head of Finance | - | 30 minutes |
| December 2026 | | | | |
| 10 December 2026 | <p>Council Delivery Plan – Performance Report – 2025/26 Quarter 2 To report the Council’s performance during the previous quarter, measured against the indicators as set out in the Council Delivery Plan 2023 – 2028.</p> | Hannah Panter, Head of Human Resources and Organisational Development | - | 30 minutes |

| Date of Meeting | Item | Lead Officer | Witnesses | Agenda Item Duration |
|---------------------|--|---|-----------|----------------------|
| 10 December 2026 | Finance Update – 2025/26 Quarter 2 For Members to note and comment on the performance of the General Fund and Housing Revenue Account (HRA) budgets during the previous quarter | Anna Crouch, Head of Finance | - | 30 minutes |
| January 2027 | | | | |
| 21 January 2027 | Draft Budget 2027/28 The committee are invited to make comment on the 2027/28 draft budget proposals as part of the consultation process. | Anna Crouch, Head of Finance | - | 60 minutes |
| March 2027 | | | | |
| 18 March 2027 | Council Delivery Plan – Performance Report – 2025/26 Quarter 3 To report the Council’s performance during the previous quarter, measured against the indicators as set out in the Council Delivery Plan 2023 – 2028. | Hannah Panter, Head of Human Resources and Organisational Development | - | 30 minutes |
| 18 March 2027 | 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 | Anna Crouch, Head of Finance | - | 30 minutes |

| Date of Meeting | Item | Lead Officer | Witnesses | Agenda Item Duration |
|------------------|--|---|-----------|----------------------|
| 18 March 2027 | Housing Repairs Annual Update This report will set out housing repairs performance and highlight the issues impeding delivery of an efficient and good housing service to Council tenants. | Gary Hall, Head of Housing | - | 30 minutes |
| June 2027 | | | | |
| 17 June 2027 | Council Delivery Plan – Performance Report – 2025/26 Quarter 4 To report the Council’s performance during the previous quarter, measured against the indicators as set out in the Council Delivery Plan 2023 – 2028. | Hannah Panter, Head of Human Resources and Organisational Development | - | 30 minutes |
| 17 June 2027 | Scrutiny Annual Report 2026/27 To present the work of the two scrutiny committees for the 2026/27 civic year. | Andy Barton, Strategic Director of Communities | - | 20 minutes |
| 17 June 2027 | Customer Services Performance Update 2026/27 An annual report providing a Customer Services performance update for the year 2025/26. | Paul Stone, Strategic Director of Resources | - | 30 minutes |
| 17 June 2027 | Annual Corporate Complaints 2026/27 The annual report of all Council complaints for the year 2025/26. | Paul Stone, Strategic Director of Resources | - | 30 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, 26 June 2026. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 28 July 2026 is 5pm Friday, 17 July 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 |
|--|----------------|--------------------|---|------------------|---|--|---|
| July 2026 | | | | | | | |
| New Recycling Containers Project Update and Policy | Cabinet | Key | Public | 28 July 2026 | Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk | Bin Policy | to be considered at Community Scrutiny on 25th June |
| Compulsory Purchase Order - 65 Station Road Update | Cabinet | Non-Key | Public | 28 July 2026 | Community, Environment and Climate Change Portfolio Holder Public Protection Team Manager Tel: 01530 454596 andy.cooper@nwleicester.gov.uk | Compulsory Purchase Order - 65 Station Road Update | The decision has already been made and agreed. |
| Local Government Reorganisation update | Cabinet | Non-Key | Public | 28 July 2026 | Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester.gov.uk Chief Executive Tel: 01530 454500 allison.thomas@nwleicester.gov.uk | Local Government Reorganisation update | Not required |

| Decision | Decision Maker | Status of Decision | Public or Private (and reason – where private) | Date of Decision | Contacts | Documents to be submitted to the Decision Maker | Considered by Scrutiny or other Committee |
|-------------------------------------|----------------|--------------------|--|------------------|--|---|---|
| Corporate Asset Management Strategy | Cabinet | Key | Private | 28 July 2026 | Councillor Andrew Woodman andrew.woodman@nwleicester.gov.uk Property Services and Corporate Landlord Team Manager lee.roberts@nwleicester.gov.uk | Corporate Asset Management Strategy | Corporate Scrutiny 19 March 2026 |
| S106 Acquisition - Ashby 173 | Cabinet | Key | Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) | 28 July 2026 | Councillor Andrew Woodman andrew.woodman@nwleicester.gov.uk New Build Project Officer michael.fowell@nwleicester.gov.uk | S106 Acquisition - Ashby | Direct Cabinet function |
| Housing Fleet Renewal | Cabinet | Key | Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) | 28 July 2026 | Councillor Andrew Woodman andrew.woodman@nwleicester.gov.uk Responsive Repairs, Voids and Minor Works Team Manager megan.hodgett@nwleicester.gov.uk | Housing Fleet Renewal | Procurement decision reserved to cabinet |

