

To Members of the Cabinet Executive

Councillor Ben Taylor (Leader)	– Leader
Councillor Cheryl Cashmore (Deputy Leader)	– Finance, People and Transformation (Deputy Leader) Portfolio Holder
Councillor Nick Chapman	– Health, Community and Economic Development Portfolio Holder
Councillor Nigel Grundy	– Neighbourhood Services and Assets Portfolio Holder
Councillor Les Phillimore	– Housing, Community Safety and Environmental Services Portfolio Holder
Councillor Mike Shirley	– Planning and Strategic Growth Portfolio Holder

Dear Councillor,

A meeting of the **CABINET EXECUTIVE** will be held in the Council Chamber on **THURSDAY, 20 NOVEMBER 2025** at **5.30 p.m.** for the transaction of the following business and your attendance is requested.

Yours faithfully



Gemma Dennis
Corporate Services Group Manager



AGENDA

1. Apologies for Absence
2. Disclosure of Interests from Members
To receive disclosures of interests from Members (i.e. the existence and the nature of those interests in respect of items on this agenda).
3. Minutes (Pages 3 - 6)
To approve and sign the minutes of the meeting held on 1 September 2025 (enclosed).
4. Public Speaking Protocol
Requests received by the Protocol deadline to be reported by the Senior Democratic Services Officer with details of the Agenda Item to which they relate. (Such persons entitled to use the Protocol attend for the purpose of making representations, answering questions or giving evidence relating to the business of the meeting and the time allocated to each person is a maximum of three minutes unless extended at the discretion of the Chairman).
5. Local Government Reorganisation and Devolution (Pages 7 - 144)
To consider the report of Chief Executive (enclosed).
6. Quarter 2 Budget Review 2025-26 (Pages 145 - 156)
To consider the report of Accountancy Services Manager (enclosed).
7. Schedule of Charges 2026-27 (Pages 157 - 198)
To consider the report of Accountancy Services Manager (enclosed).
8. Corporate Action Plan 25-26 Mid-Year Report (Pages 199 - 236)
To consider the report of Performance & Information Service Manager (enclosed).
9. Blaby District Council Tenancy Strategy (Pages 237 - 252)
To consider the report of Housing Strategy Team Leader (enclosed).
10. Air Quality Action Plan 2025 - 2029 (Pages 253 - 334)
To consider the report of Environmental Services Team Leader (enclosed).

CABINET EXECUTIVE

Minutes of a meeting held in the Council Chamber, Council Offices, Narborough

MONDAY, 1 SEPTEMBER 2025

Present:

Cllr. Ben Taylor (Leader)

Cllr. Cheryl Cashmore (Deputy Leader)	Finance, People and Transformation Portfolio Holder
Cllr. Nick Chapman	Health, Community and Economic Development Portfolio Holder
Cllr. Nigel Grundy	Neighbourhood Services and Assets Portfolio Holder
Cllr. Les Phillimore	Housing, Community Safety and Environmental Services Portfolio Holder
Cllr. Mike Shirley	Planning and Strategic Growth Portfolio Holder

Also in attendance:

Cllr. Nick Brown – Chairman of Scrutiny Commission
Cllr. Neil Wright – Vice-Chairman of Scrutiny Commission

Officers present:-

Julia Smith	- Chief Executive
Marc Greenwood	- Executive Director - Place
Sarah Pennelli	- Executive Director - S.151 Officer
Louisa Horton	- Executive Director - Communities
Paul Coates	- Neighbourhood Services Group Manager
Katie Shevas	- Elections and Governance Manager
Avisa Birchenough	- Democratic & Scrutiny Services Officer
Nicole Cramp	- Democratic & Scrutiny Services Officer

Apologies:

Cllr. Les Phillimore

75. DISCLOSURE OF INTERESTS FROM MEMBERS

No disclosures were received.

76. MINUTES

The minutes of the meeting held on 23 June 2025 were approved subject to amendment. Cllr Mike Shirley made a Declaration of Interest against Item 7 of the Agenda, Annual Governance Statement. The minutes incorrectly recorded this declaration against Item 6, Air Quality Annual Status Report.

77. PUBLIC SPEAKING PROTOCOL

No requests were received.

78. QUARTER 1 BUDGET REVIEW 2025/26

Considered – Report of the Accountancy Services Manager.

Other Options Considered:

None.

DECISIONS

1. That the financial performance against the budget for the quarter ending 30th June 2025 be accepted.
2. That the additional budget expenditure of £382,515 detailed within the report and the increased forecast contribution of £270,876 from General Fund balances be approved.
3. That the irrecoverable debts outlined in the report be written off.

Reasons:

1. It is good practice that Members have oversight of the Council's financial performance at regular points during the financial year.
2. To recognise movements in the call on reserves and balances to date, along with potential variances in establishment costs and key income streams that may arise between now and the end of the financial year.

79. QUARTER 1 CAPITAL PROGRAMME REVIEW 2025/26

Considered – Report of the Accountancy Services Manager

Other Options Considered:

None.

RECOMMENDATIONS TO COUNCIL

1. That the report be accepted.
2. That the latest Capital Programme for 2025/26, totalling £7,438,038, be accepted.

Reasons:

1. To ensure that the Council has adequate resources in place to meet its capital expenditure commitments.
2. To reflect additions or other changes to the Capital Programme since it was approved by Council on 25th February 2025, including the carry forward of unspent budget from 2024/25.

80. QUARTER 1 TREASURY MANAGEMENT UPDATE 2025/26

Considered – Report of the Finance Group Manager presented by the Accountancy Services Manager.

Other Options Considered:

None, this report is a requirement of the 2025/26 Prudential Code.

DECISION

That the latest position in respect of treasury activities, and the prudential indicators, be accepted.

Reason:

The 2023/24 edition of the Prudential Code added a requirement for quarterly reporting of treasury management activities and prudential indicators. Whilst quarters 1 and 3 do not need to be formally reported to full Council, there is an implicit understanding that they should be adequately scrutinised by Cabinet Executive.

81. KERBSIDE COLLECTION POLICY

Considered – Report of the Neighbourhood Services Group Manager

Other Options Considered:

- Do nothing – this is discounted as it would breach statutory requirements for food waste collections.
- Continue collecting cardboard side waste – this is discounted; due to operational safety risks, littering, and reduced recycling quality.

DECISIONS

1. That the Kerbside Waste Collection Policy be approved.
2. That the proposed food waste provision be approved.
3. That the amendment to the existing no side waste policy to include excess cardboard be approved.

Reasons:

1. To bring together the existing practices in a single policy document to set out clear expectations of what residents can expect from the service.
2. Ensure compliance with national requirements for food waste collections to improve recycling rates and reduce residual waste.
3. Enhance operational safety.
4. Consultation results demonstrate that most residents can adapt to these changes. Mitigations have been identified within the report.

THE MEETING CONCLUDED AT 5.47 P.M.

Blaby District Council

Cabinet Executive

Date of Meeting	20 November 2025
Title of Report	Local Government Reorganisation and Devolution This is a Key Decision and is on the Forward Plan.
Lead Member	Cllr. Ben Taylor – Leader of the Council
Report Author	Corporate Services Group Manager & Monitoring Officer
Strategic Themes	Ambitious and well managed Council, valuing our people

1. What is this report about?

- 1.1 This report outlines the work undertaken by the District and Borough Councils in Leicestershire and Rutland County Council to produce the final Local Government Reorganisation Proposal for Leicester, Leicestershire and Rutland (LLR). The report also details the public consultation that has been carried out and how this has informed the final submission.
- 1.2 The Leaders and Chief Executive of the districts/boroughs and Rutland have continued to regularly meet to progress the final proposal. The final Local Government Reorganisation Proposal for Leicester, Leicestershire and Rutland (North/City/South) is attached to this report at Appendix A. Input has been sought from Scrutiny and Council to contribute to the development of a comprehensive proposal, comments received and commentary on how this has been considered is set out at Appendix B.

2. Recommendation(s) to Cabinet Executive

- 2.1 That Cabinet endorses the final Local Government Reorganisation Proposal for Leicester, Leicestershire and Rutland for submission to the Ministry of Housing, Communities and Local Government by 28 November 2025.
- 2.2 That Cabinet delegates any minor changes required to the final Proposal prior to submission to the Leader and the Chief Executive.

3. Reason for Decisions Recommended

- 3.1 To ensure that the Local Government Reorganisation Proposal prepared by the boroughs/districts and Rutland can be submitted in accordance with the required timescales for consideration by the Ministry of Housing, Communities and Local Government.
- 3.2 To ensure that amendments can be made to reflect feedback from governance processes and updated information.

4. Matters to consider

4.1 Background

On the 16 December 2024 the Government published its English Devolution White Paper. This outlined a very clear ambition for every area in England to move towards setting up a Strategic Authority, formed when two or more upper-tier authorities combine, led by an elected Mayor. The White Paper outlined the powers and funding which could be devolved to such authorities, including those relating to transport, strategic planning, skills and employment, business support, environment and climate change, health and public safety.

The Government also set a clear expectation that in two-tier areas, such as Leicestershire, local government be reorganised with new Unitary Councils established to replace District, Borough and County Councils. They stated that this would lead to better outcomes for residents, save significant money and improve accountability.

The White Paper explained that new Unitary Councils must be the right size to achieve efficiencies, improve capacity and withstand financial shocks. It stated that for most areas this will mean creating Councils with a population of 500,000 or more but recognised that there may be exceptions to ensure that new structures make sense for an area, including for devolution, and decisions will be on a case-by-case basis.

It was made clear in the White Paper that the delivery of high quality and sustainable public services to citizens and communities will be prioritised above all other issues. In addition, new Councils are expected to take a proactive and innovative approach to neighbourhood involvement and community governance so that citizens are empowered.

It was recognised that all levels of local government have a part to play in bringing improved structures to their area through reorganisation, including by sharing information and working proactively to enable robust and sustainable options to be developed and considered. It was stated that there is an expectation that all Councils in an area will work together to develop Unitary proposals that are in the best interests of the whole area, rather than developing competing proposals. In addition, there is an expectation that all Councils in an area will work with relevant government departments to bring about these changes as swiftly as possible.

Councils were invited to work collaboratively with other local authorities in their area to develop a proposal for Local Government Reorganisation (LGR),

a draft Plan to be submitted by 21 March 2025 and a full plan by 28 November 2025. Following the publication of the White Paper, the District and Borough Councils convened a meeting of all 10 councils in early January 2025 with a view to establishing whether a unified and collaborative approach to evaluating the options and responding to the aspirations of the White Paper was possible. Unfortunately, despite this and subsequent efforts, it was not possible to secure agreement to this approach from all 10 councils, but the 7 district/borough councils and Rutland County Council did commit to a single and collaborative approach to reviewing the evidence, evaluating the options and working toward a shared position, in line with the Government's expectations.

It is anticipated that elections for shadow Unitary Councils will be held in May 2027, with new Unitary Councils going live on 1 April 2028. Leicestershire County Council, Leicester City Council, Rutland County Council and each of the Districts and Boroughs will continue to operate until the go live date for the new Unitary authorities.

On 13 January 2025 Cabinet agreed to delegate to the Leader of the Council and the Chief Executive the authority to engage with other local authorities, the government and relevant partners to develop the proposal to create a Mayoral Strategic Authority (MSA) and develop options relating to local government re-organisation (LGR) to ensure that Blaby District Council and its residents are represented as far as possible in ongoing discussions with the government.

Further guidance was provided in a letter from the Minister of State for Local Government and Devolution to all Council Leaders in Leicestershire on 15 January 2025. This outlined the criteria against which proposals will be assessed.

Discussions took place with all local authorities across Leicester, Leicestershire and Rutland (LLR) and a joint proposal was submitted to Government on the 21 March 2025 on behalf of all the districts and boroughs and Rutland County Council.

In developing this initial proposal, the districts, boroughs and Rutland focussed on how best to unlock the benefits of Devolution for our area and deliver the right approach for LGR.

Alongside the Devolution focus and Government guidance the following were used as design principles. That any new unitary councils should:

- Strike the right balance between size and maintaining a strong local connection to communities
- Deliver savings and sustainable organisations
- Reflect the way people live their lives and work

- Retain local democratic accountability
- Ensure a strong focus on neighbourhoods, and community partnerships
- Preserve local heritage and civic identities

The Leaders and Chief Executive of the districts/boroughs and Rutland regularly met to progress the interim plan proposal. Regular briefings with the wider membership and staff were held throughout the process. Briefings also took place with local MPs ahead of the submission.

Public and stakeholder engagement to inform interim proposal

Public and stakeholder engagement was carried out to inform the draft interim proposal. Feedback from the public was obtained via an online questionnaire which received over 6,400 responses.

That online survey found:

- 82% favoured the North, City, South model
- 18% said they preferred a two council model for Leicester, Leicestershire and Rutland

The north/south configuration with Rutland in the north was found to offer the best balance in terms of population sizes. It was also found to best reflect the way people live and work in the area, align better with housing and service demands, and support existing strong links between towns in the north and south, and their relationship with the wider economy.

This proposal is referred to as the North, City, South proposal, reflecting the areas these new unitary authorities would serve

Leicestershire County Council and Leicester City Council both submitted their own proposals. The County proposing a single unitary for Leicestershire, excluding Rutland with no changes to the city boundaries. The City submission proposes a significantly extended city boundary and a unitary authority that rings around the city including Rutland.

Progress since the interim plan submission

Following submission of the draft proposal to the government, feedback was received from the Ministry of Housing, Communities and Local Government (MHCLG) on 3rd June 2025 (attached at Appendix C). This highlighted several areas where additional information would be welcomed including the approach to debt management, the management of the risks of disaggregating services and the impact of each proposal on services such as social care, children's services, SEND, homelessness and wider public

services. MHCLG also stated that they would welcome more detail on the rationale for any proposals which would result in setting up authorities serving less than 500,000 population.

Finally, government encouraged the authorities to work together to develop a robust shared evidence base to underpin final proposals which, wherever possible, should use the same data sets and be clear on assumptions. It was made clear that it would be helpful for final proposals to set out how data and evidence support outcomes and how well they meet the assessment criteria (attached at Appendix D). They suggested that those submitting proposals may wish to consider an options appraisal to demonstrate why their proposed approach best meets the assessment criteria in the letter compared to any alternatives, and a counter factual of a single unitary.

In response to MHCLG's recommendation for consistent datasets across proposals a dedicated data workstream was set up. Efforts to align data with Leicester City and Leicestershire County Council included negotiations for data-sharing agreements, whilst protracted were eventually resolved, albeit we have different proposals to them. The workstream has produced standardised datasets, such as population forecasts to support the options appraisal and financial modelling.

To support final proposals for reorganising local government across a Leicester, Leicestershire and Rutland geography, the District and Borough councils of Leicestershire, along with Rutland County Council, have established several workstreams to collaboratively address our approach to issues of significance for the development and implementation of Local Government Reorganisation plans, covering strategic proposal development, organisational proposal development, target models for proposed unitary authorities, and enablement of the reorganisation process.

The Leaders and the Chief Executives and other senior officers have continued to meet regularly since submission to support the development of detailed proposals for the creation of three unitary councils – North, City, South.

Public and stakeholder engagement to inform the final proposal

A comprehensive public and stakeholder engagement programme was undertaken; this commenced on 9 June and ran until 20 July 2025.

Independent engagement experts Opinion Research Services (ORS) were commissioned to engage with a diverse range of stakeholders, from residents, businesses and partner organisations to the voluntary sector and our town and parish councils.

A dedicated website (www.northcitysouth.co.uk) was created and various quantitative and qualitative methods including open questionnaires, focus groups, workshops, telephone interviews, and face to face meetings were utilised.

Over 6,400 people across Leicester, Leicestershire and Rutland shared their views to help shape proposals for how local services could be delivered in future. ORS reviewed and collated the feedback received from the engagement and presented this to the authorities. A summary will be appended to the final Submission to MHCLG.

Key findings included:

- Over half (56%) of individual questionnaire respondents agreed with the proposal for three unitary councils
- Around three fifths (61%) of individual questionnaire respondents agreed with the areas covered by the North, City, South proposal, it was generally considered the most logical division of Leicester, Leicestershire, and Rutland.
- Considerable opposition to the city expansion - overall the strongest opposition was seen across the various deliberative activities in relation to a potential expansion of Leicester City Council's boundaries.

Although the North, City, South interim proposal set out that no boundary change is being proposed, participants were still asked to consider a future change, and respondents were asked to consider if Leicester City Council boundaries were to change in future whether a larger or more limited expansion should be considered.

Overall, a clear majority (86%) of questionnaire respondents preferred that only a limited expansion of the city boundaries should be considered, while a much smaller proportion (6%) felt that a larger expansion should be considered. Just under one in ten (8%) had no particular preference. The telephone survey respondents also favoured a limited expansion (64%). Of those respondents who left comments in the open-ended text question, some 40% expressed disagreement with any form of city expansion. There was also considerable opposition to the potential expansion of Leicester City's boundaries across the qualitative engagement sessions.

The overall findings in the ORS public and stakeholder engagement report has informed the final submission document, particularly in terms of the question of boundary changes but also extensive support for the 3 unitary North, City, South proposal based on maintaining local accountability and helping to retain local identities.

Financial modelling over the summer shows there is no strong business case, including financial rationale, for changing the city boundary. Full details of the options appraisals are set out in Section 2 of the attached proposal.

Key Components of the Revised Proposal

- **Devolution Readiness:** The model supports the Strategic Authority by delineating strategic and delivery roles and creating a structure with appropriate size ratios and geographies to support the MSA. Data sources include the 2021 Census, 2028 population projections and service demand proxies (e.g., pensioner credits, children in poverty, temporary accommodation costs) together with the extensive engagement set out above and financial modelling. We propose to progress the MSA at pace in parallel with the creation of new authorities unlike the other proposals for LGR in our area which sidetrack the MSA until new local government structures are implemented.
- **Supporting Economic Growth, Housing, and Infrastructure:** The North unitary will drive innovation through assets such as Loughborough University, while the South will foster enterprise growth through Mira Technology Park and the wider M69 growth corridor. Independent economic analysis has been commissioned from the Economic Intelligence Unit using the Oxford Economic Forecasting Model.
- **Creating financially resilient councils which are the right size to secure efficiencies:** The proposal offers the right balance between scale and physical geography to ensure sufficient financial resilience, while maintaining an ability to deliver services effectively and remain accessible to our diverse communities. Financial modelling projects annual efficiency savings of over £44 million through Workforce efficiencies, Procurement efficiencies, Income equalisation, Democratic savings, and Asset rationalisation. More detail showing the financial assumptions underpinning this approach is set out in Sections 3, 5 and Annex 2 of the proposal. To validate the model, it underwent rigorous scrutiny by independent, experienced former Section 151 officers from non-Leicestershire councils as well as current Section 151 officers from existing councils.
- **Transformed and Prevention focussed Services to achieve high-quality, innovative and sustainable public services:** The model adopts a prevention-focused approach, which sets out a path to reducing demand through locality focused service planning, which dovetails with the emerging agenda driven by the NHS 10-year plan for the new Integrated Care Board (ICB) structures in Leicestershire and Rutland. Our approach delivers a prevention framework informed by examples such as the University of Wisconsin Population Health Institute, for understanding and measuring population health by

looking at both health outcomes and health factors, such as behaviours, clinical care, social and economic conditions, and the physical environment. We have engaged with a representative group of councils delivering social care services across small geographies, building on the findings of the Peopletoo report which demonstrates that unitary authorities with a population of 350k and below, perform better in terms of key areas of expenditure across Adult Social Care and Children's Services. Our model has also been informed through the data sharing between LLR on adult and children's social care.

- **Responding to diverse communities and validating local places and identities:** Through independent engagement with over 5,000 survey respondents, focus group and interviews our approach has facilitated very significant resident input. Our Neighbourhood governance proposals have been shaped in the light of this feedback to address concerns about local identity and service continuity.
- **Enabling Strong Democratic Accountability and Community Engagement:** Ensuring local connection and meaningful influence and engagement, aligned to neighbourhoods, enshrined in the Council's governance processes and providing an appropriately scaled civic infrastructure linking local areas and the unitary authorities.

The appendices for the submission can be accessed on the North City South website which is linked as a background paper at Section 10 of this report.

Next steps

The final decision regarding which, if any, of the proposals will be implemented will be made by the Secretary of State. They can choose to do this with or without modifications.

Prior to making an order to implement a proposal all local authorities affected by the proposal (except the authority(is) which made it) will be consulted, along with other persons considered appropriate by the Secretary of State.

While the Secretary of State has not confirmed when a final decision is expected, if a decision were made to implement any proposal, officials would then work with organisations across Leicestershire to move to elections to new shadow unitary council. As set out earlier in the report, it is currently anticipated that these could be held in May 2027.

A shadow authority is one that is elected to carry out the preparatory functions of a new unitary council/s until the day that it formally comes into effect. This is commonly called “vesting day.” At this stage it is envisaged that vesting day would be 1 April 2028. All existing councils across Leicestershire and Rutland County Council would continue to operate and deliver services until vesting day.

Financial Implications:

The submission sets out the high-level assumptions and financial modelling that has been undertaken to support the submission. The submission is the best estimates that can be made at the point of publication of the financial position of the unitary option.

Ultimately LGR and devolution will have significant financial implications for the operation of local government across Leicestershire. The full plan, includes a full business case and sets out detailed analysis of the financial and non-financial impacts of final submission, including estimated costs of implementation the new Councils.

There are costs associated with preparing a proposal for a single tier of local government. These costs will be on top of existing service pressures and do not take into account leadership time and other opportunity costs which are currently being absorbed; however the costs will increase significantly over the next 18 months as work is undertaken to establish the new Councils to begin operation from the 1 April 2028.

4.2 Proposal

That Cabinet Executive endorses the final Local Government Reorganisation Proposal for Leicester, Leicestershire and Rutland for submission to the Ministry of Housing, Communities and Local Government by 28 November 2025.

That Cabinet delegates any minor changes required to the final Proposal prior to submission to the Leader and the Chief Executive.

4.3 Relevant Consultations

Public and stakeholder engagement is detailed in the final proposal at Appendix A. The proposal was also considered by Scrutiny Commission on 28 October (to follow). Feedback from Council on 20 November will be provided at the meeting.

4.4 Significant Issues

Equalities - An Equalities Impact Assessment is attached at Appendix 7 of the final proposal.

- 4.5 In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Public Health Inequalities, and there are no areas of concern.

5. Environmental impact

- 5.1 No Net Zero and Climate Impact Assessment (NZCIA) is required for this report.

6. What will it cost and are there opportunities for savings?

- 6.1 Finance implications and opportunities for savings are set out in Sections 3 and 5 of the final proposal.

7. What are the risks and how can they be reduced?

- 7.1 The risks below are limited to engagement in the process identified and not on the risks associated with any Unitary or Combined Authority going forward.

Current Risk	Actions to reduce the risks
Local Services could be impacted negatively	It is noted that during any period of change our services need to continue to be delivered in the best interests of Blaby District residents, Resources will be directed as appropriate, and any additional resource be sourced.
Resource implications to continue to deliver services during a period of change	The Council will ensure that resources are directed appropriately, and reserves utilised to ensure that there is as little impact on service delivery as possible during a period of change.
The proposal is not chosen for implementation	The Councils are committed to continuing to share data and engaging constructively with each other, Leicester City and Leicestershire County Council to deliver whichever model is chosen

8. Other options considered

- 8.1 The options appraisal set out in Section 2 of the proposal considers 5 different options and explains the analysis and judgements made for each.

The Council could do nothing and not provide a submission to government, as it is not a statutory requirement, however it is important that the Council expresses a view, otherwise the Government has indicated it will impose (through legislation) a solution that it thinks will work for an area. The Council will also be a statutory consultee on all proposals that are taken forward by government for LLR, thus giving the Council the opportunity to comment on alternative proposals at that stage.

