NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY 25 AUGUST 2026

Title of Report	**COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 1 2026/27**	
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 as a direct result of this report. **Signed off by the Acting Section 151 Officer**: Yes	
Legal Implications	None arising from the report. **Signed off by the Interim 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 in Quarter 1 for the financial year 2026/27 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 plan.	
Recommendations	**THAT CABINET CONSIDERS THE PERFORMANCE REPORT AND HIGHLIGHTS THE ELEMENTS MAKING POSITIVE PROGRESS AND THOSE WHERE THERE IS A NEED FOR INTERVENTION.**	

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 elections to the new Shadow Authority for Leicestershire and Rutland in May 2027 (to ensure continuity in the aftermath of that election and to allow time for a new plan to be developed for the new Council. 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 is monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the Council's agreed 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 April to June 2026.

1.4 The Corporate Scrutiny Committee met on 19 March 2026. A copy of the minutes is attached at Appendix 3.

2.0 PERFORMANCE REPORT

2.1 Executive Summary – the Council Delivery Plan contains four key priority areas – notably "A well-run Council, Clean and Green, Housing and Communities and Planning and Regeneration".

2.2 The table in Appendix 1 shows the performance in Quarter 1 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 and an update on the transformation programme.

3.0 KEY PROGRESS AREAS

3.1 Overall, Quarter 1 shows positive progress across a number of Council Delivery Plan indicators. Particular highlights include the formal adoption of the Good Design Guide Supplementary Planning Document, continued progress towards Regulation 19 consultation on the Local Plan, and ongoing monitoring of planning enforcement activity. Housing satisfaction measures also show a strong improving position, with both the overall housing service and repairs service recording their highest scores in the three years of measure. Further positive progress is evident in private sector housing, where the number of properties failing to comply with Minimum Energy Efficiency Standards (MEES) has reduced significantly from the baseline position, and in food safety, where the proportion of food businesses rated five remains on target. The waste service review is progressing in line with the agreed programme, biodiversity net gain requirements are being applied through the planning process, tree management activity is being delivered, and a balanced budget has been approved for 2026/27.

4.0 AREAS REQUIRING IMPROVEMENT AND REMEDIAL ACTIONS:

4.1 The main areas requiring continued focus relate to indicators that are currently rated red or amber, or where performance is below the target set for 2026/27. The Zero Carbon Roadmap is rated amber, reflecting positive activity across housing retrofit, fleet, EV charging, sustainable communities and emissions reporting, but also the need to finalise asset management plans, establish clearer targets and continue to address delivery dependencies. Complaint response performance is below the new 95% target at 89% overall, although it is noted that this represents an improvement on all quarters in 2025/26. Planning performance for “other” applications was below target during the quarter, linked to vacancies and unforeseen staff absence, with capacity measures being put in place for Quarter 2. Finance-related indicators remain amber where Quarter 1 monitoring or audit outcomes are not yet complete and will require further reporting once information becomes available.

Policies and other considerations, as appropriate	
Council Priorities:	- Planning and regeneration - Communities and housing - Clean, green and Zero Carbon - A well-run council
Policy Considerations:	The report supports delivery of the Council Delivery Plan and the Council’s agreed performance management framework. Policy considerations are reflected through the relevant service plans, strategies and statutory frameworks referenced in the report, including planning, housing, waste, zero carbon, customer services and financial governance.
Safeguarding:	There are no direct safeguarding implications arising from this performance report. Safeguarding considerations remain embedded within the relevant operational services and will continue to be managed through existing policies and procedures.
Equalities/Diversity:	There are no direct equality or diversity implications arising from this report. Performance monitoring helps identify any service areas where access, outcomes or customer experience may require further review, and equality considerations will continue to be addressed through individual service decisions, projects and policies.
Customer Impact:	The report provides transparency on service performance and highlights areas where customers may experience improvements or where further action is required, including complaints handling, housing services, planning performance, waste services and community-facing environmental activity.

Economic and Social Impact:	The Council Delivery Plan supports economic, social and environmental wellbeing across the district. Reported activity includes regeneration, housing quality, community services, private sector housing standards, leisure provision, waste and recycling, biodiversity and customer service improvement.
Environment, Climate Change and Zero Carbon:	Environmental, climate change and zero carbon considerations are central to relevant areas of the report, including the Zero Carbon Roadmap, waste service review, recycling performance, biodiversity net gain, tree management, housing retrofit, fleet, EV charging and sustainable community activity.
Consultation/Community/Tenant Engagement:	The report itself does not require additional consultation. Engagement and consultation activity is referenced where relevant within the performance updates, including Local Plan consultation, tenant and resident feedback measures, community environmental initiatives and scrutiny consideration.
Risks:	Key risks relate to areas rated red or amber, delivery dependencies, service capacity, statutory deadlines, financial monitoring and customer performance. These are being managed through service-level action, monitoring by the Corporate Leadership Team and further reporting through Cabinet and scrutiny arrangements.
Officer Contact	Hannah Panter Head of HR & Organisational Development Hannah.panter@nwleicestershire.gov.uk

