

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – WEDNESDAY, 26TH AUGUST 2025

Title of Report	COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 1 2025/26	
Presented by	Allison Thomas Chief Executive	
Background Papers	Council Delivery Plan Council meeting held on 14 November 2023	Public Report: Yes
		Key Decision: Yes
Financial Implications	There are no financial implications.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None arising from the report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To report the performance of the Council during the first measurable quarter of 2025/26 against the objectives and key performance indicators set out in the Council Delivery Plan as agreed by Full Council on 14 November 2023.	
Reason for Decision	To make members aware of the progress of the Council Delivery Plan.	
Recommendations	THAT CABINET: 1) CONSIDERS THE MONITORING REPORT AND HIGHLIGHTS THE ELEMENTS MAKING POSITIVE PROGRESS AND THOSE WHERE THERE IS A NEED FOR EARLY INTERVENTION 2) CONSIDERS THE RECOMMENDATIONS MADE BY CORPORATE SCRUTINY COMMITTEE ON 19 JUNE SET OUT IN PARAGRAPH 1.4.	

1.0 BACKGROUND

- 1.1 The Council prepared a Council Delivery Plan during late 2023, and the plan is scheduled to cover the lifetime of the Council administration for the period 2023/24 until a year beyond the next election in May 2027 (to ensure continuity in the aftermath of that election and to allow time for a new Plan to be developed. It is acknowledged that there is an element of uncertainty about this timescale given the Government's Local Government Reorganisation timetable). The plan was developed with input from the Corporate Scrutiny Committee and the opposition groups and was agreed by Council at its meeting on 14 November 2023.
- 1.2 The plan is monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the performance management framework. This involves quarterly reports to Cabinet, the outcomes of the reports are then shared with the Corporate Scrutiny Committee. Further information on the progress of the set of plans that sit below the Council Delivery Plan, the directorate plans, are monitored at officer level by the Corporate Leadership Team.
- 1.3 The reporting period for this report runs from 1 April to 30 June 2025.
- 1.4 The Corporate Scrutiny Committee met on 19 June 2025. A copy of the minutes is attached at Appendix 3. The Committee raised the following issues for Cabinet to consider:

The modification in the performance timeline for the Quarterly Performance Report was raised. Prior to 2023, performance reports were initially reviewed by Corporate Scrutiny; however, the timeline has been adjusted as part of the Council agreed Performance Framework to prioritise Cabinet review first. This rationale was discussed during the Full Council meeting in November 2023, with the objective of ensuring that the Cabinet receives early notification of any issues in a timely manner to enable them to take any remedial action necessary.

RECOMMENDED THAT CABINET:

a) To ensure clarity of the information being presented, consider the following amendments to the performance report:

i) Amend the labels connected to the red and green progress of KPI's in the bar charts from 'complete' and 'not complete' to 'compliant with KPI's' and 'not compliant with KPI's'
ii) Amend the format of the progress of KPI information, to make it easier to understand, including moving away from stacked bar graphs and providing details alongside statements.

b) In relation to KPI 13 (we will aim to be carbon zero by 2030 and as a district by 2050), the benchmarking and target setting be completed as soon as possible.

2.0 PERFORMANCE REPORT

- 2.1 The Council Delivery Plan contains four key priority areas – notably “A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration”.
- 2.2 Appendix 2 shows the performance in quarter 1 overall against each of the four priority areas. Appendix 1 sets out the RAG Rating Key for the Key Performance Indicators (KPIs).

2.3 There are 18 KPIs in the Plan. Six indicators pertain to Planning and Regeneration, five to Housing and Community Services, four to Clean and Green, and three to a well-run Council. Of the 18 Key Performance Indicators, ten are on track, four are off track but improving with mitigations, two are significantly underperforming, and two lack sufficient data for a rating.

Key Progress areas

2.4 Planning and Regeneration

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

2.5 Housing and Communities

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

2.6 Clean and Green

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

Areas Requiring Improvement and Remedial Actions:-

2.7 Housing and Communities

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

2.8 A Well-run Council

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

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

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

Additionally, discussions with services to determine the Quarter 1 2025/26 financial performance are ongoing, with results to be presented to Cabinet in August 2025. The Quarter 1 2025/26 Treasury Management report is also scheduled for review by the Audit and Governance Committee in August 2025.