9. Appendix

9.1 Appendix A – Final Proposal North/City/South

9.2 Appendix B – Feedback from Scrutiny - To follow

10. Background paper(s)

10.1 North City South draft appendices and summary –
<https://www.northcitysouth.co.uk/draft-proposal>

11. Report author's contact details

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**DRAFT
PROPOSAL**

NORTH
CITY
SOUTH

The Case for Three Unitary Councils in a Future Leicestershire & Rutland. Draft





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Foreword

This submission, led by the Leicestershire district and borough councils and Rutland County Council, presents a bold vision to **reset, reimagine, and reinvigorate** local government in Leicester, Leicestershire and Rutland. It proposes more sustainable structures, delivering simplified, resilient, and sustainable local government that prioritises value for money, efficiency and high-quality public service delivery. These simpler structures are designed to deliver services that local people and businesses need and deserve.

The Leaders of the partner councils, representing a broad political spectrum, have collaborated with officers on an unprecedented scale to seize this once-in-a-generation opportunity to improve the lives of residents. Our proposal outlines the creation of three unitary councils, based in the north, city and south of our subregion, reflecting how people live their lives. Our model could save £44 million annually, streamline local government, and provide a route map to significantly reduce service demand. We will do this through innovative, preventative service planning, particularly by addressing costly social care needs and reinvigorating the community and voluntary sector.

Our model celebrates the potential of our core assets - local people and places. With its design influenced by more than 6,000 consultees, this proposal reflects the views and lived experiences of our communities. We have resisted a simplistic, inward-looking approach that prioritises existing organisations

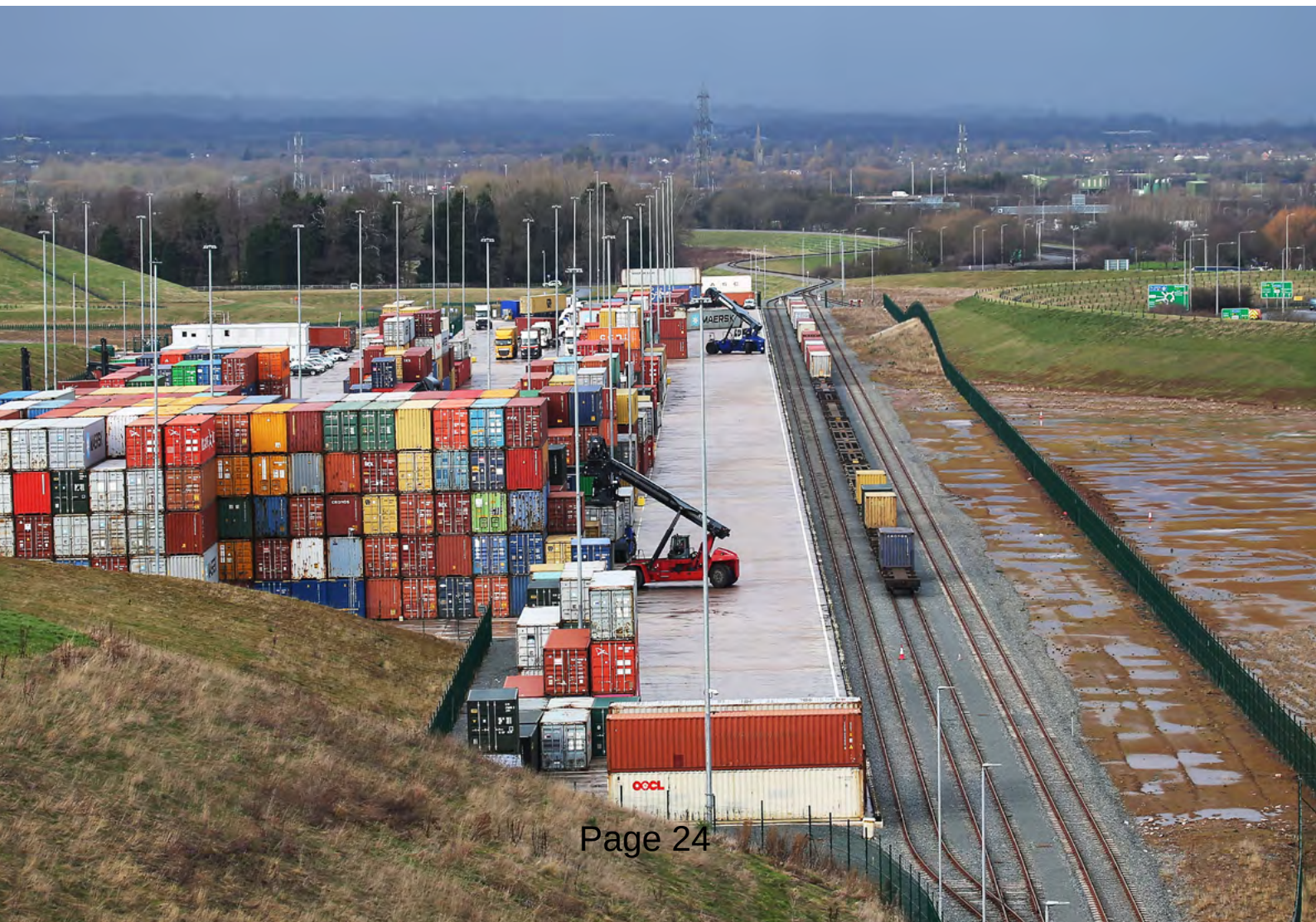


and institutional interests over community needs. Informed by local voices, we have also avoided short-term cost-cutting measures that compromise longer-term sustainability.

Unlocking the benefits of devolution is a priority, as businesses have emphasised its vital importance. We will quickly set up a Mayoral Strategic Authority for Leicester, Leicestershire and Rutland and reform local government. Over time this will add about £8 billion to the public finances by growing the local economy. We will use local assets to plan sustainable growth that benefits our communities.

Another fundamental theme of our approach will be to recognise the ongoing sense of local areas and traditions within the new proposed structures. We therefore intend to retain the separate ceremonial County status of Rutland and Leicestershire, as well as preserving civic identities and opportunities for local civic mayors and ceremonial occasions.

Our model embraces the whole of our area, and we have engaged in further dialogue with colleagues at Leicester City and Leicestershire County Councils. This collaborative approach ensures that our vision delivers simpler structures, empowers sustainable governance, and drives efficient, high-quality services for the benefit of all.



Section 1: Introduction and Context

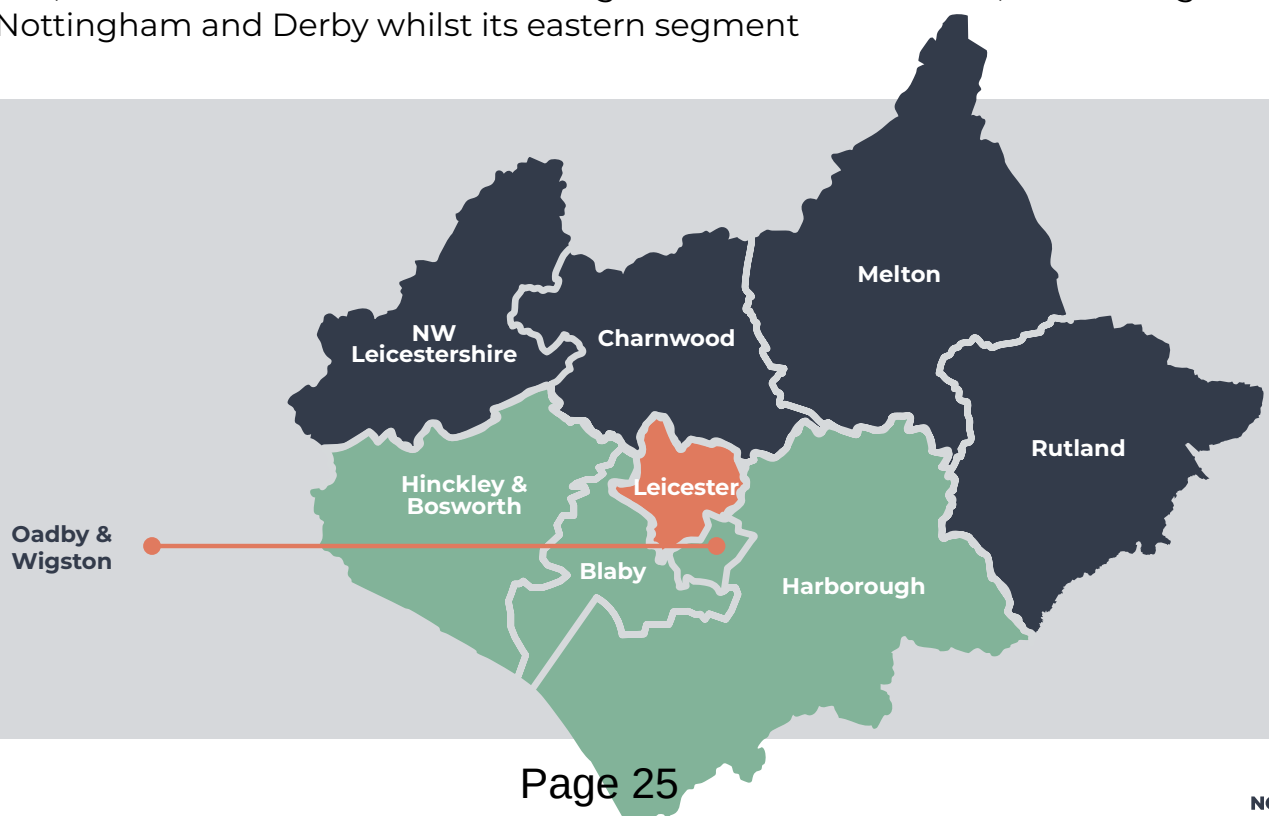
1.1 The Opportunity

This is a once-in-a-generation opportunity for local government. Public services are under huge financial pressure, and the current system is struggling to meet the needs of those it serves. This submission, built through a collaboration of eight councils, sets out our reorganisation proposal. It can deliver the benefits of devolution sooner, while also seizing the opportunity to reset, reimagine and reinvigorate local government.

Following publication of the [English Devolution](#) White Paper, and subsequent invitation by government, this submission comprises a proposal for local government reorganisation submitted on behalf of Rutland County Council and the seven Leicestershire District and Borough Councils (the '8 councils'). The proposal covers the full invitation area of Leicester, Leicestershire and Rutland (LLR).

LLR is a large, diverse region, spanning 980 square miles, at the heart of our country. The area is a highly sought after place to live and visit. Key nationally significant tourism, cultural and heritage assets include Rutland Water, the Vale of Belvoir, the National Forest, Melton Mowbray - Rural Capital of Food, Twycross Zoo, The Battle of Bosworth site and the many attractive market towns which make up the fabric of the area.

It has outstanding commuter connections to London and other growth points, and sits within the manufacturing heart of the M1 corridor, connecting to Nottingham and Derby whilst its eastern segment



reaches out through Rutland to the A1 and the major growth node at Woolfox. It also faces out to Greater Peterborough and the Oxford/Cambridge Arc.

It is home to East Midlands Airport, East Midlands Freeport, the Loughborough and Leicester Science and Innovation Enterprise Zone, Mira Technology Park Enterprise Zone along with world renowned Universities and a dynamic further education sector. It is central to the Midlands' golden logistics triangle which offers investment opportunities around Hinckley Park and Magna Park Logistics and Distribution Centres.

LLR is currently served by 10 councils, Leicester City Council, Rutland County Council, Leicestershire County Council and seven District and Borough Councils [Blaby, Charnwood, Harborough, Hinckley & Bosworth, Melton, North West Leicestershire and Oadby & Wigston].

Following the publication of the [English Devolution](#) White Paper, the district and borough councils organised a meeting of all 10 councils to establish a collaborative approach to evaluating options and responding to the government's objectives. While there remains broad support for the principle of devolution across LLR, there is not a shared view on when it should be brought forward. Despite continuing efforts, it has not been possible to secure agreement or a more joined up approach for submitting reorganisation proposals from all 10 councils. The 8 councils leading this proposal committed to a single, collaborative approach to reviewing the evidence, evaluating the options and working toward a shared position, in line with government expectations.

In developing the proposal, we have had regard for key national strategic drivers:

- Ministry of Housing, Communities and Local Government's (MHCLG) February 2025 letter inviting councils to develop proposals for reorganisation in [Leicester Leicestershire and Rutland](#)
- The aspirations set out in the English Devolution White Paper – including the six evaluation criteria
- The English Devolution and Community Empowerment Bill, including new obligations relating to neighbourhood governance, and the fundamental importance of empowering communities
- The government's [Plan for Change](#) and related policy developments
- The NHS 10 Year Plan and implications of the three 'big shifts' related to public service reform and neighbourhood health
- The recently published Pride in Place Strategy
- Learning from previous drives to transform public services like Total Place

Through this review, the 8 councils have committed to developing a proposal which secures sustainable local government, facilitates devolution, better supports communities and delivers preventive services. It meets local needs and strikes the right balance between scale and physical geography.

Our 6 Design Principles



We have used six design principles to evaluate the evidence and consider the options.

The design principles are:

1. Unlocking devolution
2. Supporting economic growth, housing and infrastructure delivery
3. Being the right size to secure financial efficiencies, achieve sustainability and remain responsive to local needs
4. Enabling high-quality, prevention-focussed and sustainable public services which support wider public sector reform
5. Responding to the needs of our diverse communities, validating local places and identities
6. Enabling strong democratic accountability, community engagement, and neighbourhood empowerment

It should be noted that Leicester City Council has highlighted a specific concern regarding its financial sustainability, based on limited capacity for housing and economic growth. This submission has considered that position. However, using robust financial analysis including the implications of the fair funding proposals, we have determined that partnership working, not boundary expansion is the best route to sustainable and resilient councils across LLR.

1.2 Structure of this Submission

Section 2 sets out an appraisal of the options for LGR in the area. It considers each option in the context of population balance, capacity and capability to facilitate devolution, financial sustainability, impact on place identity and communities, impact on service delivery, and ease of implementation.

Section 3 introduces the North, City, South model – our preferred and recommended model for the future of Local government across LLR. It sets a clear vision and provides a detailed review and rationale against each of the six design principles and their alignment with wider government policy aims.

Section 4 sets out how councils in LLR have worked together, and specifically how a partnership of 8 councils has engaged widely with stakeholders and the public to develop the proposal.

Section 5 provides a transition and implementation roadmap, including costings and practical implications. It summarises our assessment of risks and mitigations and provides assurance regarding the deliverability of the proposal.



Section 2:

Options Appraisal

This submission, led by the Leicestershire district and borough councils and Rutland County Council, presents a bold vision to reset, reimagine, and reinvigorate local government in Leicester, Leicestershire and Rutland. It proposes more sustainable structures, delivering simplified, resilient, and sustainable local government that prioritises value for money, efficiency and high-quality public service delivery. These simpler structures are designed to deliver services that local people and businesses need and deserve.

2.1 Introduction

Using the six design principles outlined above, we have undertaken an evidence-based appraisal of five structural models for local government in LLR, each aligning with the government's requirement for a single-tier authority set out in its [invitation letter of 5 February 2025](#).

This appraisal builds on the work undertaken to develop our [Interim Plan](#). It incorporates feedback from MHCLG, internal peers and independent analysis through which critical reflection of each of the interim plans for LLR has taken place. It uses consistent data and a robust evidence base to support the evaluation of competing options, and it takes account of extensive stakeholder and community views.

The appraisal considers five options:

1. Two unitaries on existing city and county boundaries, with Rutland included in the county unitary
2. Two unitaries with an expanded Leicester City as per their Interim Plan and a reduced county unitary including Rutland
3. Two unitaries with an expanded Leicester City to include Oadby & Wigston and Blaby, and a second unitary comprising Melton, Harborough, Hinckley & Bosworth, North West Leicestershire districts and Rutland County Council
4. Three unitary councils with no boundary changes and the current county area split into north and south (as per the 8 council's Interim Plan)
5. Three unitary councils with a limited expansion of the city boundary including some neighbouring wards, and a county split into north and south.

2.2 Methodology

The options appraisal used a structured approach, assessing each option against the government criteria and six design principles set out in Section 1. The assessment has been internally tested and validated, and has incorporated detailed financial modelling, signed off by all 8 Chief Finance

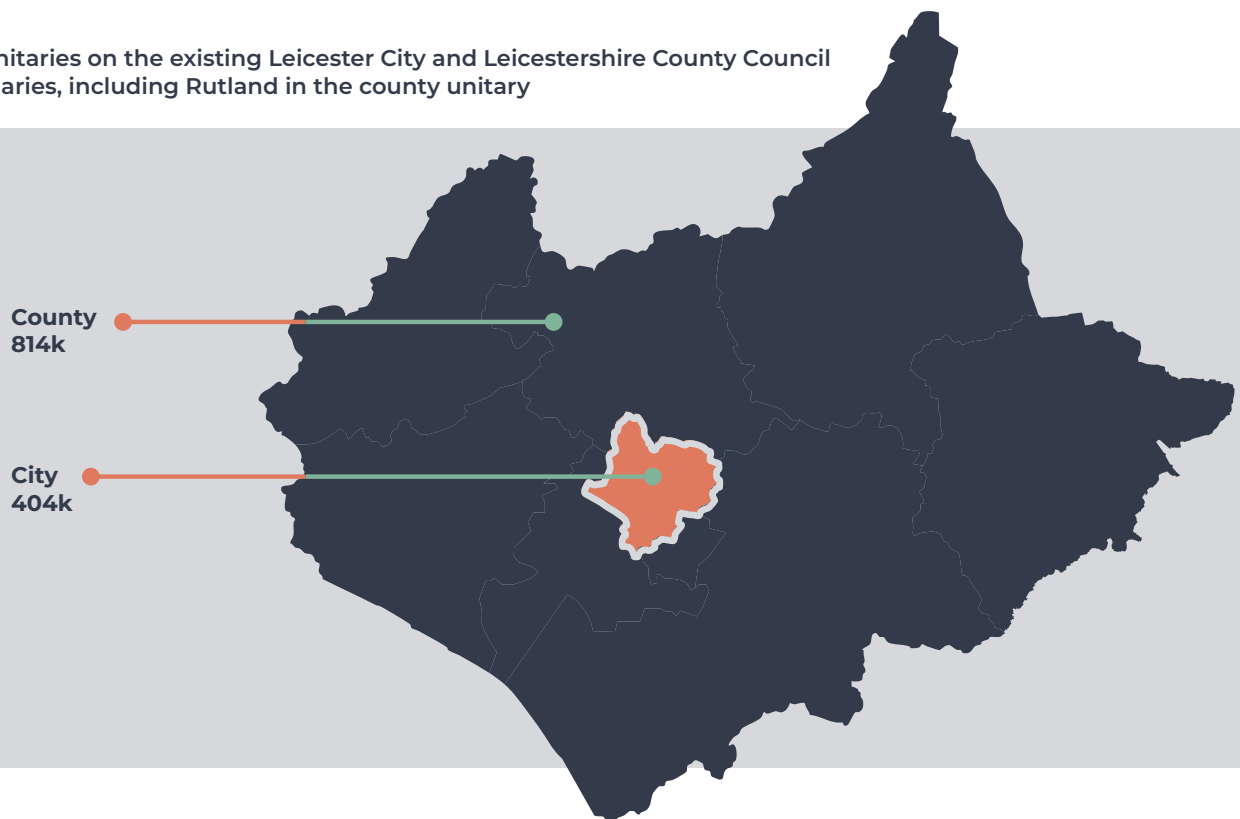
(s151) Officers, to maximise assurance regarding future sustainability, impact and effectiveness. Data sources include the 2021 Census, 2028 population projections and service demand proxies (pension credits, children in poverty, temporary accommodation costs). Agreement on datasets was facilitated through a dedicated data workstream which included all 10 councils. The necessary data has underpinned our assessments, meeting MHCLG's requirement for consistency.

It should be noted that any options which do not include the whole LLR invitation area (including the interim proposal submitted by Leicestershire County Council) have been discounted as non-compliant.

2.3 Options Appraisal

Option 1: Two unitaries on existing city and county boundaries, Rutland included in county unitary

Two unitaries on the existing Leicester City and Leicestershire County Council boundaries, including Rutland in the county unitary



Description: This option would establish two unitary authorities: the existing Leicester City (404,000 population) and a single county unitary including Rutland (814,000 population), maintaining current principal boundaries.

Population balance and unlocking devolution: There is a significant population imbalance between the two councils (814,000 vs. 404,000). The resulting demand and resource imbalance would significantly undermine the ability for alignment, collaboration and effective partnership working. Similarly,

the proximity in scale between the large county unitary and any new MSA would risk overlapping accountabilities, duplication of effort and potential disagreements over responsibilities. **RED RATING.**

Supporting economic growth, housing and infrastructure delivery:

A single unitary for the county and Rutland may struggle to respond effectively to the county's vast and diverse geography of market towns, suburban and rural villages, and accompanying diversity in economic geographies and housing needs. While scale economies may bring efficiencies, it is also likely to result in a more standardised approach, which does not recognise the economic diversity of the area and risks inhibiting the growth of small and medium-sized enterprises and the market more generally. A single organisation may be stretched in multiple directions and less able to leverage key opportunities. In economic growth terms (based on our independently commissioned economic forecast) this is likely to lead to economic growth closer to the baseline scenario of 40% to 2050 compared to 83% under the high growth scenario. **AMBER RATING.**

Right size to secure financial efficiencies, improve resilience and sustainability, and remain responsive to local needs:

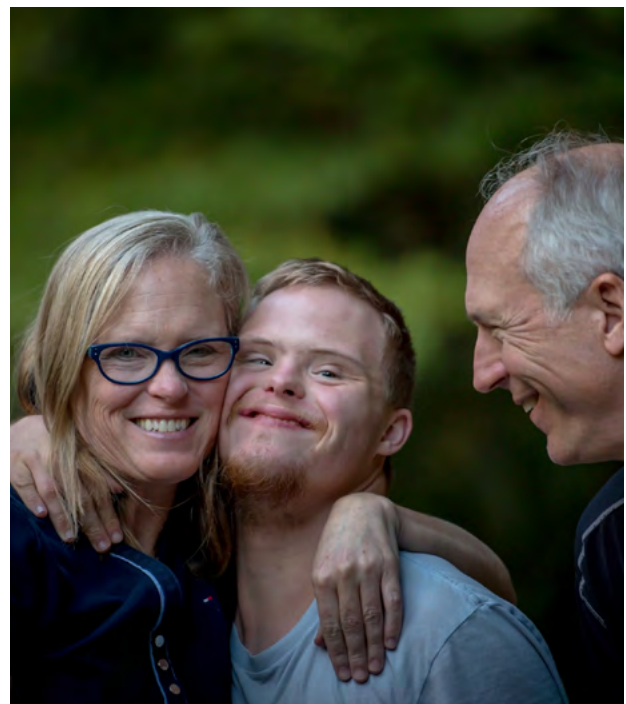
While it has been suggested that a larger county unitary may have the potential for economies of scale, there is no evidence which supports the establishment of 'mega councils'. There is much evidence which highlights the risk of diseconomies of scale, particularly as organisations become too large. An appraisal of this option confirms that the financial risks and opportunities of this option are:

- **Population and resource imbalance between two councils (814,000 vs. 404,000):** In this scenario a smaller city unitary would have a narrower tax base and higher relative demand pressures, creating structural financial risk.
- **Transition costs:** This approach would involve significant one-off costs for ICT integration, workforce harmonisation, and service aggregation across eight councils. A "one Leicestershire" approach will have to harmonise services it does not currently run AND those it does if it absorbs Rutland.
- **Service delivery costs:** Opportunity to create economies of scale but also risk of higher costs associated with increased travel time due to larger geographic area covered (waste collection, provision of care).
- **Diseconomies of scale:** Evidence from other large reorganisations suggests that very large councils often experience increased management overheads and reduced efficiency.
- **Uncertain realisation of savings:** Projected efficiencies from back-office consolidation and procurement may be offset by the complexity and geographic diversity an authority of this scale would face.
- **Financial resilience:** Risk that the larger county unitary becomes too stretched to respond flexibly to local economic and service pressures, or to respond efficiently and effectively to changes in direction from central government.