Appendix 1 RAG Rating Key for table

● **Red – High Risk / Serious Issues**

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

▯ **Amber – Moderate Risk / Some Concerns**

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

▯ **Green – Low Risk / On Track**

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

◯ **White- Work 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 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, from 16th July to 11th September.	At its meeting on 22nd April 2026, Local Plan Committee agreed a number of new topic policies for the Regulation 19 Local Plan. At its meeting on 20 May 2026, Local Plan Committee agreed a new Local Development Scheme with an updated timetable for progressing the Regulation 19 Local Plan along with further new topic policies. At its meeting on 4 June 2026, Local Plan Committee agreed	Head of Planning and Infrastructure	

					to recommend to Cabinet that the proposed submission draft local plan be approved for a minimum six-week consultation. On 11 June 2026, both Cabinet and Council agreed that the proposed submission draft local plan be approved for a minimum six-week consultation.		
	2	We will deal with your planning applications for major, minor and other developments by consistently meeting and exceeding the government's targets of 60%, 65%	Major- At least 60% of applications determined within 13 weeks. Minor- At least 65% of applications determined within 8 weeks. Other- At least 80% of applications	Majors – 100% Minors – 66.66% Others – 75.82%	The Planning and Development Team has comfortably exceeded national targets for major applications for Q1. The team has exceeded the national target for minor applications but have fallen beneath the 80% target for other applications this	Head of Planning and Infrastructure	

		and 80% respectively.	determined within 8 weeks.		quarter. This has been due to the team carrying a number of vacancies and some unforeseen staff absences. Measures are being put in place to provide capacity in Q2.		
	3	We will have developed a new local design guide and new developments will comply with it.	2023-4 Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Governments National design guide. Undertake public consultation on the new Design Guide for North West	Adopted 22nd April 2026	At Local Plan Committee on 22 June 2026, the new Good Design Guide Supplementary Planning Document (SPD) for North West Leicestershire was formally adopted. The SPD will now be used in the consideration of new pre-application enquiries and planning applications.	Head of Planning and Infrastructure	

			Leicestershire. 2024/5 Adopt the new design guide for North West Leicestershire. New development complies with the requirements of the adopted design guide.				
	4	We will effectively manage unauthorised development.	Work begins in 2024/5 Adopt a new local enforcement plan by the end of Q2 24/25 Monitor and measure response	Enforcement Plan adopted October 2024. Monitoring of enforcement cases has ongoing since adoption of the Local Enforcement Plan. Updates	A Planning Enforcement Monitoring report update was taken to Planning Committee on 9 June 2026 for Q3 and Q4 2025/2026. The next report will be taken to	Head of Planning and Infrastructure	

			times against the targets set out in the adopted Local Enforcement Plan and report biannually to Planning Committee in Q3 and 4 24/25	in respect of planning enforcement cases are given to Planning Committee every six months in November/December and May/June.	Planning Committee in November/December 2026 for Q1 and Q2 2026/2027.		
	5	We will have delivered our ambitious Coalville Regeneration Framework.	Quarterly progress statement plus an additional Annual Framework review in Q4		Continued progress was made towards delivering the six priority projects in the Coalville Regeneration Framework with the aim of achieving Milestones within the year. Outcomes include: A) Commenced preparation of RIBA stage 4 (drafting of construction tender package	Head Of Property and Regeneration	

					for Stenson Gardens. B) Submitted a planning application for remodelling and change of use for the Old Market Hall. C) Supported Trent And Dove Housing to get ready to commence works to extend Linden Way and access development land at the rear of Wolsey Road.		
	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		Officers continue to lead the implementation of projects within the District Wide Regeneration framework. During Q1. Outcomes include: A) Continuing to make payments to	Head Of Property and Regeneration	

					projects operating as part of the UKSPF programme with a view to closing the programme at the end of September 2026. B) Securing Cabinet support for the implementation of phase 2 of the Moira Furnace project with Council allocating funding in the capital programme to implement the project. C)Completing initi al feasibility work for a new leisure facility and beginning discussions with a private developer who has plans which align with Council proposals		
	7	We will provide a high quality housing	2023/4 First data publication – 64%	Measured annually	End of Q4 25/26 showed 82.6%-up from 55% in 24/25 and highest score	Head of Housing	