| Decision | Decision Maker | Status of Decision | Public or Private (and reason – where private) | Date of Decision | Contacts | Documents to be submitted to the Decision Maker | Considered by Scrutiny or other Committee |
|-----------------------------------|----------------|--------------------|--|------------------|---|---|---|
| HRA Developments | Cabinet | Key | Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Information which reveals that the authority proposes to make an order or direction under any enactment. | 28 July 2026 | Councillor Andrew Woodman andrew.woodman@nwleicestershire.gov.uk New Build Project Officer michael.fowell@nwleicestershire.gov.uk | HRA Developments | N/A exec function |
| Acquisitions and Disposals 174 | Cabinet | Key | Private | 28 July 2026 | Councillor Andrew Woodman 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 |

| 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 | 25 August 2026 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place Tel: 01530 454819, Tel: 01530 454555 andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk</p> | Acquisitions and Disposals | Delegated Cabinet Function |
| Award of Contracts | Cabinet | Key | Private | 25 August 2026 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place, Strategic Director of Resources Tel: 01530 454819, Tel: 01530 454555, andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |

| Decision | Decision Maker | Status of Decision | Public or Private (and reason – where private) | Date of Decision | Contacts | Documents to be submitted to the Decision Maker | Considered by Scrutiny or other Committee |
|---------------------------------------|----------------|--------------------|---|-------------------|--|---|---|
| Marlborough Centre Regeneration | Cabinet | Key | Private | 22 September 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 |
| Acquisitions and Disposals 177 | Cabinet | Key | Private | 22 September 2026 | <p>Councillor Andrew Woodman andrew.woodman@nwleicester-shire.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place Tel: 01530 454819, Tel: 01530 454555 andy.barton@nwleicester-shire.gov.uk, james.arnold@nwleiceste-rshire.gov.uk</p> | Acquisitions and Disposals | Delegated Cabinet Function |

| Decision | Decision Maker | Status of Decision | Public or Private (and reason – where private) | Date of Decision | Contacts | Documents to be submitted to the Decision Maker | Considered by Scrutiny or other Committee |
|----------------------------|----------------|--------------------|---|------------------|--|---|---|
| Acquisitions and Disposals | Cabinet | Key | Private | 24 November 2026 | <p>Councillor Andrew Woodman</p> <p>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 | 24 November 2026 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place, Strategic Director of Resources Tel: 01530 454819, Tel: 01530 454555, andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |

December 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 | 15 December 2026 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place Tel: 01530 454819, Tel: 01530 454555 andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk</p> | Acquisitions and Disposals | Delegated Cabinet Function |
| Award of Contracts | Cabinet | Key | Private | 15 December 2026 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place, Strategic Director of Resources Tel: 01530 454819, Tel: 01530 454555, andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |

| Decision | Decision Maker | Status of Decision | Public or Private (and reason – where private) | Date of Decision | Contacts | Documents to be submitted to the Decision Maker | Considered by Scrutiny or other Committee |
|----------------------------|----------------|--------------------|---|------------------|---|---|---|
| Acquisitions and Disposals | Cabinet | Key | Private | 19 January 2027 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place Tel: 01530 454819, Tel: 01530 454555 andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk</p> | Acquisitions and Disposals | Delegated Cabinet Function |
| Award of Contracts | Cabinet | Key | Private | 19 January 2027 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Place, Strategic Director of Resources, Strategic Director of Communities Tel: 01530 454555, , Tel: 01530 454819 james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |

February 2027

| 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 | 23 February 2027 | <p>Councillor Andrew Woodman</p> <p>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 | 23 February 2027 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place, Strategic Director of Resources Tel: 01530 454819, Tel: 01530 454555, andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |

March 2027

| 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 | 23 March 2027 | <p>Councillor Andrew Woodman</p> <p>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 | 23 March 2027 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Place, Strategic Director of Resources, Strategic Director of Communities Tel: 01530 454555, , Tel: 01530 454819 james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |

April 2027

| 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 | 27 April 2027 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place Tel: 01530 454819, Tel: 01530 454555 andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk</p> | Acquisitions and Disposals | Delegated Cabinet Function |
| Award of Contracts | Cabinet | Key | Private | 27 April 2027 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Place, Strategic Director of Resources, Strategic Director of Communities Tel: 01530 454555, , Tel: 01530 454819 james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk, andy.barton@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |

June 2027

| 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 | 3 June 2027 | <p>Councillor Andrew Woodman</p> <p>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 | 3 June 2027 | <p>Councillor Andrew Woodman</p> <p>andrew.woodman@nwleicester.gov.uk</p> <p>Strategic Director of Communities, Strategic Director of Place, Strategic Director of Resources Tel: 01530 454819, Tel: 01530 454555, andy.barton@nwleicester.gov.uk, james.arnold@nwleicester.gov.uk, jon.illingworth@nwleicester.gov.uk</p> | Award of Contracts | Delegated Cabinet Function |