- **Simplified governance:** Reduction in the number of councils may lower duplication costs in strategic planning and senior management.
- **Asset rationalisation:** Opportunity to rationalise estate and assets across eight councils, releasing capital receipts over time.
- **Medium-term efficiency gains:** Standardisation of systems and processes could reduce administrative overheads after transition period. **AMBER RATING.**

Enabling high-quality, prevention focussed and sustainable public services which support wider public sector reform: No disaggregation of county-level services would be required; however, aggregation of 8 council services (districts and Rutland) would be required; including for regulated functions like housing and landlord services. This would be a significant undertaking and should not be underestimated, as has been seen in places like Northamptonshire. Here, five years after vesting day, the two unitaries are still managing service integration and aggregation from only four predecessor councils. The maintenance of service delivery at a county scale also reduces the ability to more effectively tailor and deliver services into neighbourhoods and change to a more prevention-based and responsive approach. **AMBER RATING.**

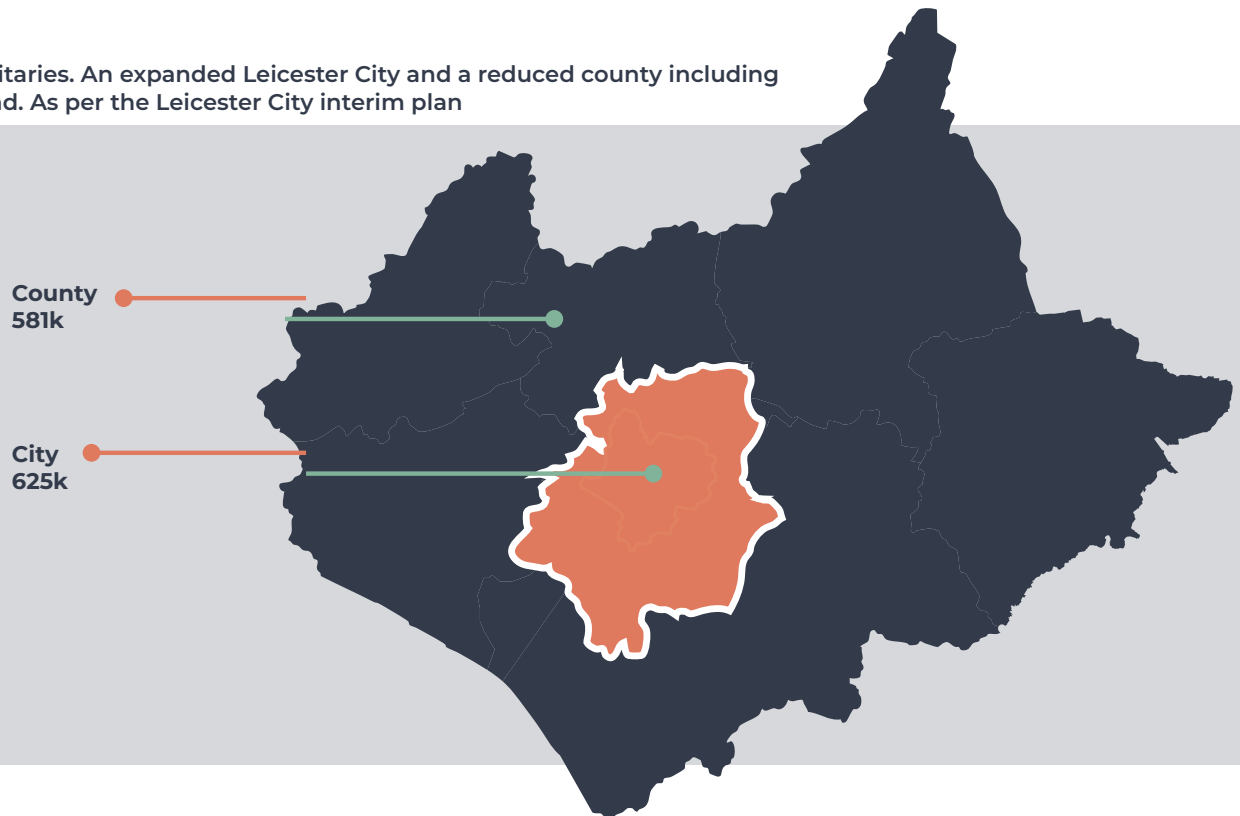
Responding to needs of our diverse communities and validating local places and identities, and community engagement: At the scale proposed there would be weaker connections with local communities. As evidenced by the extensive engagement undertaken (see Section 4) a single unitary would be too remote and distant from the communities it served. The focus on scale, rather than tailoring services to localities, is likely to impact outcomes for communities, constrain meaningful connection, community engagement and local identity, and reduce confidence in local democracy. **AMBER RATING.**



Ease of implementation: This option would not include any changes to principal boundaries and therefore would be more straightforward to implement. **GREEN RATING.**

Option 2: Two unitaries with expanded Leicester City and reduced county unitary including Rutland

Two unitaries. An expanded Leicester City and a reduced county including Rutland. As per the Leicester City interim plan



Description: This option would see the establishment of two new unitary councils: an expanded Leicester City (population 625,000 by 2028) taking on parts of surrounding districts as per the City Council's Interim Plan, and a reduced county unitary including Rutland (population 581,000).

Population balance and unlocking devolution: This option creates a moderately less unbalanced population between the two new councils. This would create greater potential for aligned effort, however the proposed break up of district boundaries may contribute to a more complex transition process. **AMBER RATING.**

Supporting economic growth, housing and infrastructure delivery: Leicester City's expansion would address their desire for more control over adjacent areas in terms of their expansion agenda. However, it would be unlikely to enable them to influence future growth, given spatial planning will be the responsibility of the MSA. **AMBER RATING.**

Right size to secure financial efficiencies, improve resilience and sustainability, and remain responsive to local needs:

A financial appraisal of this option confirms that the financial risks outweigh the financial opportunities as per below:

- **High transition costs:** This approach would involve significant costs for disaggregating county-level and district-level services and reallocating assets, staff, and systems between two new authorities.
- **Service delivery costs:** Opportunity to create economies of scale but also risk of higher costs associated with increased travel time due to larger geographic area covered (waste collection, provision of care).
- **Boundary change complexity:** Non-coterminous boundary changes increase legal, financial, and operational complexity, driving up implementation costs.
- **Uncertain savings realisation:** Potential efficiencies from Leicester's expansion may be offset by duplication of functions during transition and ongoing coordination challenges.
- **Impact on fair funding and grants:** Redistribution of resources and population could alter funding allocations, creating uncertainty for both councils.
- **Rebasing of finances:** This approach would involve challenges around distributing reserves, contingencies, and collection funds (Council Tax and business rates), plus resetting budget baselines and future finances for both new organisations.
- **More balanced populations:** Creates two councils of more comparable size reducing structural imbalance and improving financial sustainability prospects.
- **Potential for targeted investment:** An expanded Leicester could not better align resources with urban growth pressures and infrastructure needs.
- **Asset rationalisation:** The approach may offer an opportunity to rationalise assets and estates across reorganised boundaries, releasing capital receipts over time.
- **Improved strategic alignment:** More balanced councils may enable clearer financial planning and reduce risk of strategic deadlock. Service delivery costs could be increased because of increased travel time for some more centralised services **RED RATING.**

Enabling high-quality, prevention-focussed and sustainable public

services which support wider public sector reform: The service delivery case of this model largely centres around streamlining and simplification rather than ambition towards reform and renewal. Service disaggregation of county-level services like social care and special educational needs and disabilities (SEND) services would be required as the option would represent a transfer of around 250,000 population from the county to the city.

AMBER RATING.

Responding to needs of our diverse communities and validating local places and identities, and community engagement:

Leicester City Council wants the opportunity to address perceived anomalies regarding place identity for some communities surrounding the city which they wish to absorb as part of a strategy of financial redistribution. The significant local public backlash, and

evidence from our extensive engagement confirms that this option is hugely unpopular with local communities. **AMBER RATING.**

Ease of implementation: The principal boundary changes are not coterminous with district boundaries, representing a significantly more complex option. In view of the financial appraisal above, and changing assumptions associated with Fair Funding 2.0, it is unlikely this could be justified. **RED RATING.**

Option 3: Two unitaries. An expanded Leicester City including Oadby & Wigston and Blaby districts, and a second unitary comprising the remaining districts of Melton, Harborough, Hinckley & Bosworth, North West Leicestershire and Rutland County

Two unitaries. An expanded Leicester City including Oadby & Wigston and Blaby; a second unitary comprising Melton, Harborough, Hinckley & Bosworth, North West Leicestershire and Rutland County.



Description: This option would establish two new unitary councils: an expanded Leicester City (population 633,000) including the full district areas of Oadby & Wigston, and Blaby, and a second unitary comprising the remaining district councils of Melton, Harborough, Hinckley & Bosworth, North-West Leicestershire, and Rutland County (population 573,000). This option was considered by Leicestershire County Council's Cabinet in September 2025.

Population balance and unlocking devolution: Similar to Option 2, this option would create balanced populations between the two new councils which would support greater potential for aligned effort. However it would still result in only

two constituent authorities within any new MSA and would still increase the potential for a strategic impasse between both the new councils and the regional Mayor. **AMBER RATING.**

Supporting economic growth, housing and infrastructure delivery:

Leicester City's expansion would address their desire to absorb surrounding areas, but it would be unlikely to increase overall growth potential, given future spatial planning will be at a regional level, overseen by the MSA.

The addition of the two identified districts has limited strategic basis and does not address any constraints which may exist for other parts of the city.

AMBER RATING.

Right size to secure financial efficiencies, improve resilience and sustainability, and remain responsive to local needs: A financial appraisal confirms that the financial risks and opportunities of this option are:

- **Uncertain savings realisation:** Potential efficiencies from Leicester's expansion may be offset by duplication of functions during transition and ongoing coordination challenges.
- **Impact on fair funding and grants:** Redistribution of resources and population could alter funding allocations, creating uncertainty for both councils.
- **Rebasing of finances:** This approach would involve challenges around distributing reserves, contingencies, and collection funds (Council Tax and business rates), plus resetting budget baselines and future finances for both new organisations.
- **Demand and cost pressures:** An expanded city faces higher urban deprivation costs while the second unitary faces rurality and transport challenges, creating divergent cost profiles.
- **More balanced populations:** Creates two councils of comparable size reducing structural imbalances and improving financial sustainability prospects.
- **Potential for targeted investment:** An expanded Leicester could reduce its financial challenges by redistributing resources from adjoining areas.
- **Asset rationalisation:** There would be an opportunity to rationalise assets and estates across reorganised boundaries, releasing capital receipts over time.
- **Improved strategic alignment:** More balanced councils may enable simpler financial planning processes – albeit with nuanced inequities and deep local resistance. **AMBER RATING.**

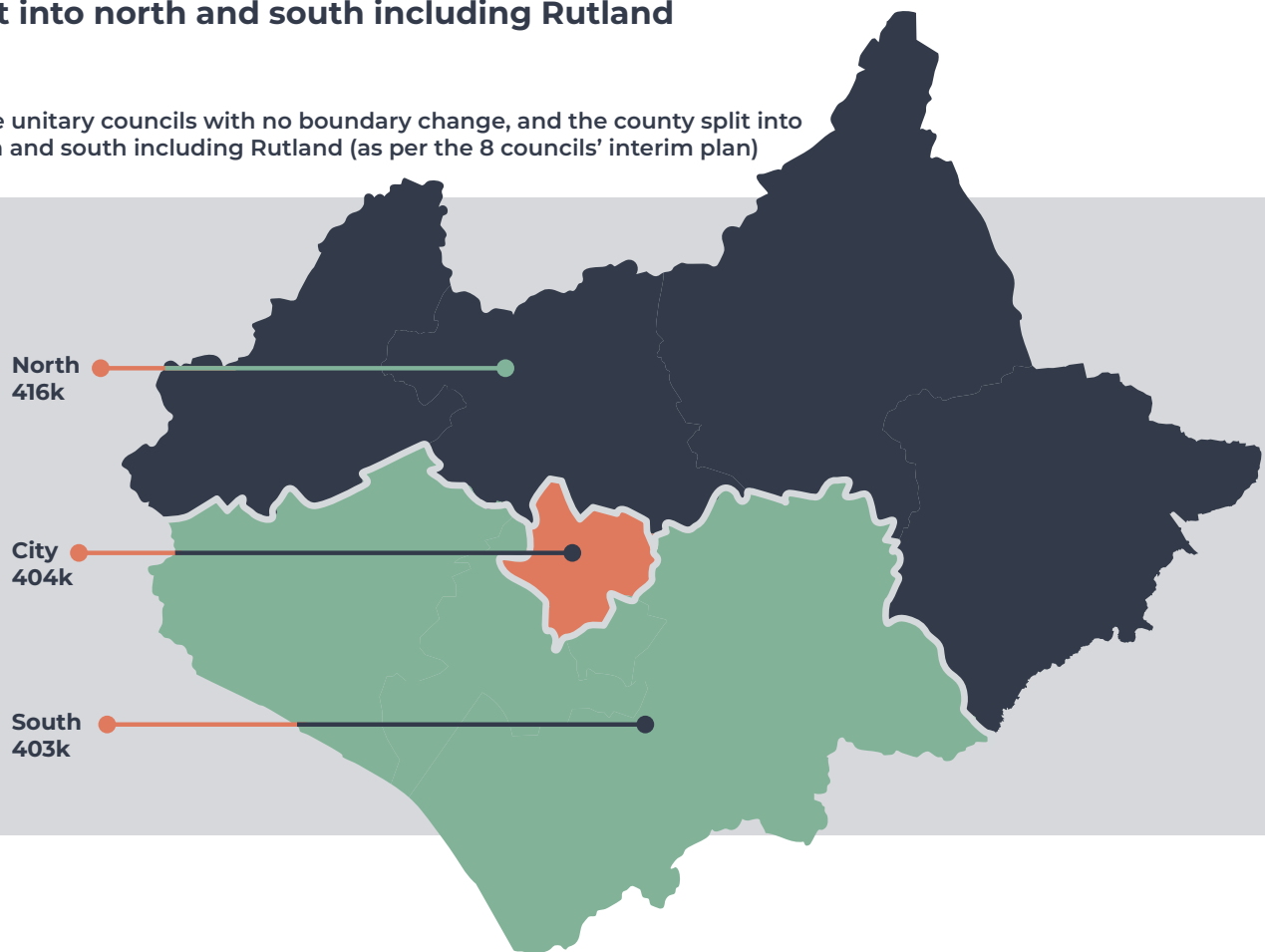
Enabling high-quality, prevention focussed and sustainable public services which support wider public sector reform: Service disaggregation of county-level services (social care, SEND) would be required as the option would represent a transfer of around 200,000 population from the county to the city. **AMBER RATING.**

Responding to needs of our diverse communities and validating local places and identities, and community engagement: Unlike Option 2, there is no rational basis for the incorporation of these two districts, other than to create a balance of population. While some parts of the two districts being linked to the city may make sense in terms of the City Council desire to accrete more land to its agenda, there would be significant parts of the Blaby district which have little affinity to the city area. Evidence from our extensive engagement confirms that city boundary expansion is hugely unpopular with local communities. **RED RATING.**

Ease of implementation: While boundary changes have the potential to increase complexity, the use of existing district boundaries is consistent with government's preferred approach and therefore this option would be easier to implement than Option 2. **RED/AMBER RATING.**

Option 4: Three unitary councils with no boundary change and county split into north and south including Rutland

Three unitary councils with no boundary change, and the county split into north and south including Rutland (as per the 8 councils' interim plan)



Description: This option would create three unitary councils, based on existing district boundaries, with no changes to Leicester City Council's boundaries. A north Leicestershire and Rutland unitary (416,000 population) would include the districts and borough areas of North West Leicestershire, Charnwood and Melton, and Rutland County. A south Leicestershire unitary (403,000) would include the district and borough areas of Hinckley & Bosworth, Blaby,

Oadby & Wigston, and Harborough. Leicester City Council would remain a unitary council (404,000 population). **This option was preferred within the 8 councils' Interim Plan and remains the proposed option for this submission.**

Population balance and unlocking devolution: This option would result in balanced populations of around 400,000 across all 3 councils, assisting with parity of esteem and partnership working. It would provide the best alignment with an MSA across LLR, creating a clear separation between regional strategic and council delivery. The greater distinction in scale between the MSA and unitary structures would assist in reducing risk of overlap or duplication and improve the potential of reaching consensus or providing a mechanism for establishing a majority position. **GREEN RATING.**

Supporting economic growth, housing and infrastructure delivery: This approach recognises the distinctive economic geographies for north and south and offers the best prospect of achieving the independently assessed high-growth scenario for Leicestershire and Rutland of 83% GVA growth by 2050 compared to the baseline growth scenario of 40%. **GREEN RATING.**

Right size to secure financial efficiencies, improve resilience and sustainability, and remain responsive to local needs: A financial appraisal of this option confirms that the financial risks and opportunities are:

- **Optimal scale for sustainability:** Councils at 400,000 population align with guidance on sustainable scale, reducing long-term financial risk
- **Significant efficiency savings:** Estimated £44m per year in ongoing savings from LGR.
- **Rapid payback period:** Transition costs of £20m, making the investment highly cost-effective.
- **Reduced disaggregation costs:** While service disaggregation of county-level functions is required, costs will be lower than other options because Leicestershire already operates with three top-tier authorities (City, County, and Rutland). Existing governance, leadership roles (Director of Adult Social Services and Director of Children's Services), and infrastructure reduce complexity and transition overheads.
- **Demand and cost pressures:** The North, City, South authorities will have different cost drivers (rurality versus suburban growth), requiring tailored financial strategies and enhanced local decision making and accountability on spending.
- **Enhanced ability to deliver prevention savings:** Optimal-scale population councils are better positioned to design and implement prevention-focussed strategies that reduce long-term demand on high-cost services (social care, children's services), delivering savings for both councils and the wider public sector.
- **Housing investment opportunity:** Plans to maximise the Housing Revenue Account (HRA) funding to deliver over 1,000 new homes for social rent in the first five years are best enabled by this approach because of its coherence

with stable strategic housing approaches, improving social outcomes and reducing intervention costs.

- **Long-term financial sustainability:** Our forecast shows moving from a £108m budget gap in 2028 to a £151m surplus by 2037/38, assuming reinvestment of savings and prevention strategies. This assumes annual Council Tax increases of 5% for the first 3 years, and 3% thereafter.
- **No principal boundary changes:** This approach avoids complexity and the cost of redrawing boundaries, simplifying financial separation and asset allocation.
- **Asset rationalisation:** The approach provides the opportunity to rationalise assets and estates across reorganised boundaries, releasing capital receipts over time.
- **Alignment with growth strategies:** The North, City, South authorities will have the opportunity to tailor financial planning to distinct economic geographies increasing the speed of business rates income. **GREEN RATING.**

Enabling high-quality, prevention focussed and sustainable public services which support wider public sector reform: Service disaggregation of county-level services (social care, SEND) would be required between the new north and south councils. However, LLR already has three social care authorities (City, County and Rutland) and therefore while operational redistribution of services would be required, the infrastructure and expertise for three new social care authorities already exists. While the challenge of aggregating services would remain, it would be significantly less challenging than Options 1 to 3. **AMBER/GREEN RATING.**

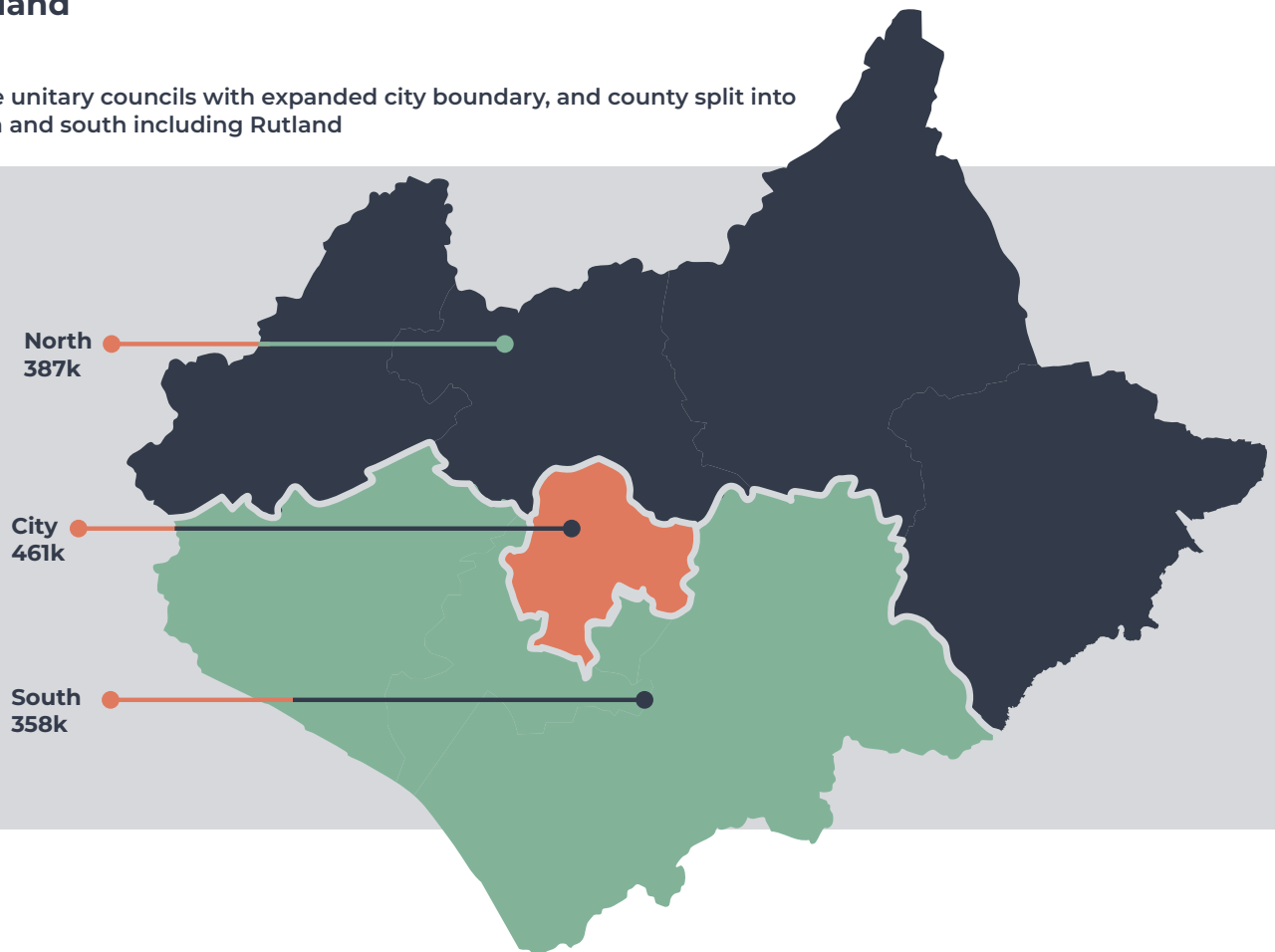
Responding to needs of our diverse communities and validating local places and identities, and community engagement: The creation of two unitaries for the county area better aligns with local community identities and ensures that the new councils can better support their diverse rural communities. It provides greater potential to establish effective neighbourhood-level delivery models, better connected to communities and tailored to local needs. Extensive community engagement found 61% of respondents in support of this configuration of local government within LLR, as compared to other options. **GREEN RATING.**

Ease of Implementation: More straightforward as boundaries based on existing district footprints and no change to the city council boundaries proposed but does require split in the county. **AMBER/GREEN RATING.**



Option 5: Three unitary councils with expanded Leicester City through modest boundary changes and county split into north and south including Rutland

Three unitary councils with expanded city boundary, and county split into north and south including Rutland



Description: This option is similar to Option 4 but includes a more modest expansion of Leicester City when compared to Options 2 and 3. It comprises three unitaries: an expanded Leicester City (population 461,000), North Leicestershire and Rutland (population 387,000) and South Leicestershire (358,000).