		service to our tenants.			in the three years of the measure		
	8	We will deliver an excellent repairs' service.	2023/4 First data publication – 62%	Measured annually	End of Q4 25/26 showed 71.4%-up from 56% in 24/25 and highest score in the three years of the measure	Head of Housing	
	9	Our private rental tenants across the district are able to live safely in their homes.	100% of Landlords contacted within the specified time-period within the MEES policy for non-compliance	The number of non-compliant properties with MEES in the District is now 4. The baseline number in September 2023 was 118.		Head of Community Services	
			Creation of a Private Sector Housing Charter.	Charter agreed in Q3 2025/26 - There is now a need to re review this following the Renters Rights Act came into force. Further updates to		Head of Community Services	

				follow in Q2 in this regard.			
	10	Our food businesses meet food safety standards.	2024/25 81% of food businesses having a hygiene rating of 5 (very good)	Q1 82% of food businesses have a hygiene rating of 5 (very good)	On target	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)	Annual target	This is annual action reported on in Q3 2026/27	Head of Community Services	
Clean and Green	12	We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.	43% Recycling rate 2023/4	The new recycling container scheme is on target with the programme adopted by Cabinet in April 2025. In early November the first of four phases will be rolled out	2024/5 most recently confirmed figure (DEFRA provides this a year in arrears usually in March each year) is 43.5%.	Head of Community Services	

				under a new Service Statement in line with the Government's Simpler Recycling requirements.			
	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	Asset Management plans for all properties remain key to setting targets. 100% of fleet is electric or runs on HVO. Housing retrofit schemes are ongoing both in council housing and to support residents Ashby LC decarbonisation options are being developed.	Quarterly updates on key activities now provided as an addendum to the CDP report This also includes emissions reporting for 2025/26.	Head of Community Services	

				Money Hill EV solar hub is progressing and due to be installed in Q3. Sustainable Communities tool kit has been refreshed. Energy switch scheme is live with another opportunity later in the year.			
	14	We will increase the biodiversity of our District.	10% Biodiversity Net Gain on large developments with planning permission	118 planning applications have been determined in Q1. Of these, 12 were subject to mandatory 10% BNG. Of these 12 applications, Nine were approved and three were	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	Head of Planning and Infrastructure	

				withdrawn. The other 106 applications were exempt or BNG was not applicable. In Q1, five discharge of condition applications were determined that relate to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both. All of these applications were approved.	is affected), self/custom-builds, some variation of conditions, reserved matters and retrospective applications. Only planning applications are included above, as the other types of applications are not subject to mandatory BNG, e.g. advertisements, discharge of conditions, prior notifications/prior approvals for permitted development and listed building consent.		
	15	We will have produced a Tree Management Strategy to better manage our tree stock.	2024/25 Publication of updated tree management strategy .		The Tree Management Action Plan 2026/27 is in the process of being delivered. In Q1 funding was provisionally	Head of Community Services	

					secured from the National Forest Company for the delivery of the 2026 Free Tree Scheme, surveys have commenced to understand where newly planted trees have failed and need to be replaced, and works for the management of woodlands has commenced. In terms of tree works, following previous surveys 46 tasks were identified as requiring to be delivered in Q1, 14 of which were medium risk and 32 of which were low risk. All tasks have either been completed or, following a further assessment of the tree to ensure risks have not increased, the delivery date has		

					been reviewed and revised. Of the six areas to be surveyed in 2026/27, two have been completed in Q1.		
A well-run Council.	16	Our customers are at the heart of everything we do.	2026-7 95% of Complaints responded to on time by end of year	85% Overall, across both stages. Stage 1 – 82% Stage 2 – 89%	Although the new target was not achieved for 2026/27 there has been an increase on all quarters in 2025/26.	Customer Services Team Manager	
	17	We will provide value for money services.	Unqualified Opinion to be provided by external audit (meaning accounts are accurate complete and follow standard accounting rules)	The 2025/26 Draft Statement of Accounts published at the end of June 2026 in line with the statutory deadline.		Head of Finance	
	18	We live within our means	Zero funding gap	A balanced budget has been approved for 2026/27. Quarter 1 information will be available		Head of Finance	

				once budget monitoring is complete			

Appendix 3: Scrutiny Minutes

The minutes of the Corporate scrutiny meeting on 19 March 2026 can be found here.