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

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

2.9 Planning and Regeneration

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

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

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

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

Appendix 1: RAG Rating Key for table

● Red – High Risk / Serious Issues

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

◻ Amber – Moderate Risk / Some Concerns

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

◻ Green – Low Risk / On Track

- **What it means:** Everything is progressing as planned.
- **Action required:** No immediate action needed beyond routine monitoring.


- **Examples:**

- A project is on schedule and within budget.
- KPIs are being met or exceeded.
- No significant risks are present.

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

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

Appendix 2: Table of Performance against Key Performance Indicators

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


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

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

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

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


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


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

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

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

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

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

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

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

					The Quarter 1 2025/26 Treasury Management report will be considered by Audit and Governance Committee in August 2025.		
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Appendix 3: Scrutiny Minutes

Council Delivery Plan - Performance Report - Quarter 4 2024/25

- [Meeting of Corporate Scrutiny Committee, Thursday, 19th June, 2025 6.30 pm \(Item 5.\)](#)

Report of the Head of Human Resources and Organisational Development

Minutes:

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

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

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

A discussion was had on the Clean and Green Key Performance Indicators and concerns were raised that the benchmarking and target setting were not yet completed. Although it was explained that the delay was due to a piece of work yet to be undertaken before Cabinet could set a target date, and that more information would be available when a report was brought to Committee in November, some Members felt that the matter needed addressing urgently as the Council needed clear annual targets. It was put to the vote and formally recommended that Cabinet undertake the benchmarking and target setting in relation to Key Performance Indicator 13 (we will aim to be carbon zero by 2030 and as a district by 2050) as soon as possible.

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

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

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

RECOMMENDED THAT CABINET:

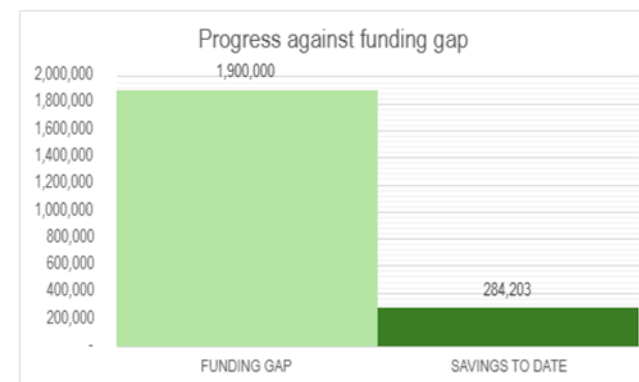
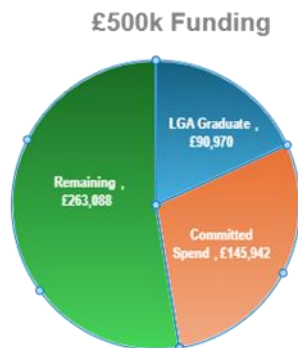
a) To ensure clarity of the information being presented, consider the following amendments to the performance report:

i) Amend the labels connected to the red and green progress of KPI's in the bar charts from 'complete' and 'not complete' to 'compliant with KPI's' and 'not compliant with KPI's'

ii) Amend the format of the progress of KPI information, to make it easier to understand, including moving away from stacked bar graphs and providing details alongside statements.

b) In relation to KPI 13 (we will aim to be carbon zero by 2030 and as a district by 2050), the benchmarking and target setting be completed as soon as possible.

Appendix 4: Performance of Transformation Delivery Plan



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

Transformation Projects

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

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

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR17	E-Billing	June 26	TBC	Tom Stanyard.	Paul Stone		N/A
Project Status		Key Deliverables		Q1 update			
Approved		<ul style="list-style-type: none">• Increase in number of accounts signed up to E-billing• Financial (postage / printing)• Environmental (reduction in carbon emissions (printing / postage)• Channel shift (reduction in calls / increase in digital customer interactions)		<ul style="list-style-type: none">• Review of the e-billing process is taking place to make it more user friendly.• Work is also underway to establish:<ul style="list-style-type: none">• Cost per letter• Average number of letters per household• Establish achievable target for increased sign-ups and associated savings / benefits• Benchmarking (against other Local Authorities + utilities).			
Live							
Delayed							
Closed							

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

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

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

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