Population balance and unlocking devolution: This option would produce broadly balanced populations across all three councils, though the city council would be 100,000 larger than the other two, reducing the potential for alignment when compared to Option 4. **AMBER/GREEN RATING.**

Supporting economic growth, housing and infrastructure delivery: The approach recognises the distinctive economic geographies for north and south, and leverages Leicester's +8.6% GVA growth and 2.0% population increase. The redistributive impact of resources from the other authorities weakens the two county unitary councils proposed. **AMBER RATING.**

Right size to secure financial efficiencies, improve resilience and sustainability, and remain responsive to local needs: A financial appraisal of this option, confirms that the financial risks and opportunities are:

- **High transition costs:** Significant costs for disaggregating county-level and district-level services and reallocating assets, staff, and systems between two new authorities.
- **Boundary change complexity:** Boundary changes not aligned to existing district boundaries increase legal, financial, and operational complexity, driving up implementation costs.
- **Uncertain savings realisation:** Potential efficiencies from Leicester's expansion may be offset by duplication of functions during transition and ongoing coordination challenges.
- **Impact on fair funding and grants:** Redistribution of resources and population could alter funding allocations, creating uncertainty for both councils.
- **Rebasing of finances:** Apportionment of reserves, contingencies, and collection funds (Council Tax and business rates), plus resetting budget baselines and future financial assumptions for new entities is a positive opportunity.
- **Potential for targeted investment:** An expanded Leicester could reduce its financial challenges by redistributing resources from adjoining areas.
- **Asset rationalisation:** The opportunity to rationalise assets and estates across reorganised boundaries, releasing capital receipts over time.
- **Limited financial benefit from city expansion:** Analysis suggests modest boundary changes do not materially improve Leicester's financial sustainability under Fair Funding 2.0, reducing the justification for the added complexity linked to this option. **RED RATING.**

Enabling high-quality, prevention focussed and sustainable public services which support wider public sector reform: As per Option 4, service disaggregation of county-level services (social care, SEND) would be required between the new north and south councils, but LLR retains the infrastructure and expertise to support three social care authorities. Delivery of services would be further complicated by the need to redistribute services between existing city and county areas. **AMBER RATING.**

Responding to needs of our diverse communities and validating local places and identities, and community engagement: As per Option 4, the creation of two unitaries for the county area better aligns with local community identity and ensures that the new councils can better support their diverse rural communities. There was however significant public disagreement with the option of a city boundary expansion and concern over the erosion of rural identity. **RED RATING.**

Ease of implementation: Due to the need to change city boundaries, that are not coterminous with district boundaries, this represents a significantly more complex option and would require explicit justification, in line with the expectations set out by government. In view of the financial appraisal above, and changing assumptions associated with Fair Funding 2.0, it is unlikely this could be justified. **RED RATING.**

Options Appraisal Summary

	Population Balance / Unlocking Devolution	Economic growth, housing, infrastructure potential	Financial Efficiency, Sustainability / Right Sized to Deliver	High quality, prevention focussed, sustainable services	Responding to place identity and diverse communities	Ease of Implementation	
Option 1: Two Unitaries Existing Boundaries	Significant imbalance of populations. Ambiguity between MSA and Unitary Council roles.	Inability to respond to diversity of need and opportunity. Lower growth potential.	Potential for scale economies but greater need to standardise reduces potential for prevention and tailored service design.	No disaggregation required. Significant aggregation of services. Scale limits prevention potential.	Weak alignment with diverse communities. Minority public support. Meaningful neighbourhood connection limited..	Moderately balanced population creates some opportunity for aligned effort but risk of strategic impasse with MSA.	
Option 2: Two Unitaries Two Unitaries - Expanded	Moderately balanced population creates some opportunity for aligned effort but risk of strategic impasse with MSA.	Some benefit to City expansion aspiration. Unlikely to significantly influence future growth given planning at MSA level.	Financial risks and complexity of logistics outweigh opportunities. Fair funding review 2.0 reduces financial imperative.	Some disaggregation required. Complexity of significant population transfer to City.	Resolves some place identity issues but unpopular with communities	Complex. Significant boundary changes not aligned to current footprints would require strong justification.	
Option 3: Expanded Leicester City (inc O&W, Blaby)	Moderately balanced population creates some opportunity for aligned effort but risk of strategic impasse with MSA..	Some benefit to City expansion aspiration. Unlikely to significantly influence future growth given planning at MSA level.	Financial risks and complexity of logistics outweigh opportunities. Fair funding review 2.0 reduces financial imperative.	Some disaggregation required. Complexity of significant population transfer to City.	No rational place identity basis. Hugely unpopular with communities.	Uses existing district boundaries. However, splitting the county introduces some complexity without the benefits of other options.	
Option 4: Three Unitaries - North, City, South (No Boundary Change)	Balanced populations. More equal partnerships and clear separation with role and footprint of MSA	Recognises distinct economic geographies. Higher growth potential.	Optimal size of Unitary Councils to balance scale, geography and prevention focussed delivery.	Some disaggregation required. Ability to deliver integrated prevention model.	Aligned and connected with communities. Engagement shows 61% residents in support.	Uses existing boundaries. However, splitting the county introduces some complexity.	RECOMMENDED
Option 5: Three Unitaries - North, City, South (Modest City Expansion)	Three unitaries creates better potential for alignment. Moderate balance across councils though City now 100K bigger.	Recognises distinct economic geographies.	Financial risks and complexity of logistics outweigh opportunities. Fair funding review 2.0 reduces financial imperative.	Some disaggregation required.	Three unitaries creates better potential for alignment	Complex. Requires ward level boundary changes.	

2.4 The Recommended Option: The North, City, South model

Based on the options appraisal the 8 Councils are clear that **Option 4; North, City, South**, represents the optimum balance between scale and physical geography and most effective delivery of future public services. This model ensures financial sustainability while enabling a clear neighbourhood and prevention-based approach, which best enables ambitious delivery for our communities.

Crucially, this approach creates the best alignment with a new Mayoral Strategic Authority, minimises unnecessary legal complexity and has the greatest potential to unlock devolution and economic growth. It is also the approach which is best supported by our communities and will enable meaningful community connection, engagement, empowerment and trust. The detailed submission and how it best responds to the government's criteria and aspirations is set out in Section 3. It represents a credible proposition through which North, City, South will deliver a single tier of local government for the whole invitation area of LLR.

Section 3 of our proposal for Local Government Reorganisation provides a detailed appraisal based upon the six design principles, and shows that the North, City, South model will:

- ✓ **Unlock devolution**
- ✓ **Support economic growth, housing and infrastructure delivery**
- ✓ **Be the right size to secure financial efficiencies, improve resilience and sustainability, and remain responsive to local needs**
- ✓ **Enable high-quality, prevention focussed and sustainable public services which support wider public sector reform**
- ✓ **Respond to the needs of our diverse communities and validate local places and identities**
- ✓ **Enable strong democratic accountability, community engagement, and neighbourhood empowerment**





Section 3:

Proposal for Local Government Reorganisation

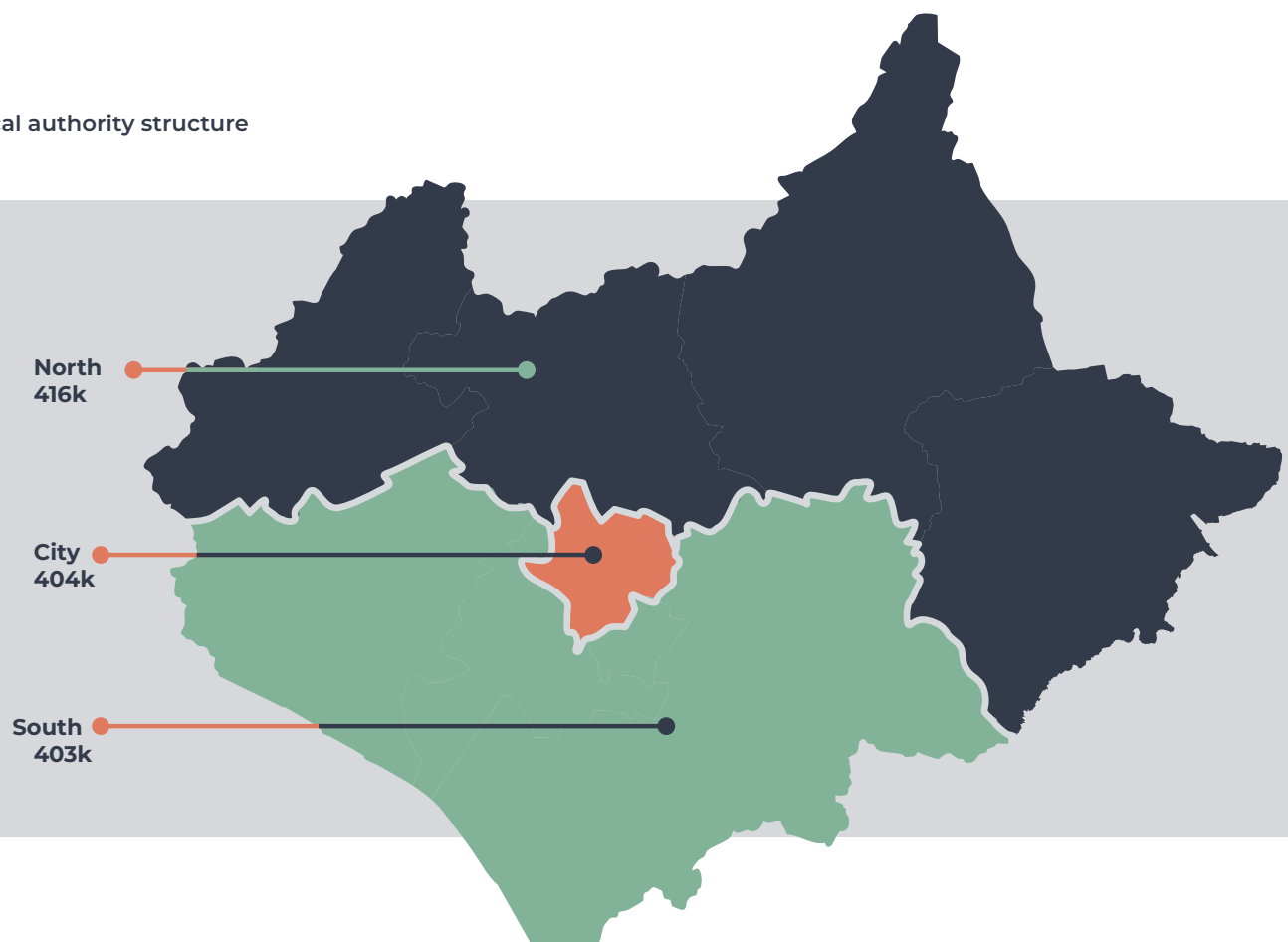
3.1 Our 2040 vision for Leicester, Leicestershire and Rutland

We want to reset, reimagine and reinvigorate local government. United under three transformative unitary councils, working collaboratively with a Mayoral Strategic Authority, by 2040 Leicester, Leicestershire and Rutland (LLR) will be a beacon of vibrant, inclusive, and prosperous communities. Together, we are big enough to deliver, close enough to respond.

3.2 Introducing the North, City, South model

This submission presents a transformative and evidence-based proposal for the reorganisation of local government in LLR. It advocates for a three-unitary model comprising **North Leicestershire and Rutland** (416,000 population), **South Leicestershire** (403,000), and Leicester City (404,000), **best facilitating a Strategic Authority for the whole of LLR**.

Local authority structure



Building on extensive collaboration among the 8 councils this proposal responds to the strategic drivers set out in Section 1, feedback received from the Ministry of Housing, Communities and Local Government (MHCLG) in June 2025, and a comprehensive area-wide, independent engagement exercise undertaken during summer 2025.

3.3 LLR current challenges and opportunities

As demonstrated within the options appraisal (Section 2), our proposal represents the most credible and coherent model of local government reorganisation for LLR. It responds most effectively to the government's missions and other national strategic drivers while embracing local challenges and opportunities. For example:

LLR is currently missing out on devolution: The region has missed out on the benefits of devolution for too long, stifling opportunities for investment and economic growth. Local businesses are frustrated and feel their opportunities are being constrained, with business growth stifled by a lack of long-term vision to ensure infrastructure investment delivers the capacity for the subregion. This proposal seeks to bring it forward at the earliest opportunity.

LLR has been held back from maximising opportunities: Bridging any political divides, the Leicestershire District and Borough Councils have worked productively as a group, and with Rutland County Council and Leicester City Council for many years. Unfortunately, opportunities for genuine collaboration with Leicestershire County Council have been more challenging and sporadic, and on some key strategic matters the City and County have reached an impasse. It is imperative that LGR does not seek to merely maintain the status quo, but establishes new local government structures and create organisations which value partnership, revitalise services and set LLR free from legacies of the past.

Recruitment and resourcing under pressure in key service areas: Local government as a sector is facing recruitment and resourcing challenges in key service areas including social care, planning, environmental health, housing and building control. This can be exacerbated in rural areas, where catchment areas are more sparsely populated. Across the sector there is a risk of competing for the same professionals, increasing the risk of reliance on agency resource and organisational instability. Our proposal seeks to build resilient, well-resourced teams, underpinned by the right cultures and infrastructure to meet both system-wide and local needs. It retains three social care functions and sees the realignment across new unitary footprints as a key opportunity to reduce fragmentation and strengthen delivery.

Adult Social Care in Leicestershire requires improvement: Social Care services are under enormous pressure and the recent Care Quality Commission (CQC) inspection for the county council shows that improvement is needed. An ageing demographic requires a focussed approach to living and

ageing well, through coordination of the whole range of local government functions, services and partnerships. Our plan embeds prevention, collaboration, and integration of social care, health and housing in a holistic agenda. It also proposes investment in prevention and in housing, to bridge the gap in extra care residential provision across Leicestershire.

Local government finances are under pressure: Demand for adult and children services, SEND, and homelessness have put severe strain on the upper tier authorities. Almost half of councils will either have received or intend to apply for Exceptional Financial Support (EFS). This is unsustainable. Evidence has shown that cuts to early help prevention and intervention result in significantly higher costs. Managing the demand is paramount to financial sustainability as is ensuring all our systems and processes are delivered efficiently. Leicester City Council has highlighted its own specific challenges, but this was prior to the recent Fair Funding 2.0 announcements, which will considerably improve its relative financial position.

Subregional working across LLR is working well on key strategic matters: The North, City, South model builds on what is working well across LLR, and our approach commits to supporting these arrangements through cross-unitary collaboration while ensuring a strong foundation for the Strategic Mayoral Authority. This will enable continued stability across the wider system and minimise disruption. Key examples of subregional cooperation include the LLR Local Resilience Forum, Safeguarding Boards and the Health and Wellbeing Board.



3.4 Key components of our plan

In summary our plan involves:

1. Unlocking devolution: At the earliest opportunity creating the best alignment with a new MSA across LLR. We argue that the establishment of a new MSA should progress at pace, and in parallel with the creation of new unitary councils, a position strongly supported by businesses across the region.

2. Supporting economic growth, housing and infrastructure delivery:

Analysis by the Economic Intelligence Unit, using the Oxford Economic Forecasting Model, identifies a road map for our three-unitary approach to deliver £8bn of economic benefits by 2050. This is predicated on authorities of our size and scale which, because they are based on functioning economic geographies, are best placed to maximise economic growth. Based on a thorough understanding of the economic distinctiveness of LLR the MSA will be empowered to coordinate major infrastructure projects, while the three unitary councils deliver tailored economic strategies, ensuring LLR outpaces national benchmarks and closes productivity gaps.

3. Creating financially resilient councils which are the right size to secure efficiencies:

The plan offers the right balance between scale and physical geography to ensure sufficient financial resilience, while maintaining an ability to deliver services effectively and remain accessible to our diverse communities. Our financial model projects annual efficiency savings of £44.3 million through:

- Workforce efficiencies (£19.3 million)
- Procurement efficiencies (£8.7 million)
- Income equalisation (£9.5 million)
- Democratic savings (£1.3 million)
- Asset rationalisation (£5.5 million)

One-off transition costs of £20 million will be offset by a long-term 10-year turnaround of over £200 million, coupled with equitable resource distribution and Council Tax harmonisation. This will ensure long-term sustainability for all three councils, while maintaining service excellence. More detail showing the financial assumptions underpinning this approach is set out in Sections 3 and 5 of this document, with more detail in Appendix 2.

4. Transformed and prevention-focussed services, to achieve high-quality, innovative and sustainable public services:

The model adopts an innovative, prevention-focussed approach, which sets out a path to reducing demand through locality-focussed and integrated services, complementing the aspirations within the NHS 10-year plan, and facilitating opportunities for public service reform alongside our partners. Digital transformation will harness the benefits of technology such as artificial intelligence, to further drive efficiencies and improve customer access in key services like housing and social care, while recognising the need to ensure appropriate and accessible face-to-face contact.

5. Responding to diverse communities and validating local places and identities: Through independent engagement with over 6,000 survey respondents, focus groups and interviews, our approach has been built on significant resident and partner input (see Appendix 5). Our Neighbourhood governance proposals have been shaped in the light of this feedback and will validate and nurture local identities and partnerships. We envisage a neighbourhood governance model in each unitary area where each 'neighbourhood' will have a population of approximately 50,000, facilitating opportunities for local co-production and accountability and to maintain local identity. These neighbourhoods will be the building blocks for integrated services both within the council and with partners and community organisations, ensuring services are tailored to people and place. The model will prioritise equity, mitigating socio-demographic disparities through targeted interventions, ensuring vulnerable groups benefit from sustainable growth.

6. Enabling strong democratic accountability and community engagement: Through Neighbourhood Partnerships, providing opportunities for people to have their voices heard and to exert influence over the decisions that impact them directly in their communities.

A detailed review and rationale against each of the 6 Design Principles is set out on the following pages (Sections 3.5 to 3.10).





3.5 Design principle 1: Unlocking devolution

The 8 councils will bring forward devolution at the earliest opportunity. Our model facilitates the best possible alignment between a new MSA for LLR and the 3 unitary councils. Driven by support from businesses across the region, we want to secure devolved powers to address LLR's diverse economic, social, and geographic needs, and our proposal sets out the rationale for establishing this in parallel with LGR.

3.5.1 Introduction

In Leicestershire, District Councils have long since championed devolution and the strategic focus and funding it secures, but efforts have not been supported by the City and Leicestershire County Council. Our proposal, which advocates a parallel approach, would allow the fastest possible devolution and our aspirations are backed up by business leaders who join us in calling for devolution first, irrespective of LGR. This proposal outlines an ambitious timetable for devolution which clearly meets the government's expectations.

LGR provides an excellent opportunity for public sector reform. However, devolution represents the most significant component in driving growth and prosperity within our communities, and currently this is not available. Government has made clear that it expects all areas to enter devolution agreements and that there should be no 'devolution deserts.'

The principle of establishing a new MSA for LLR is shared by all 10 councils, however only we believe this can be delivered alongside LGR, with a new MSA in place alongside a mayoral election in May 2027.

Throughout our engagement process, businesses and stakeholders have clearly made their voices heard, calling for LLR to benefit from devolution now, with the absence recognised as a significant gap and source of local frustration. This element of the proposal has been formed through stakeholder workshops with public sector colleagues and has incorporated the voices of businesses and our universities.

3.5.2 Geography and Scale

It is proposed that an MSA is established over the whole LLR area as highlighted in the map below:

The key reasons for this are:

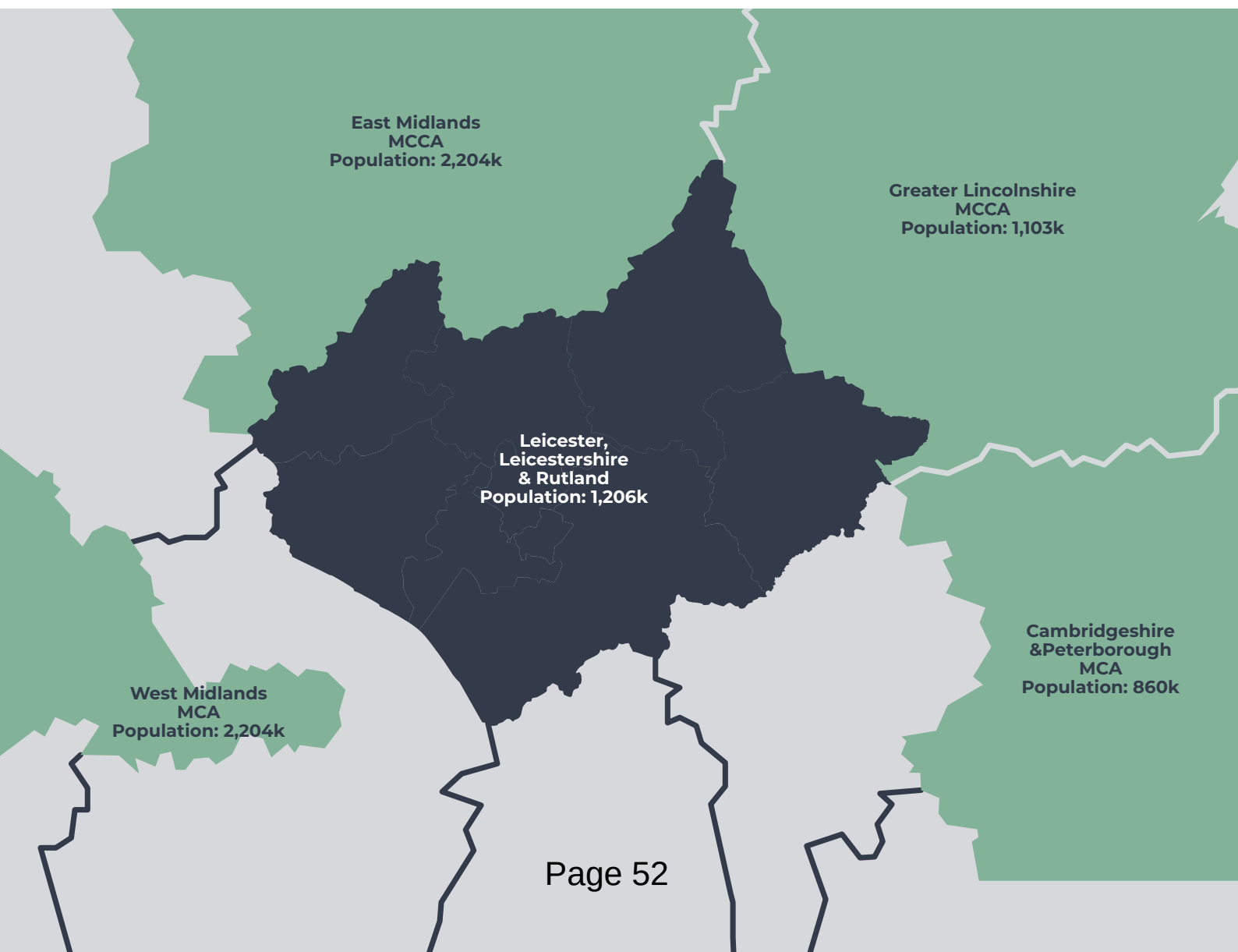
- The LLR region represents a coherent geography, reflecting recognised public service delivery boundaries and aligning with other public sector delivery partners
- It is coterminous with existing boundaries, allowing streamlined governance, clearer accountability and faster implementation

- It creates the potential to support the delivery of devolved powers for transport, housing, skills and infrastructure, and is reflective of expectations in terms of Spatial Development Strategies
- It has broad consensus amongst local leaders, businesses and other stakeholders
- While slightly below the government guidance of 1.5m population, it is sufficient to deliver at a regional level and represents the most pragmatic approach to achieve devolution

3.5.3 Alternative geographic options for devolution considered

Significant consideration has been given to other geographic options for devolution, some of which are highlighted below.