The Committee raised the following issues for Cabinet to consider:

	Comments/recommendations from scrutiny	Advice provided by officers at the Scrutiny meeting	Cabinet response
C1	**KPI 6 - District-Wide Regeneration Framework:** A member questioned whether a timetable could have been provided for the District-Wide Regeneration Framework so they could offer input before they were presented with the final document.	Officers commented that there were probably no new projects that were being added to the framework but would confirm with the relevant officers.	
C2	**KPI 12 – Waste Services Review:** Members queried the reason for the delay in the Council's collection of food waste.	It was explained that this arose from the requirement of all local authorities to introduce food waste collections at the same time - this placed a significant strain on supply chains and thereby caused extended delivery times due to shortages of vehicles and containers. It was confirmed that the Council's vehicle fleet was due to arrive later in the year.	

C3	**KPI 13 - Zero Carbon Roadmap:** Members asked whether specific annual or quarterly targets had been established, as none had yet been identified.	Officers stated that targets were expected to follow the development of two key asset management plans (covering housing and wider property assets) which were currently in progress and would align with the budget-setting process.	
C4	**KPI 13 - Zero Carbon Roadmap:** Members sought clarity on the delays to the electric vehicle charging hub at Money Hill car park, noting that funding transfer had been expected earlier.	Officers confirmed that the funding had been transferred, and added that, while there had been delays beyond their control, the scheme was expected to progress shortly.	

Appendix 4: Zero Carbon Roadmap - Summary of Activity

No	Sector	Action Plan Year 6 (2026/27)	Q1 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.	Savills has been commissioned to develop a Corporate Asset Management Strategy that incorporates the Housing Revenue Account (HRA) portfolio. An initial framework document has been produced and will be used to support the development of the draft strategy, which is scheduled for completion by the end of Q3.
		Develop and deliver a retrofit programme, including decarbonisation improvements and exploration of grant funding opportunities	The Warm Homes SHF Wave 3 programme is currently underway, delivering a £15 million investment to approximately 844 properties through to 2028/29. Additional grant funding opportunities have been made available through the scheme, enabling the installation of Solar PV and battery storage systems in properties not currently included within the programme. A review of the remaining housing stock with an EPC rating of D or below is also in progress to identify opportunities for inclusion within self-funded improvement programmes where external funding options are not available.
		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.	The current plan is to complete the Warm Homes: Social Housing Fund (WH:SHF) Wave 3 programme by 2028. Additional funding is to be secured through the Council's capital financing arrangements to provide the necessary budget to improve properties that fall outside the scope of the WH:SHF programme, with the aim of completing these works by 2030.
		Develop new homes/new development standard aligned to the Council's zero carbon commitment and Decent Homes Standard 2, once published	All new homes are specified to achieve a minimum SAP rating equivalent to EPC Band C, with designs aiming to attain EPC Band A wherever it is technically feasible and financially viable to do so.
		Explore LED lighting and EV charging opportunities across Housing car park portfolio	A review of the portfolio and stock appraisal will be undertaken to assess the viability of available land and existing sites for the development of off-road parking facilities incorporating EV charging infrastructure. In addition, all schemes requiring electrical upgrades will include the installation of energy-efficient, low-energy lighting as a standard specification to support carbon reduction and energy efficiency objectives.
2	Property and Regeneration	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.	CAFM system is now live with additional modules being added. Current focus is on a Helpdesk functionality to enable the reporting of issues by any NWLDC staff for general fund properties and then develop associated reporting.
		Continue to evaluation all building enhancement projects to determine the financial case of zero carbon orientated measures	Nothing to report in Q1 but in Q2 proposing a programme of roller shutter door replacement at Market Street.
		Complete the new Asset Management Strategy by late 2026 to include the setting out of improvements towards zero carbon that can viably achieved and determine decarbonisation work programme for the General Fund asset portfolio for budget cycle 27/28 and beyond, including measurement methodology and costs associated with achieving the Council's net zero carbon ambition and environmental commitments.	A report detailing the activity required to continue to comply with MEEs (Minimum Energy Efficiency)regulations has now been completed. A further piece of work will be undertaken in Q2 to build the Asset Management Strategy and inform budget setting for 2027/28.

		Demonstrate how regeneration activity has considered zero carbon implications and biodiversity net gain within all projects.	Work is ongoing to embed zero carbon into the Economic Regeneration work programme. This includes how to use gateways to report process and how identify gaps with contractors to bring in relevant expertise.
3	Leisure Centres	Together with Everyone Active, continue to drive a reduction in emissions at the Leisure Centres and build business cases to support delivery of energy and carbon reduction initiatives	The business case to support delivery has been developed and approved by Capital Strategy Group, and Cabinet have approved that the funding be allocated to delivering the project.
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).	The Warm Homes: Local Grant scheme is underway and there has been a high level of interest. The scheme is a partnership led by Leicestershire County Council and is not currently accepting new direct applications at this time. However, residents can still check their eligibility and register for the scheme which runs until March 2028, on the government portal. (https://www.gov.uk/apply-warm-homes-local-grant).
	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. It is our intention that gas and electricity usage information along with water and drainage consumption data is added to the CAFM system this financial year thereby enabling close monitoring of usage. Timings of this functionality remain to be confirmed. Q1 focus has been on setting up a corporate landlord model and increasing resource to support this. Q2 will focus on recruitment and planning for automated data uploads to the CAFM system.
6	Planning	Build the council's zero carbon ambition into the new Local Plan including renewable energy and energy efficiency standards for new homes.	On 11 June 2026, both Cabinet and Council agreed that the proposed submission draft Local Plan, which includes strategic policies on both renewable energy and reducing carbon emissions, be approved for a minimum six-week consultation. The consultation period will run from 16 July to 11 September 2026, and Council will consider the representations received before submitting the Local Plan in the Autumn. At Local Plan Committee on 22 June 2026, the new Good Design Guide Supplementary Planning Document (SPD) for North West Leicestershire was formally adopted. It sets out the Council's ambitions for delivering well designed places through the positive impacts design quality can have upon lifestyles, health and well-being, nature and biodiversity and considers energy and resource efficiency. The SPD will now be used in the consideration of new pre-application enquiries and planning applications.
		Implement Biodiversity Net Gain legislation requirements and have regard to the Local Nature Recovery Strategy (led by Leicestershire County Council) to increase the biodiversity of our district.	12 of the 118 planning applications determined in Q1 were subject to mandatory 10% BNG. Of these nine were approved and three were withdrawn. The other 106 applications were exempt or BNG was not applicable. In Q1, five discharge of condition applications were determined that relate to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both. All of these applications were approved.
7	Switch Together Energy	Support the delivery of the Switch Together Energy group buying scheme to assist householders to switch to renewable energy.	This scheme is on-going and residents are encouraged to sign up for free so they are aware of future rounds and can use it to check their utility costs are competitive. It is simple to register and there is no obligation to take up the offer. A scheme is live in Q2 with another opportunity to take part later in the year. Information about the scheme is available on the council's website. (https://www.nwleics.gov.uk/pages/switch)
8	Mine Water	Continue to explore mine water heat feasibility. (This technology could provide low carbon, low cost heat from water from	The process to procure a techno-economic feasibility is underway. Next step is to write a technical specification to underpin the procurement Completion of the feasibility is expected to take until

		dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the Council offices.)	the end of the year. Stephenson College has confirmed their interest in the project.
	Waste		
9	Waste Services	As part of the Waste Services review, reflect all relevant actions from the Zero Carbon Roadmap and Action Plan and plan for the new container roll out.	Procurement of the new recycling bins is underway, with contract award due by mid-July.
		Continue with the food waste collection trials and prepare for legislative changes to roll out district-wide collections by end 2026.	Compostable liners have been purchased for the rollout of food waste collections. 1x initial roll will be delivered to households, in line with the phased rollout of the new recycling containers. Work has begun to design the collection rounds for district-wide food waste collections. The rounds will be designed to ensure food waste collections take place in the most efficient manner and make practical operational sense. This work is due to be completed by September 2026.
	Transport		
10	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.	This work is ongoing with fleet replacement approved for Waste Services and Housing fleet going through the approval processes.
11	Cycling & Walking	Work with County to support the development of the NWL element of Leicestershire Cycling & Walking Infrastructure Plan with a view to being able to access Active Travel England funding to be able to deliver elements of NWL LCWIP.	Work is ongoing with LCC to deliver elements of the LCWIP with a focus currently being on the Hicks Lodge to Ashby link.
		Project in Coalville (if funded) to link London Road to Broom Leys Road	The Walk Wheel Cycle Trust (formerly Sustrans) are developing a cost for a full detailed feasibility of the link which will then be considered by the Council's Regeneration Group
		Project in Ashby (if funded) to link Ashby to Hicks Lodge.	The Council is working in partnership with LCC to develop a detailed feasibility for the link which can then be considered corporately
12	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.	Contract is now signed for this district wide project. Pre start on site meetings are imminent with the main contractor with a start date provisionally booked for October this year.
		Explore EV charging opportunities across the Council's property portfolio, both Commercial and Housing.	Some commercial tenants have expressed interest to install their own EV chargers. As a landlord we are exploring the consents, standards and regulations required.
	Other		
13	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 and environmental commitments.	No activity was planned for Quarter 1. The budget-setting process will begin in Quarter 2.
14	Procurement	Demonstrate how the Council's net zero carbon ambition and environmental commitments have been considered in procurement decisions.	The procurement check list references to social or environmental considerations which form part of the decision making process. This will link to an environmental impact assessment which is in the process of being updated and to an integrated impact assessment approach.
15	Reporting	Establish approach to explore Scope 3 emissions (indirect, supply chain related)	The next stage is to develop spend mapping priorities and build links to procurement activity.