The East Midlands Combined County Authority (EMCCA) is aligned with the region and would be a CCA that LLR would work closely with due to key infrastructure being important to both regions. However, as a relatively newly established CCA, EMCCA is focussed on delivering its agenda and not best placed to incorporate additional areas due to the complexities this would create in terms of governance, elections and realigning strategic direction.



However, future alignment and integration with EMCCA should not be discounted in the longer term.

Greater Lincolnshire was also considered as an alternative option. However, it did not align with the devolution framework as it did not provide a sensible geography, and economic coherence is weak with the LLR area. A further challenge is the existence of distinct economic and administrative boundaries with different strategic priorities. There is also very limited public sector alignment with agencies such as Police, Fire, NHS and voluntary sector. Accordingly, within the current configuration, limited partnership arrangements would exist between Lincolnshire and LLR.

Warwickshire was also considered as a possibility for an MSA. However, there is no strong alignment with other public sector organisations and limited partnerships exist between Warwickshire at county level and LLR.

Northamptonshire was the final area considered for the formation of an MSA. However, LLR and Northamptonshire are again distinct strategic areas and they are currently focussed on establishing a separate MSA with the South Midlands.



The pros and cons of each option are summarised in the table below.

Option	Population	Economic Coherence	Governance Complexity	Public Sector Alignment	Rationale for Exclusion
LLR	1.2 m	Strong	Low	High	N/A
EMCCA	>1.5m	Moderate	High	Moderate	Complexity
Greater Lincolnshire	<1.5m	Weak	High	Low	Poor fit
Warwickshire	>1.5m	Weak	High	Low	Poor fit
Northamptonshire	>1.5m	Weak	High	Low	Poor fit

3.5.4 Delivery of devolution

Our proposal delivers devolution concurrently with the LGR proposal and the approach advocated is set out in the timetable below. This would see a new regional Mayor elected in May 2027. Alongside the 8 councils, the desire to secure devolution at the earliest opportunity has strong support from sections of the region's business community.



It is envisaged that at the end of the current Police and Crime Commissioner's term of office in May 2028, their powers and responsibilities would be subsumed by the Mayor of LLR.

Alongside Mayoral elections, the focus would be on appointing the Senior Leadership Team of the MSA to ensure they can establish the new authority and facilitate delivery on day one. Experience from across the country has shown that this can be accelerated through having a team in place ready to act once the Mayor has been elected. Section 5 sets out the transitional plans and arrangements which include the principle of existing resources being allocated to support establishment of the new MSA.

3.5.5 Devolution and LGR

The North, City, South approach to devolution is rooted in balancing population ratios across the three unitary councils North (416,000), South (403,000), and Leicester City (404,000), whilst delineating clear roles between strategic oversight and local delivery. This ensures that devolved powers are effectively harnessed to address LLR's diverse economic, social, and geographic needs. By creating three unitary councils under an MSA,

LLR builds on decades of collaborative experience, reflecting a collective commitment to a prosperous future.

A two unitary model risks creating a significant imbalance between the two councils, and a concurrent demand and resource imbalance which would follow. This would significantly undermine the ability for alignment, collaboration and effective partnership working. Similarly, the proximity in scale between the large county unitary and any new MSA would risk overlapping accountabilities, duplication of effort and potential disagreements over responsibilities.

3.5.6 Unlocking devolution locally and delivering government vision

The approach aligns with the government's devolution agenda by creating a structure that supports a Mayoral Strategic Authority as a unifying entity for LLR. This MSA will oversee strategic functions such as strategic economic development, transport infrastructure, and housing, leveraging key economic assets.

Through discussion with a range of key local stakeholders, we would propose the initial priorities of the MSA should include:

- **Convening power:** Bringing together new authorities and establishing relationships and a collaborative approach to the region's priorities.
- **Infrastructure:** There are significant infrastructure projects that require focus within LLR around road and rail to ensure growth is not stifled.
- **Spatial Development Strategies:** Focussing on long term vision for land use and infrastructure across the region, ensuring coherent regional development, supporting major infrastructure projects and attracting private investment.
- **Skills and employment:** An area requiring focus specifically targeting our sectors with high growth potential and strategic importance. Additionally, focussing on the vital role heritage and tourism play in shaping the cultural identity and economic prosperity of LLR.
- **Local Growth Plans:** Setting out a 10-year economic strategy to ensure driving inclusive economic growth, aligning local priorities and providing a clear investment pipeline.

The proposal aligns with the [English Devolution White Paper - GOV.UK](#) vision of Strategic Authorities as functional areas recognised by residents, where Mayors leverage a mandate for change, supported by integrated funding, majority voting powers, and a statutory duty to produce Local Growth Plans. LLR's MSA will drive economic growth by aligning these plans with the 90 development sites currently identified in the area. This aligns with a place-based approach to service delivery. This is demonstrated through the economic growth example outlined below.

Economic growth will be led by the MSA, which will set the overarching vision for prosperity across LLR. The MSA will in partnership coordinate

major infrastructure, housing, and investment strategies, while each principal authority (North Leicestershire and Rutland, South Leicestershire, and Leicester City) will deliver tailored growth plans aligned to their distinct economic geographies. Economic development capacity will be aggregated at council level to ensure strategic focus, resilience, and effective prioritisation. However, delivery will be rooted in neighbourhoods, ensuring that regeneration is locally responsive and inclusive.

The balanced nature of our proposal will enable the Mayor and MSA to lead on the creation of a Spatial Development Strategy with a sensible ratio in terms of the geography for the Local Plans developed by the North, City, South unitary authorities. Proposals for LGR that seek to create two unitary Councils instead of three are likely to stifle the MSA and overlap its strategic leadership not just in terms of Spatial Development Strategies but also other functions.

This place-based approach will connect communities to subregional growth plans, enabling local voices to shape priorities and ensuring that investment reaches market towns, rural areas, and urban centres.

Skills development will be central to this strategy. The MSA will coordinate devolved funding streams such as the Adult Skills Fund, while our principal authorities will work with employers and education providers to deliver Local Skills Improvement Plans (LSIPs). With delivery embedded within neighbourhood footprints, support will be accessible and tailored to local labour market needs. Programmes already delivered through locality teams and Primary Care networks and Connect to Work will be embedded to support people into sustainable employment, contributing to inclusive growth and tackling economic inactivity.

Research undertaken by Leicester University shows that our universities are missing out. In many cases, Mayoral Strategic Authorities are taking on more leadership in place-based research and development (R&D), creating opportunities for universities to have an even greater impact through innovation and knowledge exchange. For example, the West Midlands and Greater Manchester were part of a £100 million deal for Innovation Accelerators, aimed at boosting regional economies through translational R&D.

The MHCLG's interim feedback emphasised the need for clear delineation between strategic and delivery roles, a requirement met by assigning the MSA responsibility for regional planning (in line with government guidance for Spatial Development Strategies to be led by MSAs) and the unitaries for tailored service provision. The chart below demonstrates the different areas of responsibility:

LLR Mayoral Strategic Authority**North, City, South Unitary Council**

Economic Framework Development: Vision for Prosperity, Growth Plan, Industrial Strategy, convene regional business voice.

Economic Development: Commission programmes, collaborate with business groups, market investment credentials, support growth.

Transport Infrastructure: Strategic planning, enhance M1/M69, A46, A1 corridors.

Transport Services: Maintain highways, ensure road safety, promote Active Travel, implement regional strategy, co-ordinate drainage.

Spatial Development: Co-ordinate economic/housing growth, Affordable Homes Programme, Brownfield Land Release Fund, oversee strategic planning.

Planning Functions: Deliver Spatial Development Strategies, set S106 and levy charges for infrastructure.

Skills and Employment: e.g. Adult Skills Fund, Workwell Programme, support LSIPs with data.

Skills and Employment: Implement skills programmes, co-ordinate post-16 provision with HE and colleges, align with regional strategy.

Green Economy and Environment: Green Skills funding, align spatial planning with climate resilience, Local Area Energy Plan, Local Nature Recovery Strategy, LLR Flood Mitigation.

Environment and Flood Management: Align Local Nature Recovery Strategy with planning, develop Local Flood Risk Strategies, investigate flooding, maintain asset register.

Convening Powers: Mayoral Development Corporations, Land Commissions, budget pooling, General Power of Competence.

Collaboration: Voluntary participation in Strategic Authority committees, boards, and projects.

Strategic Public Health: Co-ordination of health and local government partnerships and investment with contribution to 10-year Health Plan for England

Public Health: Local contribution to neighbourhood health and prevention model

PCC Function: Police and Crime Plan, convene partners, set budgets, publish performance reports.

Emergency Response (PCC): Participate in Police and Crime Panels for accountability.

Fire Authority Function: Strategic direction, budget setting, ensure legal compliance and efficiency.

Emergency Response (Fire): Contribute to fire-related emergency planning and response.

Local Growth Plans: Develop and implement.

Local Growth Plans: Deliver tailored plans.



3.5.7 Conclusion

In conclusion, the pursuit of devolution through the North, City, South model under Design Principle 1 represents a critical step towards empowering LLR to address its unique economic, social, and geographic challenges.

By establishing a balanced partnership across the three unitary councils within a new MSA by May 2027, this approach ensures equitable representation and swift decision-making, as strongly supported by businesses and universities.

The parallel implementation with LGR addresses the urgent need for devolved powers in transport, housing, skills, and infrastructure, laying a robust foundation for economic growth. This strategic framework flows seamlessly into Design Principle 2, which builds on this devolution to maximise economic potential through targeted delivery across the region's 90 opportunity sites, set out on the map in the economic distinctiveness section of this proposal.

The emphasis on local insights and functioning economic geographies will drive the high-growth scenario explained in Design Principle 2, adding £23 billion in Gross Value Added (GVA) and 219,000 jobs by 2050. This momentum will be sustained by integrating skills development and spatial planning, ensuring that the MSA's strategic oversight aligns with localised delivery to tackle deprivation and enhance connectivity. Together, these principles promise a cohesive, inclusive growth strategy, transforming LLR into a resilient economic hub while addressing longstanding inequalities.



3.6 Design principle 2: Supporting economic growth, housing, and infrastructure delivery

The North, City, South model is designed to maximise economic growth, housing delivery, and infrastructure development. This will be achieved by harnessing our economic potential working to achieve the ambitions set out in the Industrial Strategy. We will do this by focussing on developing the distinctive economic sectors and assets within the three areas, working with the MSA to deliver future Spatial Development Strategies. This approach will enable long term prosperity for our communities by allowing us to get the maximum sustainable economic impact from the 90 sites.

3.6.1 Background

Our analysis is based on extensive evidence provided by the Economic Intelligence Unit (EIU), which has previously delivered the Midlands Engine Data Observatory, with unique regional insights across the English Midlands. The EIU were commissioned to undertake an independent analysis of the strengths and weaknesses of the North, City, South approach (see Appendix 4).

They have built their analysis on the Oxford Forecasting Model to look at the scale of economic development which is possible through the three unitary model. This work has enabled us to consider how our approach might best support a new Strategic Authority in maximising the economic development of LLR and our wider subregions in the East Midlands, West Midlands and East of England.

The North, City, South proposal is best positioned to deliver ambitious housing and economic growth while supporting the new MSA. Separate north and south authorities will build on existing local strategies, focussing outward to prioritise regional connections: north to the East Midlands (Derby, Nottingham) and south to the West and South Midlands, utilising strong transport links and commuting patterns.

The Leicestershire Strategic Growth Plan, developed collaboratively by all local councils and managed by a joint Strategic Planning Member Advisory Group, outlines a bold agenda for the new councils. Major settlement proposals include Isley Walton (up to 5,000 homes), Six Hills (up to 10,000), and Woolfox (5,000) in the north, and Lindley (3,000), Lutterworth East (2,750), Land West of Stoney Stanton (5,000), Whetstone Pastures (over 5,000), and Norton Heath (up to 10,000, split) in the south, delivering over 120,000 dwellings by 2046.

This growth, alongside employment opportunities, will be supported by current and proposed Local Plans, achieving uniform coverage across

Leicestershire and Rutland by 2027, before the new unitary structure in 2028. These plans address local needs and Leicester City's unmet demand. From 2026, new Spatial Development Strategies under the Planning and Infrastructure Bill will provide a high-level plan for infrastructure, housing, and economic growth, led by the MSA and aligned with Local Plans.

Leicestershire and Rutland are well-prepared for Spatial Development Strategies, with MHCLG recognising their strong collaborative track record and up-to-date Local Plans. The three-unitary model supports the Strategic Mayoral Authority in producing these strategies whilst maintaining aligned Local Plans, ensuring local input and leveraging existing relationships with the development industry. It also provides a check-and-challenge process for sustainable development, unlike a two-unitary approach. The North, City, South model, aligned with economic geographies, maximises devolution powers for infrastructure and transport funding, enabling faster delivery of growth and future Local Plans compared to other, two-unitary options.

The distinctive characteristics of each of the three areas are set out below:

- **Leicester:** Leicester stands out with strong advanced manufacturing, boasting 3,695 vacancies and a high Location Quotient (LQ) of 1.8, showing more concentration and job seeker interest than the UK average. Salaries here are £39,823, 13.8% above the national median of £34,985, with a 5.2% rise yearly. Life sciences also have a high profile with an LQ of 1.5. Compared to North Leicestershire and Rutland, Leicester has fewer logistics jobs but stronger digital tech salaries. Unlike South Leicester's logistics focus, Leicester excels in professional services and visitor economy. Overall, Leicester differs from the UK by its manufacturing strength and higher tech pay, but lags in creative industries and clean energy as key sectors.
- **North Leicestershire and Rutland:** North Leicestershire and Rutland features robust logistics with 2,941 vacancies and a high LQ of 2.0. Salaries are £30,612, 12.5% below national median, but up 14% yearly. Advanced manufacturing is strong, particularly in terms of electrical and mechanical engineering. Compared to South Leicester's even higher logistics LQ (3.6), this area has more balanced professional services (3,253 vacancies) and life sciences (LQ 1.7) sectors. Visitor economy vacancies (3,060) are high but compared to the UK the sector is underrepresented (LQ 0.9). Unlike the UK's broader spread, this region underperforms in digital tech (LQ 0.5) and creative industries (LQ 0.8)
- **South Leicestershire:** South Leicestershire is distinguished by a high representation in logistics, with 3,070 vacancies and an LQ of 3.6, far exceeding UK averages showing intense local specialisation in transport and warehousing. Advanced manufacturing is solid (3,923 vacancies, LQ 1.6). The median salary for roles in South Leicestershire is £31,780, which is 9.1% below the national median of £34,985. Over the past year, salaries have increased by £2,226, representing a 7.1% rise, slightly below the national rate of 7.3%. Unlike North Leicestershire and Rutland's strength in life sciences,

the South has low vacancies and overall representation in this sector (LQ 0.4). This is also true of clean energy (LQ 0.5). Professional services are strong (2,141 vacancies). Compared to the UK, the South is underrepresented in creative industries (LQ 0.8,) and financial services (LQ 0.7), with visitor economy high in demand but featuring a low LQ (0.7). The area differs from Leicester and North Leicestershire and Rutland in terms of its logistics dominance and lower overall salaries, reflecting a more operational, less tech-focussed economy.

The table below shows how strongly each area is represented in terms of the 8 key sectors in the government's Industrial Strategy priority sectors:

Sector	Leicester LQ	North Leicester and Rutland LQ	South Leicester LQ
Advanced Manufacturing	1.8	1.6	1.6
Creative Industries	0.7	0.8	0.8
Clean Energy Industries	1.3	0.8	0.5
Digital Technologies	0.4	0.5	0.5
Financial Services	0.8	0.8	0.7
Life Sciences	1.5	1.7	0.4
Logistics and Transport	0.4	2.0	3.6
Professional & Business Services	1.0	0.9	1.0

3.6.2 Deprivation challenge

Economic opportunity is not evenly distributed across the area. While Leicester is a vibrant urban economy, it also accounts for the highest share of deprivation, with 35.1% of Lower layer Super Output Areas (LSOAs) ranked in the most deprived quintile nationally. This compares to just 2.9% in the North and 0.5% in the South, highlighting sharp spatial inequalities within the region. Additional challenges include:

- **Earnings gaps:** North Leicestershire and Rutland has the highest resident earnings (£36,831), almost matching the UK average. Leicester lags behind on both workplace (£31,965) and resident (£29,839) earnings highlighting structural challenges in job quality and pay. South Leicestershire earnings are £35,399 (residents) and £32,790 (workplace), with respective shortfalls of £2,031 and £4,641.
- **Shifting business landscape:** Business births now exceed deaths in Leicester and South Leicestershire, signalling early signs of recovery and entrepreneurship resurgence. Leicester lost 11.8% of active enterprises in 2023, while the North and South declined by 3.1% and 1.0% respectively. The

LLR wide, unsmoothed GVA per hour grew by 10.8% to £38.98, slightly outperforming both North Leicestershire and Rutland and the national trend.

Taking account of these local economic features and informed by the analysis of the EIU, four strategic opportunities linked to the potential of the North, City, South approach have been identified. These are:

3.6.3 Seizing the opportunity

The Oxford Economic Model shows that by making the most of our economic strengths, we could add £8 billion to the treasury by 2050. Our approach focussed on key economic areas with strong connections to major transport routes (M1, M69, A1, A46, A5), giving us a better chance of success than plans centred on an expanded city or an inward-looking county. Our proposed unitary council footprints enable the creation of local authorities which are close enough to the ground to understand the local context of every site across the portfolio of opportunity sites in the area. Additionally, this operating scale is best placed to engage local people and local businesses and to work actively in partnership with the MSA around a clear focus on delivering its strategic priorities through bringing these sites forward with the private sector for housing and employment.

Our analysis shows that a two-unitary county and city model, which is focussed on administrative rather than economic geographies, is likely to only grow the economy by 40% to 2050. However, a high-growth model based on the unitary council footprints proposed in the North, City, South model could deliver 83% growth. Within the North, City, South model we seek to maximise the key drivers of success through footprints which are based on functioning economic geographies (areas which reflect where people live and work). Our model also recognises and values cross-border relationships which reach into other counties and build upon established partnerships already well developed at the local level, especially with local developers. Key examples include the partnerships between Hinckley and Bosworth and Nuneaton and Bedworth Councils in the context of the M69 corridor, or Charnwood, North West Leicestershire and the surrounding Nottinghamshire and Derbyshire districts in the context of East Midlands Airport and the Freeport.

3.6.4 Unleashing regional prosperity: a clearer path to economic success

To drive impactful economic development, we must establish a sharp distinction between strategy and delivery. Blurring these roles by aligning strategic planning and delivery within the same geographical boundaries creates confusion, muddles priorities, and hampers progress. Under a two-unitary model for LLR, and particularly one which retains the county footprint, it becomes difficult to remain even handed and reconcile competing local priorities across a footprint covering over 1 million people. Smaller unitaries are more able to reflect the priorities of their localities and support the MSA in its

strategy development by providing clear narratives around resource allocation which give everyone a voice.

Our approach involves a three-unitary model that empowers locally focussed delivery vehicles to operate with precision across their subregions. These entities, rooted in their communities, will foster stronger accountability, build robust local partnerships, and deliver tailored outcomes that resonate with their unique economic landscapes. By linking with their wider economic areas such as Nottinghamshire and Warwickshire, they can address specific needs while contributing to broader regional goals.

Complementing this, an LLR-wide Strategic Authority will provide cohesive oversight, ensuring all efforts align with a unified, region-focussed framework. The MSA will spearhead strategic infrastructure projects, harmonise policies, and catalyse growth across the entire region, creating a powerful synergy between local action and regional vision.

This clear division of labour (local delivery paired with strategic coordination) unlocks greater efficiency, accountability, and impact, setting the stage for sustainable economic prosperity across LLR. It also reduces the risk of missing hidden deprivation in rural areas, social isolation, poor social mobility and poor access to services.

3.6.5 Sustainable growth

To achieve our ambitious development goals, we must foster good growth that creates a wealth of new jobs in resilient sectors, supports sustainable population growth, and enhances quality of life for all. By partnering with the MSA, we can ensure equitable growth that uplifts not only our major settlements but also our rural communities, creating thriving economies and vibrant places to live across the entire region and ensuring that our communities do not get overlooked or left behind.

A three-unitary model is critical to this vision. Unlike a two-unitary structure, which risks over-centralising resources and decision-making, a three-unitary approach empowers locally focussed delivery vehicles to tailor development to the unique needs of their subregions. This structure prevents the marginalisation of smaller or rural areas, ensuring that economic benefits and infrastructure improvements are distributed equitably. It promotes greater local accountability, enables deeper community engagement, and supports agile, place-specific solutions that a two-unitary model cannot match.

Our approach recognises the potential of the region's rich blue-green infrastructure of rivers, canals, green spaces, and natural assets to drive sustainable growth. By embedding these assets into our development plans, local delivery bodies of our scale can better create growth that respects and enhances our environment, ensuring new jobs and housing coexist harmoniously with our local environment.

The MSA will provide cohesive oversight, aligning local efforts with a unified regional framework to maximise impact and deliver infrastructure that powers sustainable prosperity across LLR. Our independent economic assessment highlights a report which identifies the importance of this aspect of our agenda. The monetary value of natural capital in Leicestershire alone has been estimated at £388 million annually, with agriculture (£180 million), recreation, water supply, air quality, and climate regulation providing the largest flows of ecosystem services (LLEP High-Level Natural Capital Strategic Assessment, 2021).

This model, rooted in local empowerment, equitable growth, and environmental stewardship, sets a bold course for a thriving, resilient future for all our communities.

3.6.6 Empowering Leicester

Leicester stands as a vital economic and cultural hub, with commuting patterns comparable to other East Midlands cities, underscoring its strategic importance. Despite its dense population, Leicester can thrive within a cohesive regional economic framework led by an LLR-wide Strategic Authority. Our vision ensures Leicester's growth is achieved through collaboration, not by overshadowing or absorbing its partners.

Leicester's unique spatial footprint and distinct deprivation challenges demand a tailored approach. A three-unitary delivery framework offers the best path forward, allowing focussed, place-specific solutions that address Leicester's needs while fostering equitable growth across the region. Unlike a more centralised model, this structure ensures Leicester's challenges such as deprivation and urban density are tackled with precision, while rural and suburban areas also benefit from localised delivery led by their own authorities.

By working collaboratively, building on initiatives like the sector-specific enterprise zones (there is one in each proposed unitary authority), we can unlock transformative economic potential. Growth projections produced through the Oxford Economic Model indicate a 59% increase in GVA and a 46% surge in jobs for Leicester based on its current geographical footprint. This is achieved by a complementary North and South unitary model. This will deliver £2.9 billion in benefits to the Treasury by 2050, which is Leicester's contribution towards the £8 billion which the North, City, South model could deliver overall.