		reporting, to shape the Council's procurement and influence spend	
16	Air Quality	Continue delivering air quality action plan	There is now only one Air Quality Management Area in NWL which is in Castle Donington. Monitoring remains in place following the opening of the by-pass to assess the impact. An annual statutory report to Defra is available on the Council's website.
17	Biodiversity	Continue free tree scheme, if funding can be secured.	National Forest funding to support this scheme has been provisionally confirmed and details of the scheme are being finalised.
		Continue to explore opportunities and funding to plant trees, working together with partners such as LCC and National Forest.	Parks team is exploring potential areas to plant trees. Bird boxes have been painted by local school children and will be placed up in Coalville Park and Broom Leys cemetery along with bat boxes.
		Explore opportunities to improve biodiversity on council owned land	Both Coalville Park and Broom Leys cemetery have recently retained their Green Flag awards, for the eighth year. The reports will be reviewed alongside the respective action plans for each location. As part of the Stenson Gardens project, landscape architects are looking at options and implications for preserving an existing cedar tree adjacent Stenson House.
18	Engagement	Work in conjunction with Green Living Leicestershire to develop district engagement opportunities.	The Sustainable Communities toolkit has been refreshed and republished in July 2026. It is now available to help community groups and residents play their part in our Zero Carbon Roadmap. (https://www.nwleics.gov.uk/sustainable_communities_toolkit)
		Support community groups with environment and zero carbon grants	A grant has been provided to a local scout group to support with installing electric heating.

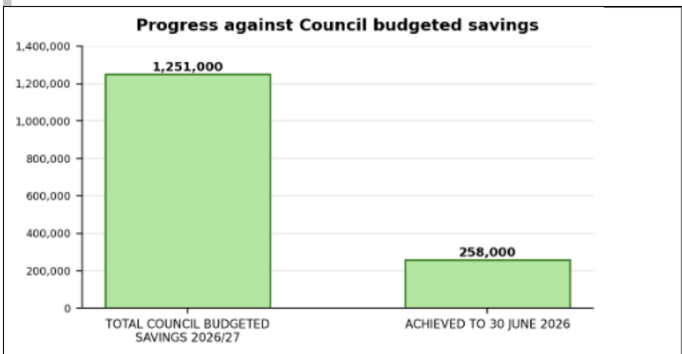
Appendix 5: Transformation Programme - Summary of Activity

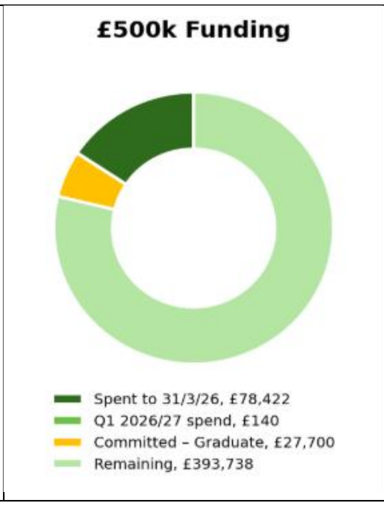
Performance of Transformation Delivery Plan

This appendix summarises Transformation Programme activity for Quarter 1 2026/27, covering April to June 2026. The Transformation Programme supports delivery of the Council Delivery Plan by helping to improve performance, efficiency, governance and service effectiveness.

Activity during Q1 has focused on strengthening programme governance, supporting service-led change activity, developing the pipeline of transformation opportunities, and undertaking discovery and options appraisal work. In several workstreams, Transformation is supporting, coordinating or providing governance and business analysis capacity rather than directly owning delivery.

Work is also underway to strengthen benefits identification and tracking so that cashable and non-cashable benefits can be baselined, monitored and reported more consistently through the Transformation governance process.





The savings chart shows total Council budgeted savings for 2026/27 of £1.251m. At 30 June 2026, £0.258m had been achieved, with a further £0.674m assessed as on track and £0.320m at risk.

The transformation funding chart reflects the earmarked reserve position confirmed by Finance: £421,577.84 brought forward at 1 April 2026, less £140 spend to date and £27,700 committed for the graduate post commencing September 2026, leaving £393,738. Microsoft 365 Copilot licence costs sit within the ICT budget rather than this reserve.

Transformation Project Costs

Project	Project Cost	Actual Expenditure to Date	Comments	Project Status
Microsoft 365 Copilot Proof of Concept	£20,750	£20,750	Historic proof of concept cost, including configuration, training and licence costs. Provides baseline evidence to inform any wider rollout.	Complete
Microsoft 365 Copilot Wider Rollout	£7,650 (ICT budget)	£0	Cost of 25 licences, held within the ICT budget rather than the transformation earmarked reserve. Rollout approach and benefits tracking are being developed. Final rollout scope and any additional licences are being confirmed.	Mobilisation / Ongoing
Granicus GXA AI Digital Agent	Indicative: approx. £30k p.a. plus approx. £10k implementation	£0	Indicative supplier costs only, subject to confirmation. A possible future price increase may apply. No procurement decision has been made.	Discover
AI Policy and Guidance	£0	£0	Delivered through existing officer capacity.	In progress
PeopleFirst Support	£0	£0	Transformation support costs only. Wider project costs sit with the project.	Supporting delivery
Project Management Suite Review	£0	£0	Scoping stage. Any tooling or licensing costs are not yet identified or approved.	Discovery
Community Focus / Digital Forms	£0	£0	Early discovery. Costs not yet identified.	Discovery

No overall project cost total is presented for Q1 2026/27 because the table includes a mix of historic expenditure, ICT-held budget and indicative supplier costs that are subject to confirmation. New or changed 2026/27 costs will only be reported as approved expenditure once confirmed with Finance.

Budget Housekeeping / Savings and Benefits Tracking

Description	Update / Comments	Savings 2025/26	Savings 2026/27 (Projected)
Microsoft 365 Copilot – historic baseline evidence	The previous proof of concept recorded 181 hours saved over a 12-week period across 25 users. This provides baseline evidence to inform the wider rollout approach and benefits tracking methodology. It is not being presented as a new saving for 2026/27.	Baseline evidence only	Not claimed as cashable saving
Microsoft 365 Copilot – wider rollout	A controlled rollout approach is being developed, with licence allocation linked to evidenced business need, usage and value. Benefits tracking will capture use cases, time saved, adoption levels and service impact before wider benefits are reported.	None claimed	Benefits to be baselined during rollout
Granicus GXA AI Digital Agent	Discovery work is assessing avoidable contact, online form use, call demand and customer access. The workstream is currently at options appraisal stage and no procurement decision has been made. Benefits will be quantified once scope, costs, procurement route, operational ownership and pilot area are confirmed.	None claimed	Subject to options appraisal and business case
Project Management Suite Review	Scoping activity is reviewing how the Council manages project information, reporting, governance and visibility. The intended benefit is improved consistency, clearer project oversight and a stronger single source of truth for project reporting.	None claimed	Benefits to be quantified following options appraisal
Community Focus / Digital Forms	Early discovery is reviewing potential digital forms and process improvement opportunities, including grants and Free Tree scheme processes. Further work is required to confirm volumes, current process costs, customer impact and deliverable benefits.	None claimed	Benefits to be quantified following process review
Total	No new cashable savings are claimed in this report. Cashable savings will only be reported once agreed with Finance and supported by an agreed baseline. Non-	**None claimed**	No new cashable savings confirmed at this stage

	cashable benefits will be baselined and monitored through the Transformation governance process.		

Transformation Projects

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR1	Microsoft 365 Copilot Controlled Rollout	July 2026	September 2026	£7,650 confirmed ICT budget for 25 licences in 2026/27. Historic proof of concept cost: £20,750.	No cashable savings claimed at this stage. Productivity and time-saving benefits to be baselined and monitored through rollout.	Amber	N/A – new rollout phase following proof of concept.

Project Status	Key Deliverables	Q1 Update
Approved Live Delayed Closed	Controlled rollout approach; licence allocation linked to evidenced business need; demand capture; monthly AI Forum; potential Copilot Champions model; training and adoption support; benefits tracking.	Q1 activity focused on preparing a controlled rollout approach following the earlier proof of concept, which provided baseline evidence of potential productivity benefits. Work included developing the licence allocation approach, capturing demand, establishing the monthly AI Forum, considering a Copilot Champions model and planning training and adoption support. Since quarter-end, the rollout has moved into mobilisation, with licence allocation being controlled and linked to business need, usage and measurable value. No new cashable savings are claimed for Q1; benefits will be baselined and monitored as the rollout progresses.

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR2	AI Policy and Guidance Refresh	July 2026	August 2026	No additional project budget identified	No cashable savings proposed. Benefits relate to risk reduction,	Green	N/A – new workstream

					consistency, safe AI adoption and clearer staff accountability.		