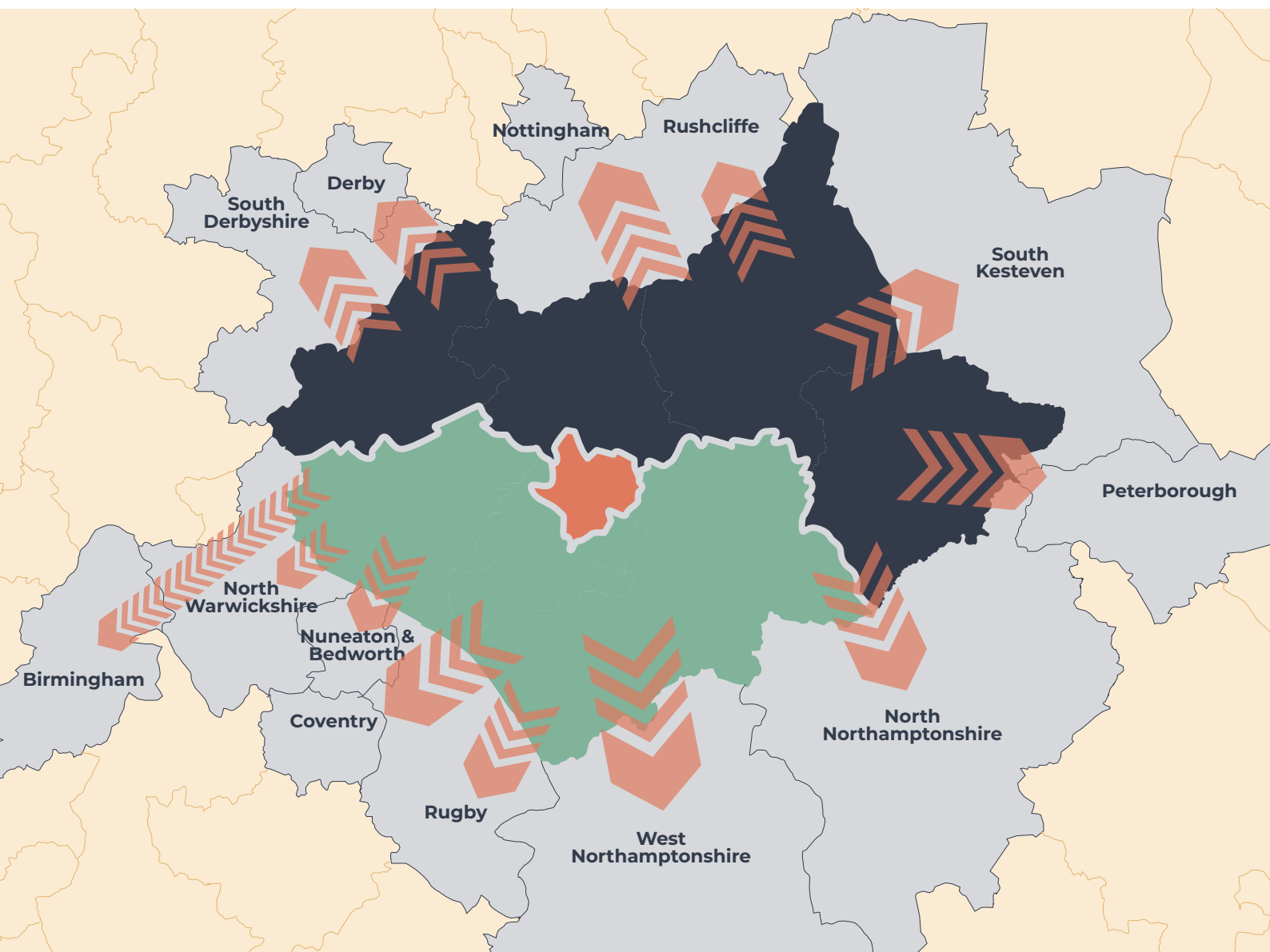
This model positions Leicester as a dynamic engine of regional growth, not an isolated core surrounded by underserved areas. Our approach strengthens Leicester's role as a vibrant driver of prosperity, ensuring shared success across the entire LLR region.

3.6.7 The importance of our wider links

The EIU analysis also presents a very distinctive picture of the economic setting of the three areas showing their external connectivity to their northern and southern hinterlands with the M1 corridor (north) and M69 corridor (south) as key drivers of economic geography. Other key opportunity areas such as the A1, A5 and A46 are important in this context.

The map below shows the scale of commuting to the respective hinterlands of the north and south areas. The arrows are shown in proportion to the volume of commuters to each of the areas into which they travel for work:

Travel to work commuting flows



Functioning Economic Geographies

Main commuting flows outside of the subregion are set out in the table below:

Home Location	Work Destination	Percentage that travel to Work Location	GVA (£m)	Employment nt Rate	Jobs	Workplace Earnings (£FT)	Enterprises
North Leicestershire & Rutland	South Derbyshire	5.3%	£3,112	82.0%	34,000	£36,580	4,380
	Derby	4.9%	£9,226	69.9%	136,000	£39,748	8,360
	South Kesteven	4.5%	£3,381	71.2%	55,000	£32,682	6,265
	Nottingham	4.2%	£12,900	72.0%	210,000	£33,080	10,445
	Rushcliffe	4.2%	£3,684	76.7%	48,000	£33,003	5,410
Leicester	West Northamptonshire	5.9%	£15,792	77.5%	216,000	£37,310	20,165
South Leicestershire	West Northamptonshire	4.8%	£15,792	77.5%	216,000	£37,310	20,165
	Nuneaton & Bedworth	4.6%	£2,669	77.2%	45,000	£32,451	3,950
	North Northamptonshire	4.4%	£8,806	76.7%	152,000	£34,598	16,855
	Coventry	4.1%	£11,804	72.9%	166,000	£37,523	11,790

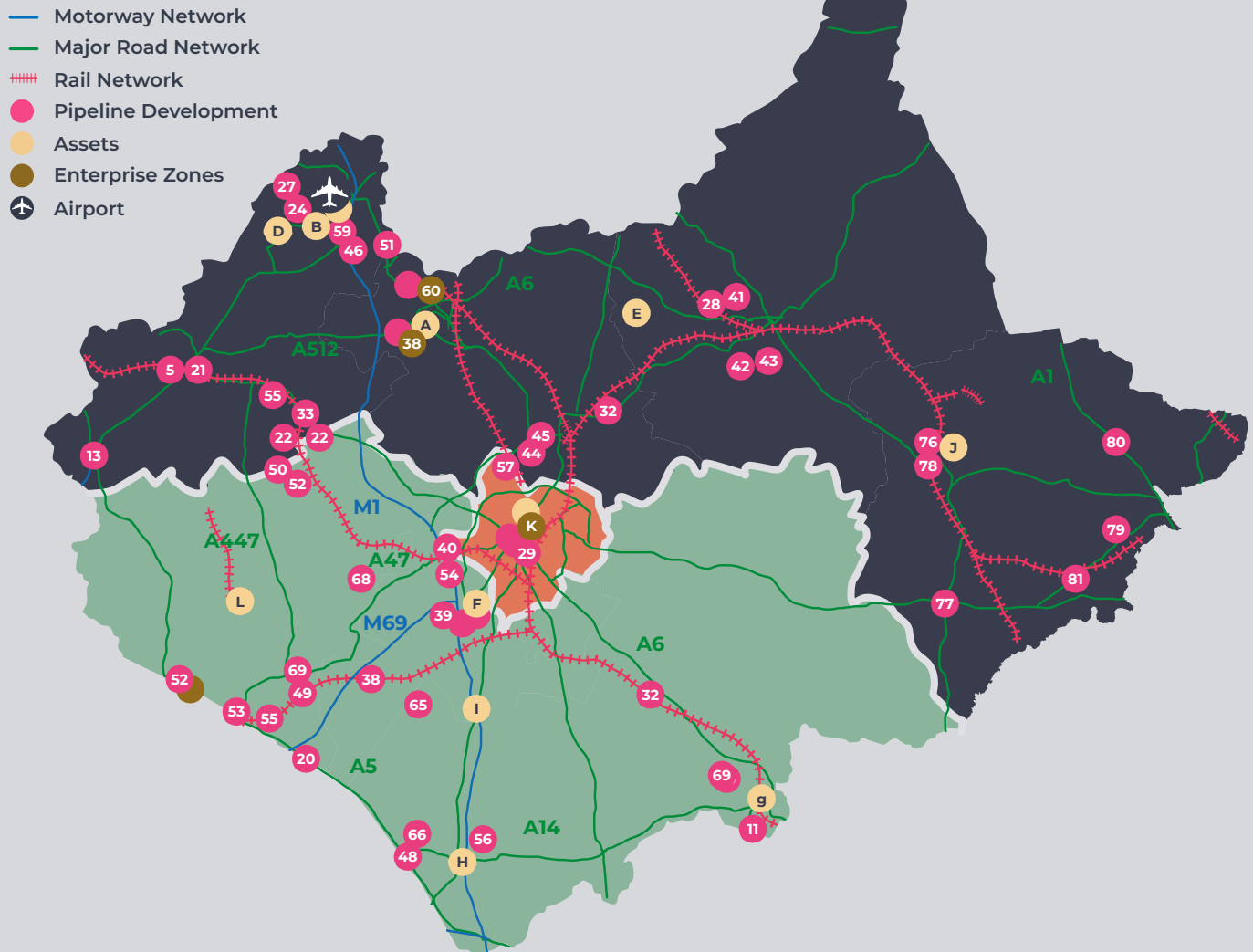
Our model of a north and south authority structure which recognises the opportunities around the wider gravitational pull of these corridors provides the best chance of realising the economic potential of LLR.



3.6.8 Our economic assets

The area is uniquely positioned to capitalise on a wave of exceptional opportunities, driving forward job creation and economic growth across key sectors. With a robust pipeline of over 90 investable propositions, the region is at the forefront of growth in infrastructure development, advanced manufacturing innovation and the creative industries. These sites naturally divide between north and south as shown on the map below:

Economic Assets



The development of assets such as Charnwood Campus (Life Science Cluster), Leicester Waterside (space sector), and MIRA Technology Park (Automotive research and development cluster) showcases its potential to lead in sustainable technologies and industrial innovation. If the pipeline is delivered in full, these projects could collectively add over £12 billion in GVA and 219,000 jobs to the economy by 2050. This approach enables delivery of the government's Industrial Strategy and positions LLR as a driver for growth through the North, City, South model.

3.6.9 Forecasting future growth

Baseline forecasts from the Oxford Economic Model to 2050 point to moderate growth across LLR, but suggest that the region will fall further behind national benchmarks without intervention.

Under the standard growth path, the region's economy grows steadily but modestly. Total economic output (measured as Gross Value Added or GVA) is expected to rise by about 40% from £28.91 billion in 2025 to around £40.5 billion.

This translates to a 30% increase in GVA per person, lagging behind the UK's projected 41% rise. Job numbers would grow by just 6%, adding roughly 36,000 roles, while the population increases by 9-10% across sub-areas like North Leicestershire and Rutland (to about 435,000 people) and South Leicestershire (to 403,000). Productivity (how much value each worker generates) improves by 31-34%, but persistent challenges like skills gaps and uneven infrastructure mean the region falls further behind national averages. For instance, North Leicestershire and Rutland would see GVA reach £14.2 billion (up 38%), but growth slows after 2035. South Leicestershire lags with a 30% per-person rise, reflecting slower progress in addressing inequalities.

In contrast, the high growth path accelerates everything by enabling the delivery of the 70 key sites referenced above to their maximum potential. This involves stimulating investment in creative industries, advanced manufacturing, and infrastructure.

Under this scenario GVA nearly doubles, soaring 83% to £52.76 billion and outpacing the UK's 44% baseline. This adds £23 billion more than standard growth, driven by projects creating hubs for innovation and sustainable tech. Jobs surge by 36%, generating 219,000 new opportunities in sectors like logistics, finance, and clean energy. Population booms by 30% overall, with North Leicestershire and Rutland growing 40% to over 500,000 residents, attracted by better prospects. Productivity jumps 33-35% per worker, closing gaps with the UK, while GVA per person rises 35-51%, up to £35,305 in the North and £36,366 in the South.

For Leicestershire and Rutland, this means transformative benefits. Standard growth maintains stability but risks widening divides, with lower incomes (like Leicester's household income already £7,700 below UK average) and missed opportunities in rural areas.

High growth fosters inclusive progress: more high-skilled jobs reduce unemployment, boost household earnings, and enhance quality of life through better connectivity, green spaces, and education links. It could deliver £7.87 billion extra to government coffers via taxes, plus £2.33 billion from fuller employment, funding public services. North areas gain from tech parks, South from logistics hubs, creating a balanced, resilient economy.

Ultimately, delivering high growth through the North, City, South model could turn the region into a national leader, but it requires coordinated investment to overcome barriers like digital divides and deprivation. These will be best enabled by locally insightful, focussed authorities, working in functioning economic geographies with the MSA taking the strategic lead.

3.6.10 Glossary of key terms

Due to the technical nature of this section a simple glossary of terms is set out below:

- **Location Quotient (LQ):** A measure comparing the concentration of a sector or occupation in a local area to the national average; $LQ > 1$ indicates strength, $LQ < 1$ suggests underrepresentation.
- **Oxford Forecasting Model:** A tool used to predict economic growth potential, applied here to assess the North, City, South unitary model's impact.
- **Gross Value Added (GVA):** The total economic output value a region generates, used to measure growth and productivity.
- **Functioning economic geographies:** Areas defined by where people live and work, shaping effective economic planning across county boundaries.
- **Blue-green infrastructure:** Natural assets like rivers and green spaces, leveraged for sustainable growth and environmental benefits.



3.7 Design principle 3: Right size to secure financial efficiencies, improve resilience and sustainability, and remain responsive to local needs

The North, City, South model proposes three unitary councils designed to balance financial efficiencies with responsiveness to local needs, addressing the government's criterion for councils to be the right size to achieve efficiencies and withstand financial shocks. While slightly below 500,000 population in size, they have distinctive and sustainable footprints which justify their proposed configuration. It also establishes the basis for pragmatic implementation of a "Safe and Legal Plus" Day 1 service structure ensuring the most vulnerable residents are protected while establishing the organisational blueprint for long term service transformation, innovation, and a neighbourhood prevention model.

3.7.1 Background

The three-unitary model aligns with LLR's diverse demographic and service demands, ensuring tailored service delivery. It very strongly aligns with the key sub-geographies of local authorities, health and wellbeing boards, primary care networks, police neighbourhoods and parish councils.

3.7.2 Financial efficiencies

The mid-range estimate for financial efficiencies of our three-unitary model is estimated to be a gross £44m per year. This is a cautious estimate which does not yet factor in the decisions still to be made between now and March 2028 in the existing ten councils. Of course, it can only represent our vision of the opportunity available; local decisions in the new councils will determine the actual direction they take in terms of corporate priorities.

Our proposal builds on the work completed on the financial efficiencies and sets out a ten-year financial sustainability model (FSM), using the well-trodden path of existing Medium Term Financial Strategy formats. The foundation of our FSM is substantial investment, funded by the financial efficiency savings, in our Neighbourhood Prevention model. Using nationally accepted estimates of the return on investment, we will prevent future demand pressures outstripping our population, and therefore funding.

Given the extremely challenging financial climate in local government since austerity in 2010, significant investment in a prevention strategy has simply not been affordable, given pay-back is not entirely immediate. The initial efficiency savings from LGR, in our case £44m, alongside our collective healthy reserves and modest debt, is a unique opportunity to fundamentally change the delivery model.

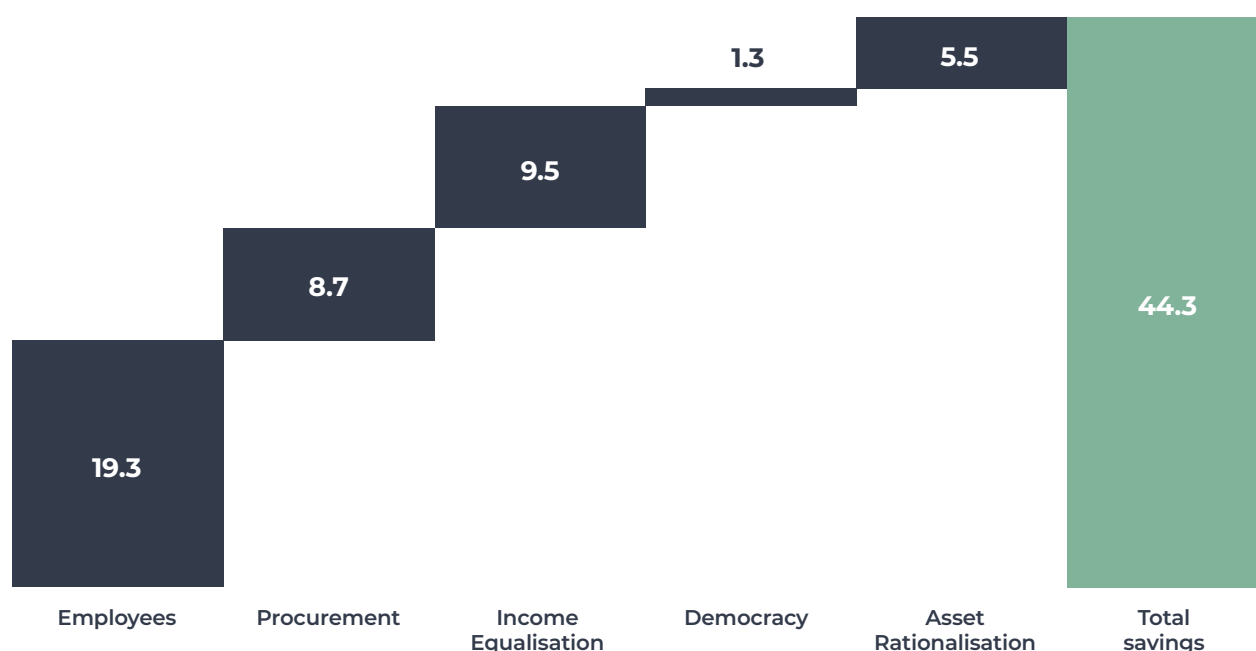
The following table shows the £44m savings split across the main saving opportunity by the North and South. Only the savings directly from LGR are included below. The wider transformation work leading to financial sustainability also have savings affecting these opportunities. As these generally affect later years, they have not been included below. We have not factored in any specific savings either in the County or the City services. Overview of assumptions applied for financial efficiencies:

Summary financial efficiency of LGR	North £000	City £000	South £000	Total £000
Savings				
Employees	(8,463)	0	(10,859)	(19,322)
Procurement	(5,901)	0	(2,799)	(8,700)
Income equalisation	(5,527)	0	(3,973)	(9,500)
Democracy	(644)	0	(619)	(1,263)
Asset rationalisation	(2,750)	0	(2,750)	(5,500)
Total Savings	(23,285)	0	(21,000)	(44,285)
Costs (all one-off)				
Asset review project	500	0	500	1,000
Transition	10,050	0	10,050	20,100
Total Costs	10,550	0	10,550	21,100
Net Cash Flow	(12,735)	0	(10,450)	(23,185)





Summary of LGR Efficiency savings from the North, City, South proposal (£m)



- **Employee costs:** Savings will be delivered through service integration and consolidation. An underlying assumption applied is the recognition of the existing three top-tier councils and it is assumed that there will be proactive vacancy management, training and development, to minimise compulsory redundancies. Savings of £19.3m against the existing employee costs of £510.5m equate to 3.8%.
- **Procurement efficiencies:** Savings of £8.7m will be achieved from increased economies of scale for commissioning and procurement, asset rationalisation running costs, and standardisation of systems compared to existing district functions. No savings have been assumed for social care. A stretch target would suggest an opportunity in excess of £20m over the longer term, though the more prudent target of £8.7m has been modelled.
- **Income equalisation:** Investigation of fees and charges shows a wide variety of charges. Analysis of government returns show that there are volume and pricing differences to income generation. It is estimated that there is an opportunity for each new authority totalling additional income of £9.5m against current income total is possible (although some of that may be from reduced costs, depending on future demand, for example, for planning applications). Just over 80% could be generated from development control planning fees, off-street parking, and green waste charges. Appendix 2 provides more detail as to why we have included this as an efficiency from LGR rather than opportunity now.
- **Democratic savings:** The model assumes 196 councillors across the three unitaries (from the current 384). This will save £1.3m against current costs.
- **Asset rationalisation:** Reducing existing debt burdens to new authorities, reducing property revenue running costs, and capital receipts to fund the transition costs of LGR. Estimates are based on a 15% target disposal programme which equates to £75m (15% of £500m realisable assets based on the 2023/24 Statement of Accounts).

In overall terms, the phasing of these savings is as follows with the methodology used in calculating these savings set out in detail in Appendix 2, and further explanation of the transition also detailed in Section 5.

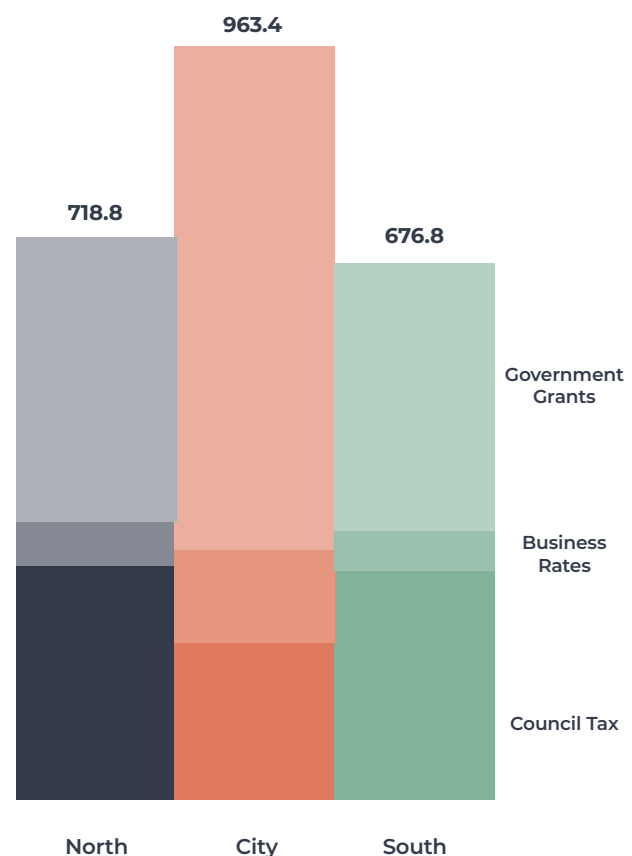
Summary financial efficiency of LGR	2026/27 £000	2027/28 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2034/33 £000	Total £000
Savings								
Employees	(8,463)	0	(10,859)	(19,322)	(8,463)	0	(10,859)	(19,322)
Procurement	(5,901)	0	(2,799)	(8,700)	(5,901)	0	(2,799)	(8,700)
Income equalisation	(5,527)	0	(3,973)	(9,500)	(5,527)	0	(3,973)	(9,500)
Democracy	(644)	0	(619)	(1,263)	(644)	0	(619)	(1,263)
Asset rationalisation	(2,750)	0	(2,750)	(5,500)	(2,750)	0	(2,750)	(5,500)
Total Savings	(1,400)	(3,300)	(25,849)	(9,536)	(1,400)	(2,000)	(800)	(44,285)
Costs (all one-off)								
Asset review project	500	500	0	0	0	0	0	1,000
Transition	950	3,800	10,725	4,150	475	0	0	20,100
Total Costs	1,450	4,300	10,725	4,150	475	0	0	21,100
Net Cash Flow	50	1,000	(15,124)	(5,386)	(925)	(2,000)	(800)	(21,185)

Council Tax Harmonisation

The three unitary model presented here enables harmonisation of council tax levels in each of the three regions, with differing council tax in each of the three councils. Harmonisation is one of the 'must do' requirements from government, although each of the two new authorities will be able to decide if that is harmonised in one year or over several years. The approach modelled supports and reduces the risk of 'inequity' which reorganisation inherently presents.

While Council Tax equalisation brings no additional income into the Leicestershire local government system, by using the assumption that harmonisation occurs within one year this proposal enables the new authorities to create certainty about their finances and provides residents with equity from day one.