Project Status	Key Deliverables	Q1 Update
In progress Live Delayed Closed	Refreshed AI policy and guidance covering generative AI, Microsoft 365 Copilot and emerging agentic AI; safeguards for safe, consistent and accountable use; guidance to support controlled AI adoption.	The AI policy and guidance refresh is progressing to support wider and more controlled use of AI across the Council. The draft guidance covers generative AI, Microsoft 365 Copilot and emerging agentic AI, with safeguards being developed around customer contact, recruitment, information handling, accuracy of outputs and staff accountability. This work supports the wider controlled AI adoption approach and will provide a clearer framework for staff use. At the time of drafting, the workstream remains on track, with final approval and publication arrangements being progressed.

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR3	Granicus GXA AI Digital Agent Discovery	Q1 2026/27	Decision point to be confirmed	No approved budget at this stage. Indicative supplier cost: approx. £30k p.a. plus approx. £10k implementation, subject to confirmation.	No cashable savings claimed at this stage. Potential benefits include avoidable contact reduction, channel shift and improved customer access, subject to options appraisal and business case.	Amber	N/A – new discovery workstream

Project Status	Key Deliverables	Q1 Update
Discovery Live Delayed Closed	Options paper; value for money assessment; procurement route; data and security assurance; operational ownership; pilot options; benefits baseline.	Discovery work is underway to assess the potential use of the Granicus GXA AI Digital Agent as a web-based customer service tool. The work is linked to the customer digital journey, website refresh and potential govService integration. Q1 activity has focused on understanding avoidable contact, online form use, call demand and possible lower-risk pilot areas, including waste and bins. No procurement decision has been made and no contract has been awarded. Further work is required to confirm value for money, costs, procurement route, data and security assurance, operational ownership and measurable benefits before any decision is taken.

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR4	PeopleFirst Change and Process Support	June 2026	Ongoing – aligned to PeopleFirst project plan	No separate Transformation budget identified. PeopleFirst project budget held separately.	No cashable savings claimed at this stage. Benefits relate to change readiness, process clarity, reduced implementation risk and improved understanding of service impacts.	Green	N/A – new support work stream

Project Status	Key Deliverables	Q1 Update
Approved Supporting delivery / In progress Delayed Closed	Process mapping; change readiness support; input to data migration and legacy data options; identification of service impacts, risks and benefits.	Transformation support for the PeopleFirst project is progressing in line with the current project requirements. Q1 activity has included support for HR and Payroll as-is and to-be process mapping, alongside early consideration of data migration, legacy data options and service impacts. This work is helping to improve change readiness and provide a clearer understanding of risks, dependencies and potential benefits. Transformation is supporting the project rather than owning the system implementation. Further work will continue in line with the wider PeopleFirst project plan to confirm legacy data arrangements, change impacts, benefits and ongoing support requirements.

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR5	Project Management Framework and Tooling Review	May 2026	Ongoing	No separate project budget identified. Any tooling costs subject to options appraisal.	No cashable savings claimed at this stage. Benefits relate to improved project visibility, consistency, governance, reporting and a clearer sing	Amber	N/A – new review workstream

					le source of truth.		

Project Status	Key Deliverables	Q1 Update
Discovery	Review of project management approach, documentation and potential tooling; improved consistency, visibility and governance; clearer project reporting arrangements; single source of truth for project information.	Transformation is reviewing the Council's project management approach, documentation and potential tooling to improve consistency, visibility and governance across projects. Q1 activity has focused on understanding current arrangements and identifying opportunities to strengthen project reporting, project controls and the way key information is held and monitored. Microsoft Project and other Microsoft 365-aligned options may be considered, but no solution has been selected and no decision has been taken. Further work is required to confirm requirements, ownership, costs, implementation route and benefits before any tooling decision is made.
Live		
Delayed		
Closed		

Ref	Transformation Project Name and description	Start Date	End Date	Approved Budget	Planned Savings / Revenue	RAG Status	Previous Quarter
TR6	Community Focus Digital Forms and Process Improvement	July 2026	Ongoing	No separate project budget identified	No cashable savings claimed at this stage. Benefits to be quantified following process review.	Green	N/A – new discovery workstream

Project Status	Key Deliverables	Q1 Update
Discovery	Identification of potential digital forms and process improvement opportunities; review of current process steps, volumes, service ownership and potential customer or administrative benefits.	Initial opportunities have been identified for digital forms and process improvement, including grants and Free Tree scheme processes. Since quarter-end, the workstream has moved into early discovery, with further information being gathered on process volumes, current administration time, service ownership, delivery route and measurable benefits. No delivery activity or savings are confirmed at this stage.
Live		
Delayed		
Closed		

Closed Projects					
Ref	Description	End Date	Update / Comments	Final Costs	Final Savings

N/A	No projects have been confirmed as closed during Q1 2026/27.	N/A		N/A	N/A