2028/29 Funding estimates for North, City, South (£m)



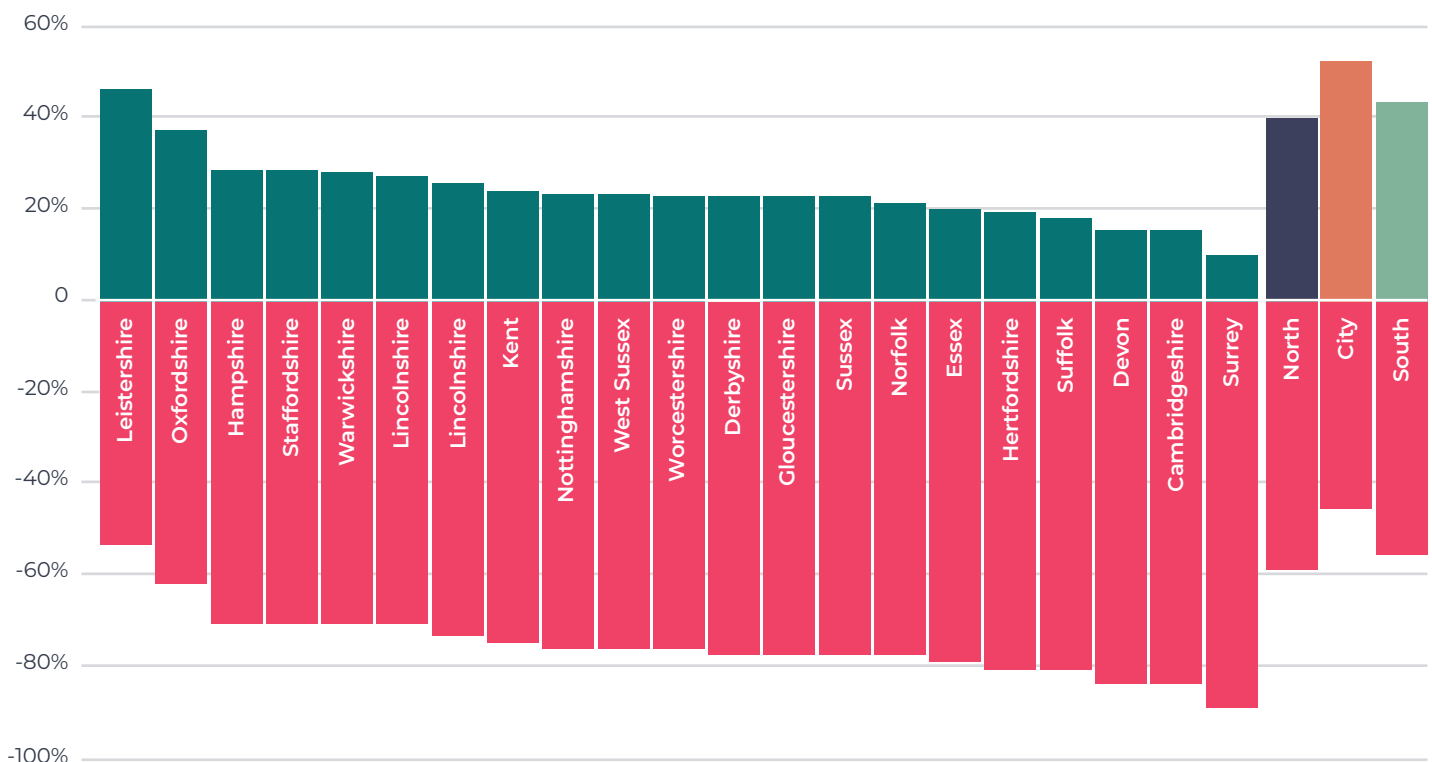
Our Annex 1 shows the Council Tax income and the tax base assumptions contained in the model. The following chart illustrates the total general funding across the three unitary areas of council tax, business rates and government grants and how the balance of funding for each authority supports financial sustainability for these new authorities.

Financial Sustainability

As we stated in our phase one submission, the future financial sustainability of each of the three new councils will be intrinsically linked to the balance sheet health of the existing ten authorities. Our Appendix 2 clearly shows the good financial health of the existing councils, with the highest reserve levels and lowest debt, of all the LGR 2028 areas (as illustrated in the chart below). We are not battling to repair a poor balance sheet or be at risk of a Section 114 notice, unlike many other councils. This means we are not using the LGR efficiency savings to plug enormous budget gaps, which allows us to reinvest some, but not all, of those savings in managing future demand.

The existing councils are reporting budget gaps each year leading up to April 2028. By law, these must be closed each year. This is likely to be achieved through a mix of efficiencies, reserves or reduced service levels. We have made the very unlikely, but most prudent assumption, that the gaps will be closed by the use of reserves. The consequence is that after some known adjustments to the reported budget gaps, the new councils start with a collective budget gap of £109m. Without significant reductions in service from day one, this gap cannot be closed overnight. Our modelling shows that it will take three to four years to clear that gap.

Comparison of LGR authorities % of **Reserve** and **Debt** to Net Revenue Expenditure 2023/24



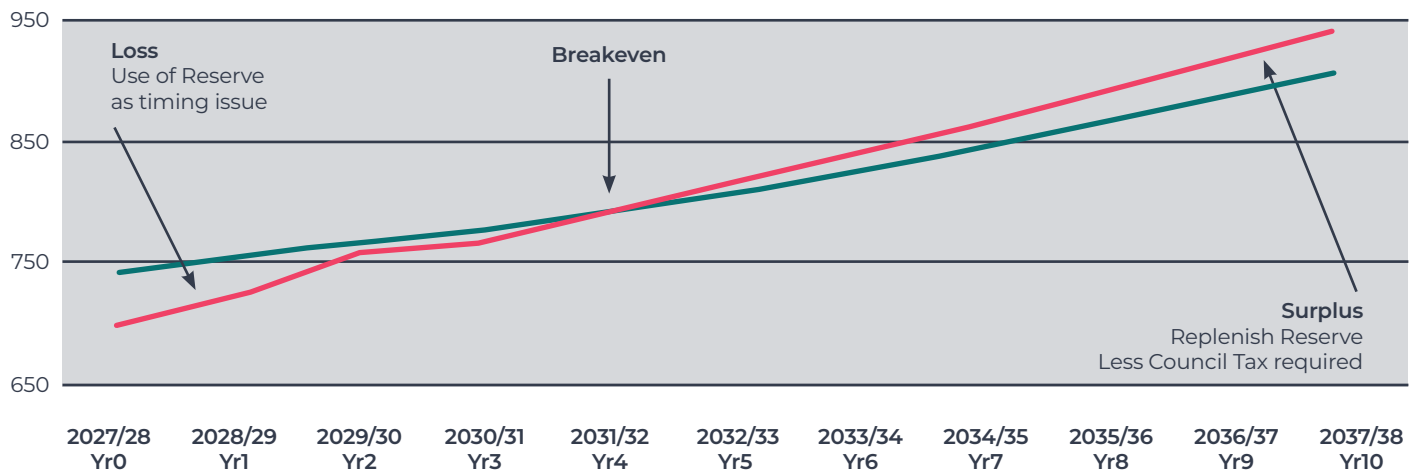
Our Housing Revenue Account plans are detailed in Annex 2 and by consolidation of the current District HRAs, we can provide an additional 700 social rent homes in the North and 450 in the South, of good quality and environmental integrity at affordable rents. Good quality housing is a crucial foundation to keeping residents safe and healthy, with more disposable income, that reduces pressure for the state to intervene in their lives

Our ten-year financial sustainability plans for the North, City and South are detailed in Appendix 2. Our starting point was the 2023/24 RO data, and we have used the 2024/25 and 2025/26 RA data to inform the modelling in those two years. These illustrate where the existing councils intend(ed) to spend their budgets in those two years. We have then modelled our expectations on funding and costs, MTFS style, to arrive as a starting position for the three new councils, as at 1 April 2028.

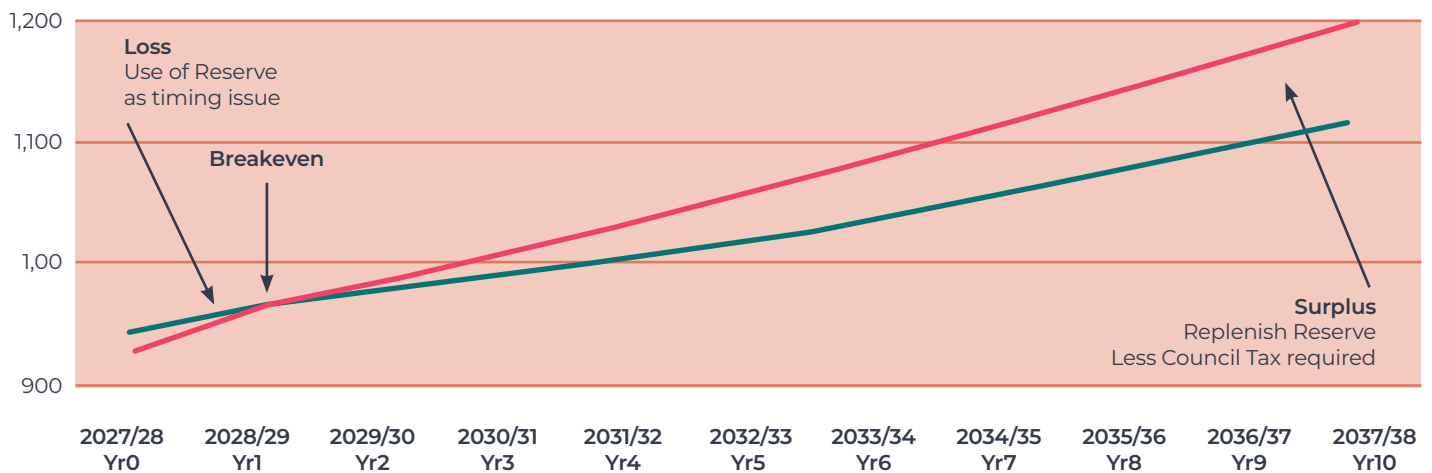
The results of the detailed financial calculations in Appendix 2 are illustrated by the following three graphs.



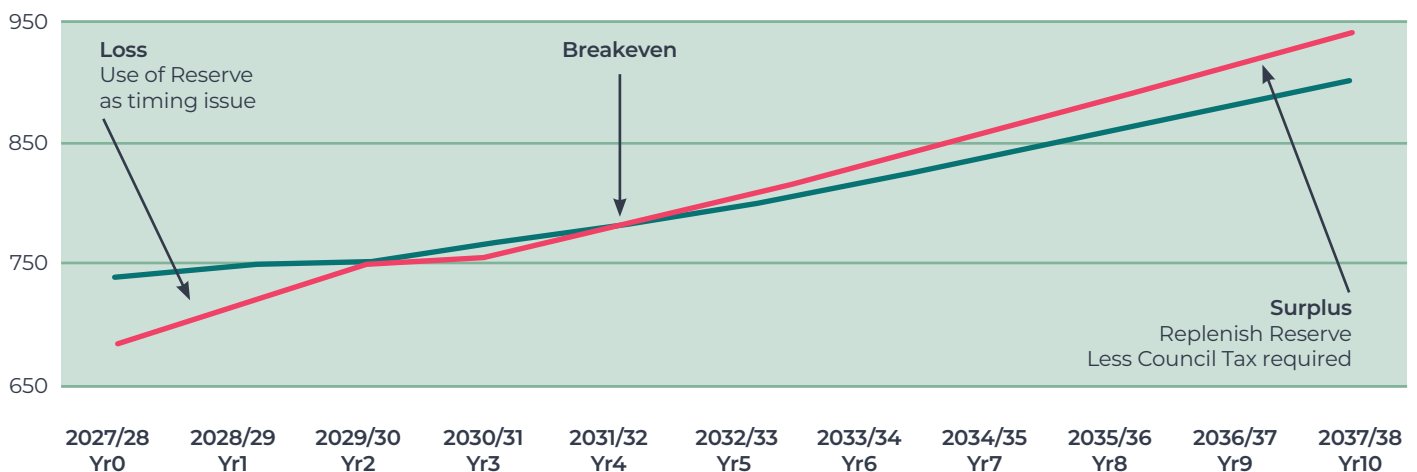
North authority Expenditure & Funding from 2027/28 to 2037/38 (£m)



City authority Expenditure & Funding from 2027/28 to 2037/38 (£m)



South authority Expenditure & Funding from 2027/28 to 2037/38 (£m)



From a starting point of having budget gaps on 1 April 2028 of around £109m (although in reality we expect the gap to have closed considerably by then), the three councils will be in surplus within two to four years without reliance on Reserves. This includes assumptions around demand pressures and inflation, investments and resulting savings (with no changes to eligibility or standards of service delivery). Our annual MTFS movements are shown in Appendix 2. These are annual increases or reductions, not an aggregation of figures.

Financial sustainability can be achieved without service cuts, across the three proposed councils, by investing where appropriate, the savings from financial efficiencies into our neighbourhood prevention model.

Transition Costs and Funding Approach

The estimated cost of transitioning from ten councils to three is £20m, with the majority (£12.0m) allocated to redundancy and pension strain. Other key costs include ICT harmonisation (£3.0m), project team support (£2.9m), and expert advice (£2.2m). Expenditure will peak in 2028/29, reflecting the timing of workforce changes and system integration.

To support service continuity, significant investment will be made in establishing the neighbourhood prevention model (described in Section 3.8) during the first three years. This will create approximately 230 new posts, which will create redeployment opportunities for staff at risk of redundancy. Natural turnover, vacancy management (vacancy factor 3% currently at the county council) and strong HR policies will be critical to minimising compulsory redundancies and maintaining safe, legal services throughout the transition. Notably, the £19.3m savings from deleted posts represents less than 4% of the 2023/24 employee spend across the ten councils.

Transition costs will be funded primarily through capital receipts from an asset review programme, supported by £1.0m for external expertise. In addition, the financial model includes £100m of prudential borrowing to ensure affordability of investments linked to asset disposals and ICT harmonisation. This borrowing level is flexible given the councils' modest debt profile. No disaggregation costs have been included, reflecting existing three council upper-tier infrastructure, and while this carries a slight risk, the overall approach remains prudent.

The financial modelling does not incorporate any assumptions relating to the Mayoral Strategic Authority (MSA), as there is currently insufficient detail to reliably inform such modelling. The MSA is recognised as a critical factor in shaping the future financial landscape. While no direct provision has been made in the model, it is considered that there is sufficient flexibility within existing reserve balances and / or the potential to increase receipts from planned asset disposals to provide transitional support for devolution-related changes if required.

Further information on transitional arrangements and assumptions are contained in Section 5 with the results of the detailed financial calculations in Appendix 2.

3.7.3 Establishing ‘Safe and Legal Plus’ Day 1 Service Structure and Organisational Blueprint

Managing risks associated with the disaggregation of services, delivering service continuity, meeting statutory obligations and ensuring the wellbeing and protection of the most vulnerable members of our communities are absolute priorities for vesting day and beyond. But we also want to ensure that we go beyond compliance and establish the organisational foundations which will enable reforms which foster public trust, are co-produced with our communities, and enable future innovation and the transformation of public services. Section 3.8 explains how the organisational operating model embeds prevention-based neighbourhood delivery which underpins our long-term strategy for innovation and transformation.

We will adopt a “safe and legal plus” approach; the components of which are based on guidance from industry models (such as Cipfa and F3 Consultancy).

1	An integrated programme to create the new Unitary Councils including disaggregation, aggregation, assets and staff	6	Resources made available to the programme in a timely way by all partners Councils
2	A clear definition of scope, managed under robust programme and performance management	7	Delivered by a programme team with clear roles and responsibilities
3	Define clear deliverables and targets for each stage of the programme	8	The cost of the programme shared equally across all Councils
4	Service / team / function convergence and transitional management structures in place for Day 1	9	Sequencing and formal key decisions by each sovereign Council in a timely manner to support delivery of the programme
5	Clear and shared accountabilities for decision making with robust governance and reporting	10	The close down of each Council is the responsibility of each Sovereign Council but will be managed via the overall programme

3.7.4 Effective Management of Aggregation and Disaggregation

Principles for Safe and Effective Transition: The creation of new unitary authorities inevitably involves both the aggregation of district/borough services and the disaggregation of county-level services. The eight Councils recognise that while these processes carry inherent risks, they also present significant opportunities to improve service delivery, strengthen local accountability, and drive innovation. Our approach is informed by sector best practice, including lessons from previous reorganisations and is underpinned by the following principles:

Continuity and Safety: Ensuring that all statutory and critical services remain safe and legal on Day 1, with no disruption to residents or service users.

Phased Transition: Adopting a pragmatic, phased approach to both aggregation and disaggregation, with clear timelines and milestones.

Stakeholder Engagement: Involving staff, unions, partners, and service users in the design and implementation of new service models.

Evidence-Based Planning: Using robust data on demand, capacity, and workforce to inform transition plans.

Transparent Governance: Establishing clear governance structures, including a joint transition board, to oversee all aspects of service transfer.

Case Study: Cumbria's Social Care Disaggregation

In 2023, Cumbria successfully transitioned from a two-tier county council and districts to a two-unitary model, requiring the disaggregation of adult and children's social care. Key to success was the establishment of a joint transition board, retention of common policies and ICT systems for the first year, and a phased approach to workforce and contract transfer. This ensured continuity for service users and staff, with divergence only after robust assurance was achieved. Lessons learned from Cumbria have directly informed our approach, particularly the importance of early workforce engagement, detailed mapping of demand and capacity, and external assurance of ICT readiness.

Sectoral Expertise: Research commissioned by the District Councils' Network in collaboration with both Impower and the Staff College set out clearly the mechanisms through which both adults and children social care services can be effectively and safely disaggregated, but also the opportunity for more transformative approaches, delivered at the right level of geography. We fully embrace these opportunities. This research shows there is no link between size of council and the quality of its social services provision. It recognises the prevention superpower held by smaller council footprints due to their deep-rooted connections with communities. The North, City, South model recognises this is a requirement and 'enhances this superpower' through its prevention model.

It is also important to highlight that there is no credible LGR solution within LLR, whether 2 or 3 unitary, which achieves a balance of populations, and which would not require significant disaggregation of county council services. Our proposal seeks to retain 3 social care authorities across LLR, with the infrastructure and expertise already in place (across the City, County and Rutland). Our proposal would therefore seek to redistribute and rebalance operational delivery across the existing 3 social care authority architecture. This would limit the risk concerned with disaggregation and enable a co-ordinated and shared approach to risk associated with potential service disruption.

Compliance with Legislation and Safeguarding Statutory Duties: All transition and implementation activities will be undertaken in strict accordance with relevant legislation and statutory guidance. The safeguarding of vulnerable children and adults is a non-negotiable priority, and all statutory duties will be maintained without interruption. Statutory officers will be in post from Day 1, and all existing statutory safeguarding partnerships and regulatory compliance arrangements will remain robust and effective throughout the transition, with robust governance arrangements in place.

Current Challenges in Leicestershire County Council's People Services:

Leicestershire County Council faces a range of significant challenges in delivering adult social care, children's social care, and education services. In adult social care, the recent CQC inspection rated the service as "requires improvement" across most domains, highlighting issues such as long waiting lists, gaps in extra care and supported living, and workforce pressures. The ageing population and increasing complexity of need are driving demand, while financial constraints and difficulties in recruiting and retaining staff add further strain. There is a clear need to improve integration with housing, health, and community services to deliver prevention and support people to live independently for longer.

In children's social care, high demand for statutory intervention, placement sufficiency issues, and workforce challenges are placing pressure on the system. The council must strengthen early intervention and family support to reduce the number of children entering care, while also addressing rising demand for SEND support and specialist placements. Ensuring robust safeguarding arrangements and effective multi-agency working remains a priority.

Education services are similarly challenged by rising demand for SEND support, attainment gaps for disadvantaged pupils, and the need for effective school place planning in the context of population growth. Transport pressures, particularly for pupils with SEND and those in rural areas, and the need for improved integration between education, social care, and health are also key issues.

These challenges underscore the need for a new approach that enables more locally responsive, integrated, and prevention-focussed services, supported by robust workforce strategies and strong partnership working across the new unitary authorities.

Approach to maintaining and Improving Performance in Adult

Social Care: The 8 Councils are committed to ensuring that the current performance of Leicestershire County Council's adult social care services is maintained as a minimum standard through transition, but with a clear ambition for continuous improvement. A comprehensive baseline of current performance—including learning from the recent CQC assessment, statutory returns, and key performance indicators—will be established prior to transition and used as the benchmark for ongoing monitoring.

All statutory duties under the Care Act 2014 and associated legislation will be met from Day 1, with the Directors of Adult Social Services (DASS) in post and clear lines of accountability. The “safe and legal plus” approach will ensure that all safeguarding arrangements, including Multi Agency Policies and Procedures and Safeguarding Adults Boards, remain robust and effective throughout transition.

Where the most recent CQC assessment has identified areas for improvement, the new authorities will implement targeted action plans to address any areas of improvement remaining on transfer from the County Council, drawing on sector best practice and external support, such as Partners in Care and Health. Performance will be monitored monthly, with independent external assurance commissioned at key milestones to verify that standards are being maintained or improved. Service user and partner feedback will be actively sought and used to drive further improvement.

Approach to maintaining and Improving Performance in Children's

Social Care: The new authorities will build on the strong foundations that Leicestershire County Council and Rutland County Council already have in delivering children's social care services, with no reduction in quality or statutory compliance. The model will focus on good outcomes for children and families, in line with Ofsted Inspection frameworks and relevant statutory guidance. Robust performance management arrangements will remain, as they currently are, at a local level and through the safeguarding partnership arrangements.

We will have an operating model in place which ensures the delivery of core statutory functions pertaining to children's services from Day 1, with a Director of Children's Services (DCS) in post and robust safeguarding arrangements in place. This will include the continuity of Local Safeguarding Children Partnerships and Multi-Agency Safeguarding arrangements, in line with the reforms, ensuring adherence to statutory guidance under families first reform. Rutland County Council's Intention is to work collaboratively with Leicestershire County Council in implementing Families First reforms to

ensure consistency and, as solutions require both health and police, this will require similar/same solutions that work for all partners.

There will be clear accountability for safeguarding responsibilities, which will be retained and maintained throughout. Performance and improvement plans will be regularly reviewed and monitored.

Approach to maintaining and Improving Performance in Education:

The new unitary authorities will ensure that the current performance of Leicestershire County Council's education services is maintained as a minimum standard, with a commitment to continuous improvement. A baseline of current performance, including Ofsted ratings, attainment data, and statutory returns, will be established prior to transition and used for ongoing monitoring.

All statutory duties relating to education, including those under the Education Act 1996 and Children and Families Act 2014, will be met from Day 1, with the Director of Children's Services (DCS) responsible for education functions. The transition plan will include reference to the schools white paper and delivery of reform for SEND which Local Authorities will be required to lead alongside schools.



Commitment to securing positive outcomes for children and families: The most recent Ofsted inspection (April 2024) rated Leicestershire County Council's Children and Family Services as outstanding overall, with particular strengths in leadership, support for children in care and care leavers, and the quality of relationships with children and families. Inspectors praised the authority's culture of putting children's experiences and progress at the heart of social work practice, and noted the positive impact of a stable, well-supported workforce.

The only area identified for further improvement was ensuring that families involved in child protection court proceedings fully understand the process and that decisions are made in a timely way. Senior leaders have already committed to addressing this recommendation as part of their continuous improvement approach.

The latest Ofsted inspection (April 2024) rated Rutland County Council's Children and Families services as good overall. Leadership was recognised as being strong and areas for improvement included sufficiency of places to live for children in care and care leavers, which is a national problem which requires working together through regional collaboratives, for example:

The new unitary authorities are committed to maintaining and building on this outstanding performance. Key actions will include:

- **Retaining and supporting the current workforce:** All staff, including those in statutory roles, will transfer to the new authorities with continuity of terms and conditions, and will be supported through induction, training, and ongoing professional development.
- **Preserving leadership and culture:** The new authorities will ensure that the strong, child-focussed leadership and culture of high aspiration are embedded from Day 1, with clear lines of accountability and robust governance.
- **Maintaining Ofsted standards:** The baseline for service delivery will be the current Ofsted standards, with regular monitoring against key performance indicators and external assurance at key milestones.
- **Continuous improvement:** Children's Services need to continually learn and adapt. Children's Services will maintain a culture of shared learning and improvement, drawing on best practice and feedback from children, families, and staff.
- **Safeguarding and partnership working:** Safeguarding arrangements, including multi-agency partnerships, will remain robust and effective, with a focus on early help, prevention, and timely intervention.

By adopting these measures, the new authorities will ensure that children and families continue to receive outstanding services throughout and beyond the transition, with no reduction in quality or statutory compliance.



Approach to “Disaggregation” – Including the realignment of the current three Social Care Authorities to the new geographies

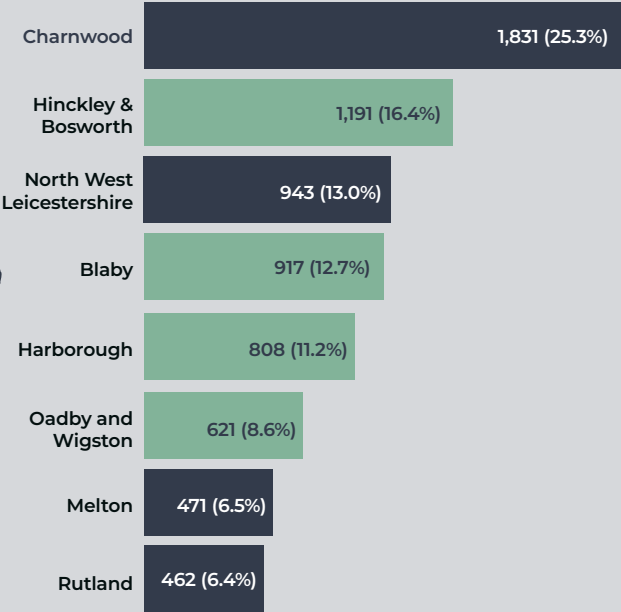
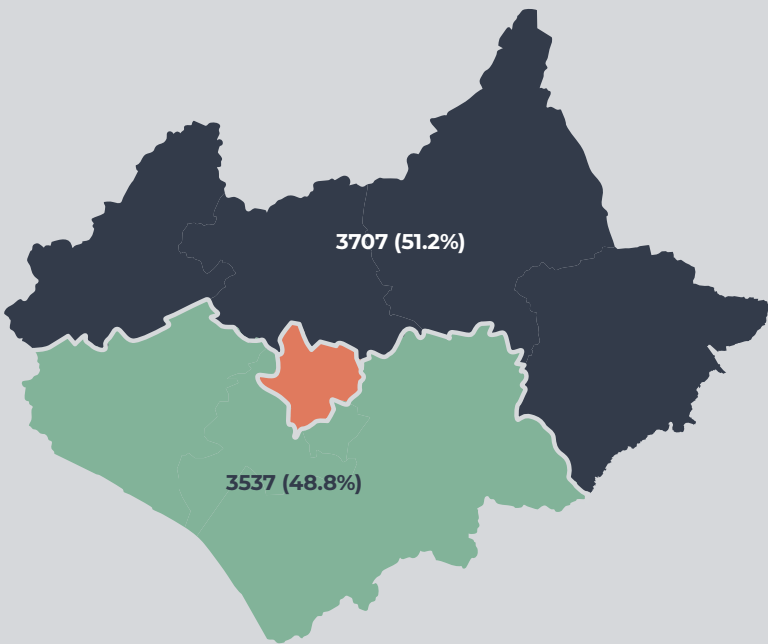
To support the establishment of the North and South Unitary councils, disaggregation will be required for all services currently delivered at county level, including:

- Adult social care
- Children’s social care
- Highways and Transport
- Lead Local Flood Authority
- Libraries/Culture/Museums
- Public health
- Schools / education
- Trading Standards
- Waste Disposal

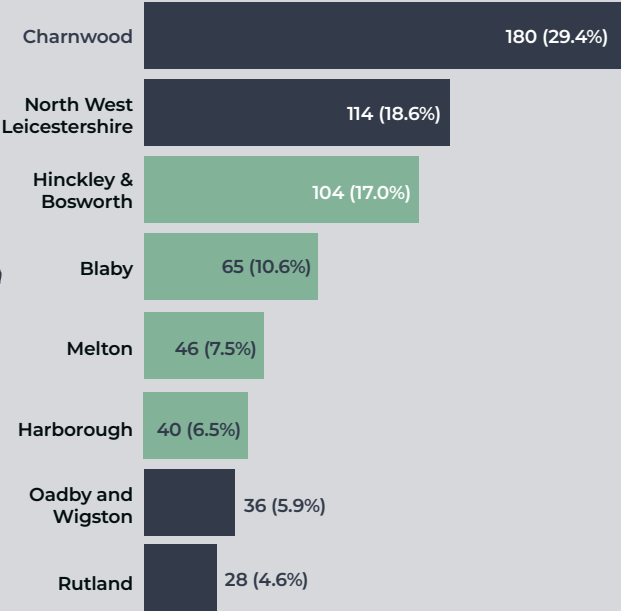
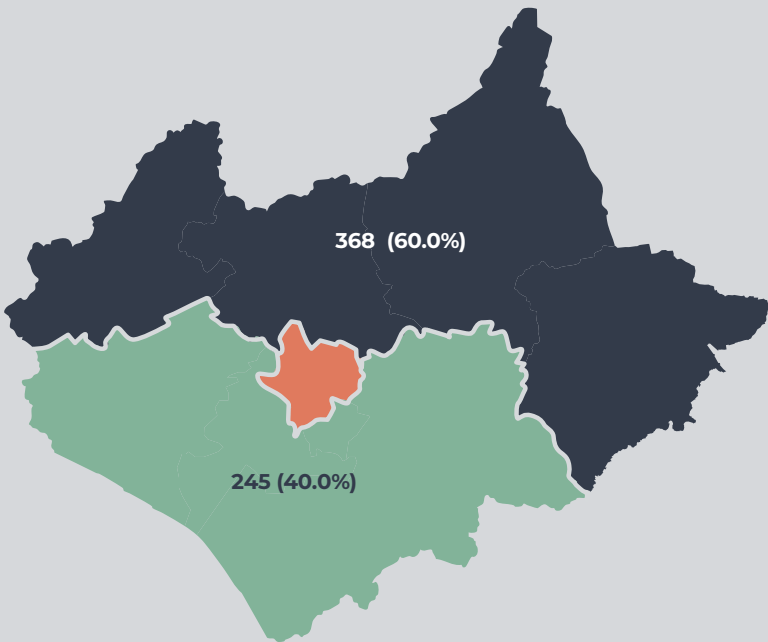
Transition Principles:

- **Day 1 Continuity:** All critical services will retain common policies, practice models, and ICT systems across North and South for at least the first year post-vesting day. Divergence will only occur after robust assurance and stakeholder engagement.
- **Joint Transition Board:** A board comprising representatives from both new authorities, staff, and service users will oversee the disaggregation process, ensuring transparency and shared learning. This board will manage key risks identified as part of any disaggregation processes.
- **Demand and Capacity Mapping:** Detailed mapping of current caseloads, provider networks, and workforce capacity in both North and South will inform resource allocation and risk management.
- **Workforce Strategy:** Early engagement with staff and unions, proactive recruitment and retention measures, and the establishment of a social care academy if required, will ensure workforce stability.
- **Performance and Quality:** Ongoing monitoring of service performance, with external validation where appropriate, will ensure that standards are maintained or improved throughout the transition.
- **Ensuring clear democratic and managerial accountability:** Robust and clear governance of the Reorganisation programme will ensure that all decisions and actions to deliver this will be monitored and risk managed to ensure a smooth transition to the new unitary arrangements.

Adult Social Care Users



Children In Care



3.7.6 Services to be Aggregated

Within the two new unitary councils (North and South), aggregation of services currently provided at a district or borough level will be required. These services include:

- Housing (including landlord functions / HRA)
- Homelessness and rough sleepers
- Environmental Health
- Climate and environmental services
- Waste collection
- Planning
- Health, Leisure and Tourism
- Economic Development/Growth
- Assets and property services
- Community Safety
- Revenues and Benefits
- Community Development
- Corporate (back office) Services

Approach to Aggregation:

- **Day 1:** Services will transfer 'as is' to the new authorities, ensuring continuity and minimising disruption.
- **Year 1:** Comprehensive service reviews will be undertaken to identify opportunities for aggregation, efficiency, and improvement, linked to the wider transformation programme described in Section 3.8 below.
- **Year 2+:** Phased aggregation of services, prioritised by risk and potential benefit, drawing on lessons from previous reorganisations, where sequencing of aggregation avoided disruption and maximised early wins. The transformation programme will be overseen by a Corporate Aggregation Board.

The benefits of service aggregation will include:

- **Rationalisation of Structures** and reduction in duplication - A refinement to the number of direct service delivery teams will unlock financial benefits and offer improvements in the efficiency of service delivery and customer experience.
- **Focus on Economies of Scale** in procurement and service delivery - By combining services, authorities can achieve operational cost savings.
- **Place-Based Partnerships:** - Large, multi-agency partnerships with the capacity and resilience to deploy resources into neighbourhoods, and aligning with the prevention model set out in Section 3.8 below
- **Increased resilience and capacity** – few single points of failure and greater resilience, particularly in specialist areas e.g. housing management and environmental health.

3.7.7 Opportunities for a larger delivery footprint

Some services will benefit from being delivered across a larger geography. This could improve outcomes and offer efficiencies of scale. The involvement of Leicester City Council partnering in these services will be considered.

Criteria for considering subregional or regional delivery:

- Complexity and cost of service
- Need for specialist skills or infrastructure
- Potential for improved outcomes through collaboration

We will draw on successful models from other areas, such as regional adoption agencies and will work with partners to identify further opportunities for collaboration.

Areas for further investigation include:

- Audit
- Specialist Care functions such as:
 - Integrated Hospital Discharge Hubs
 - Specialist residential care
 - Special school provision,
 - Adoption and fostering recruitment,
 - Youth justice and exploitation services
- Emergency Planning and Resilience
- Workforce academies

3.7.8 Integrating ICT Systems

Day one transfer of ICT systems and records is key to ensuring our services are safe and legal and residents do not experience disruption and to ensure service continuity. Our approach includes:

- **Early ICT Audits:** Comprehensive audits of all systems, including case management, finance, and customer management platforms, to identify risks and opportunities for rationalisation.
- **Data Security and Dual Running:** Ensuring data security, staff access, and system integration are tested and assured prior to vesting day, with dual running where necessary.
- **External Assurance:** Commissioning independent ICT readiness reviews to provide assurance to all stakeholders.
- **Digital Transformation:** Leveraging the transition as an opportunity to invest in digital, AI, and data systems that support efficient, customer-focussed service delivery.

We recognise that technology is evolving quickly. Our model takes this seriously, making preparations to ensure that digital, AI, data and technology systems and functions are:

- Well understood
- Cyber-secure and resilient
- Properly resourced for delivery, transition and data transfer

- Able to support the safe and reliable transition of organisations and services
- Ready to help teams to embrace the opportunities for efficiency, productivity, service transformation and enhanced customer experience

We are confident of operational advantages, benefits and opportunities in a North, City, South model through the use of new and existing systems, technologies, and software. We have considered the costs of aggregating and disaggregating services and changing the technologies used to underpin the services they deliver and the costs of implementation, innovation and investment to save opportunities.

In summary, our approach to aggregation and disaggregation is robust, evidence-based, and informed by sector best practice.

We have identified a number of risks relating to aggregating and disaggregating services; these include service disruption during transition, loss of institutional knowledge, workforce instability (recruitment / retention), ICT integration and data transfer, loss of local accountability, financial pressures from transition costs and stakeholder resistance to change.

By adopting a phased, risk-managed transition, engaging stakeholders at every stage, and learning from successful reorganisations elsewhere, we are confident that we can deliver safe, legal, and improved services for all residents of Leicester, Leicestershire, and Rutland.



3.8 DESIGN PRINCIPLE 4 - Enables high-quality, prevention focussed and sustainable public services which support wider public sector reform

Our model for Local Government Reorganisation LGR is designed to deliver high-quality, sustainable, and prevention-focussed public services. This principle responds to MHCLG's call for detailed plans on how proposals maximise public service reform opportunities, particularly through prevention-based models for social care and public health. It represents the "plus" element of the Safe and Legal agenda set out above and will be achieved through a three-year transformation programme.

3.8.1 Background

The North, City, South approach commits to meaningful prevention and early intervention. It will enable high-quality and sustainable services through which services and partnerships can best empower and support people and communities.

Our model offers agile, locally embedded, prevention focussed services spanning all of local government functions and partnerships and enabling integration of functions that are naturally fragmented in the current two-tier system. This will improve customer journey, experience and outcomes.



Additionally, by supporting residents earlier, including those who may not meet social care thresholds, and by coordinating targeted assessment, commissioning and support, we aim to reduce demand on high-cost services.

There is a wealth of evidence that demonstrates the outcomes and benefits of a prevention focussed approach that recognises the importance and impact of social, economic and environmental factors in determining health outcomes. The design of the North, City, South model reflects and builds upon well-established models including Dahlgren and Whitehead (Wider Determinants of Health), and the Wisconsin Population Health Model, and commits to designing and investing in services where prevention is embedded as a reality, rather than an aspiration. Analysis by the [Local Government Association \(LGA\)](#) confirms that investment in prevention services delivers high social returns, including reduced care and health demand.

With a focus on four areas of service demand (social and economic factors, health behaviours, clinical care, physical environment) we intend to shift focus from reactive clinical care to proactive measures that strengthen communities, support people to live and age well and reduce long term service pressures.

Our prevention-led approach will make integrated, prevention led service delivery the norm, and will bring together a wide range of practical, community rooted initiatives that support independence and wellbeing, delivered in partnership with key agencies and the Voluntary and Community Sector (VCS). Building on existing strengths and maximising opportunities for enhanced collaboration, simplified delivery arrangements and impact, we will ensure continued commitment to things such as:

- Social prescribing and community connection
- Active wellbeing, leisure, exercise and falls prevention
- Befriending, volunteering and community resilience
- Mental health outreach and support
- Welfare and financial support
- Community safety
- Employment and skills
- Housing support
- VCS commissioning and empowerment in neighbourhoods

By placing prevention at the core of our three-unitary model, we will build a financially sustainable, socially inclusive, and outcomes-driven system where housing, health, social care, and community resilience services operate seamlessly together. Our approach addresses the wider social, economic, and environmental determinants of health, ensuring these factors are embedded in both strategic planning and local delivery.

Our transformation plan (see Section 5) is designed to achieve measurable efficiencies and outcomes, including £44 million in annual savings and long-term sustainability through a prevention-led model. Through a digitally enabled, community focussed, and integrated framework, we will reduce costs, improve wellbeing, and create a blueprint for resilient, thriving communities by 2040. Each new authority will implement a robust evaluation framework to assess baseline service demand, define stretch prevention targets, and track progress in both outcomes and cost savings across service areas.

Our approach will manage risks around disaggregation and aggregation, as shown in principle 3 (Section 3.7). A further transition period will enable deeper integration of social care, housing, and health, aligning with government priorities and wider public sector reform. While social care presents the greatest sustainability challenge, disaggregation offers a unique opportunity to redesign care and support, strengthen neighbourhood aligned service delivery, and better connect housing and wellbeing initiatives.

3.8.2 Delivering Against the Government’s Outcomes Framework and Aligning with National Reform Ambitions

The North, City, South approach will deliver on the ambitions of a range of national public reform programmes and priorities, including the NHS 10-Year Plan, Family First, and Better Start; all of which aim to shift from reactive, crisis-driven services to proactive, preventative, and integrated support rooted in local communities. Additionally, our model supports a range of government ambitions and priorities:

NHS 10 Year Plan	Aligning service delivery with neighbourhoods enables joined-up working across health, care, education, police, and voluntary sectors, directly supporting a focus on place-based care and population health. This will help identify needs early, prevent avoidable hospital admissions and promote independent living
Family First	The Family First reform underpins our commitment to multi-agency Family Help Teams, which bring together social work, health, education, and policing to deliver consistent, relationship-based support at the neighbourhood level. These teams provide early, coordinated help and empower families through family group decision making, ensuring children remain safely within decision making.
Better Start	Better Start reforms aim to give every child the strongest start in life. Our neighbourhood model brings together early years services, health visiting, parenting support, education, housing, and welfare to meet local needs, reduce inequalities, and support school readiness and long-term wellbeing.



Additionally, our model supports a range of Government ambitions and priorities:

Safer Streets	Integrating children's services and Family First Partnerships with community safety teams, enabling multi-agency prevention panels to identify, assess, and support vulnerable young people at risk of criminal involvement
'Kick Starting a Decade of Social Housing'	Our strong strategic housing focus, bolstered by council landlord services and a commitment to invest in housing and strengthen national strategic partnerships, positions us to support the Government's ambitions - and adaptability in housing, while contributing to national house building priorities
Modern Industrial Strategy Get Britain Working White Paper	Good health and meaningful employment are key to prevention. Employment boosts wellbeing, resilience, and self-determination, alignment with the UK Government's 80% employment target and is supported by national strategic ambitions. Through our partnership with Midlands Strategic Alliance, we've embedded economic growth into our neighbourhood model, reinforcing the vital link between health, work, and prevention in Leicestershire and Rutland.

Together, these reforms and national priorities call for a system that is responsive, preventative, and rooted in place. Our approach delivers exactly that by aligning strategic oversight at the council level with neighbourhood-based delivery, we ensure that national ambitions are realised locally. It will also deliver a robust, comprehensive and integrated response to the emerging MHCLG Local Government Outcomes Framework. Our model combines strategic council oversight with agile, neighbourhood-level delivery, ensuring timely, targeted support for children, families, and adults across all communities.

3.8.3 North, City, South: Positioned to Support Wider Public Service Reform Outcomes

Our model offers a commitment to support and enable wider public service reform across LLR, particularly for complex systems including health and criminal justice. At Unitary Council and MSA level, we will work with our public sector partners to make the most of public service reforms for our places, through:

- ✓ **Strategic Alignment and Co-Design:** We will seek to align and co-design place-based approaches to integrate health, housing, social care, and criminal justice services. Working with a shared purpose across common priorities, we aim to drive system-wide outcomes, enhancing accountability and impact.
- ✓ **Efficiency and Resource Allocation:** We will seek to enhance efficiency and impact of and resource allocation, for example by ensuring that commissioning arrangements are streamlined to align with local needs and avoid duplication. We will also ensure that data, systems and insights can

be used most effectively to support shared understanding and to influence decision making, targeted intervention and outcomes.

- ✓ **System Leadership and Shared Purpose:** Unitary Councils will be key partners in the wider system, and will ensure roles are distinct from the MSA, fostering collaboration and integrated approaches (particularly in housing and health). We will build purposeful partnerships with police, probation, and the voluntary sector as new entities but built on trust and existing foundations. We will work collectively across councils to advance shared priorities, drive innovation, and improve outcomes on cross-cutting issues
- ✓ **National Policy Alignment and Reform Readiness:** Our approach means that we will be ready to embrace devolution, enabling the MSA to take on devolved powers and funding to support innovation, growth and devolved accountability as soon as possible. The alignment of North, City, South with other national reform priorities creates a solid foundation upon which wider reforms can be supported end enabled – if we don't make the most of reform, LLR will miss out.

Together, these reforms and national priorities call for a system that is responsive, preventative, and rooted in place. Our approach delivers exactly that by aligning strategic oversight at the council level with neighbourhood-based delivery, we ensure that national ambitions are realised locally. It will also deliver a robust, comprehensive and integrated response to the emerging MHCLG Local Government Outcomes Framework. Our model combines strategic council oversight with agile, neighbourhood-level delivery, ensuring timely, targeted support for children, families, and adults across all communities.

3.8.4 Delivering Services at the Right Level of Geography at different levels of geography: big enough to deliver close enough to respond.

The North, City, South approach has been designed on the basis that it will be big enough to deliver, and close enough to respond to community needs. By establishing three unitary councils, focussed on local distinctiveness, this ensures services are tailored to LLR's diverse needs, delivering long-term savings and improved outcomes. It achieves this through a focussed approach, avoiding the need to balance competing regional interests within a larger authority.

Our service delivery model and partnerships enable responsive, efficient, and continuous support across neighbourhood, unitary council, and subregional levels. By aligning services locally and strategically, we will have a resilient, prevention-focussed system. This is crucial for the future of social care. This whole-system approach drives public sector reform and ensures joined-up, safe, and cost-effective services for children, families, and adults, balancing efficiency with local responsiveness and strategic leadership.

Our model will be aligned to the following service delivery approaches:

- **Subregional delivery:** Including high-cost, low-volume services and functions that benefit from shared infrastructure and cross-boundary coordination. Complex and high-cost services like residential care, secure placements, and therapeutic interventions, are best delivered through subregional partnerships which can maximise the scale available to support regional commissioning approaches and enabling efficiency, equity and sustainability. The Families First Partnership (FFP) reform exemplifies this model, promoting collaboration across councils to deliver consistent, high-quality care. Subregional delivery will also extend beyond Local Authority borders to support wider public service reform (with NHS and ICB's, Police, Education Providers, Voluntary and Community Sector).
- **Unitary Council Level services:** Strategic oversight and management of specialist functions that require consistent standards, statutory compliance, and economies of scale. These services are typically complex, statutory, or resource-intensive, requiring specialist expertise, strategic oversight, and infrastructure that cannot be efficiently replicated in every neighbourhood but ensures that specialist support is aligned with local priorities and delivered in a way that complements community-based efforts. Key considerations include:
 - Specialist expertise and legal compliance: Many functions, such as AMHP duties or SEND case management, require professionals with advanced training and an in-depth understanding of legislation. Our model ensures that these services comply with statutory frameworks and that complex regulations are applied consistently across the system.
 - Economies of scale and cost-effectiveness: Services such as specialist safeguarding and complex protection arrangements or emergency care. Delivering these functions centrally will allow us to deliver services on a larger scale, negotiate better contracts, manage retention and recruitment, and ensure sustainable budgets.
 - Strategic oversight and quality assurance: Our Councils are uniquely placed to monitor performance across the system, ensure consistency of practice, and implement robust quality improvement plans. This includes setting and maintaining safeguarding standards, overseeing regulated care provision, and supporting workforce development.
- **Neighbourhood aligned services:** Which understand and respond directly to the needs of communities, enabling us to respond quickly to locally assessed needs and to collaborate most effectively with local partners. Effective prevention relies on responsiveness to local conditions and collaboration with partner agencies and community organisations, to identify risks early and co-produce strengths-based solutions, reducing demand on statutory services. Unitary Council services will remain closely aligned with neighbourhoods, demonstrating strong collaboration with public sector and voluntary partners and deep understanding of community contexts trusted relationships. detail on our neighbourhood delivery is included in Principle 5.

The table below provides examples of our proposed alignment against these three arrangements for service delivery in a health, wellbeing and social care context:

Subregional	• Multi-Agency Safeguarding Oversight • Integrated Safeguarding Partnerships (Local Safeguarding Boards and Multi-Agency Public Protection Arrangements) • Specialist residential care and special school provision • Adoption and fostering recruitment (regional approach to widen pool of carers / matching success) • Cross border coordination of youth justice / exploitation services • Therapeutic services • Alignment and interoperability of data and ICT systems • Integrated Hospital Discharge Hubs - unified protocols and clinical pathways • Integrated Community Equipment Loan Service - centralised procurement, logistics and equitable access
Unitary Council	• Customer Contact - the first point of contact to deal with enquiries and referrals (adults, children, mental health) • Safeguarding and complex protection arrangements – including Multi-Agency Protection Teams (MAPTs) for children and adults • Special Educational Needs and Disabilities (SEND) services - coordination across education, health, and social care, supported by statutory Education, Health and Care Plans (EHCPs). • Approved Mental Health Professionals (AMHPs) – delivering statutory mental health assessments under the Mental Health Act • Financial assessments and welfare advice, consistent application of charging policies and compliance with national regulations • Residential and nursing care commissioning • Safe and timely emergency and out of hours care • Specialist mental health services (integration with NHS provision and specialist clinical expertise) • Occupational therapy and reablement • Quality assurance, regulation, and compliance (e.g. care homes, domiciliary providers, and safeguarding interventions)
Neighbourhood Aligned Service Deliver	• Advice, information and guidance • Preventative support (including Family Help teams) • Assessment and support planning • Delivery of evidence based / targeted interventions (e.g. parenting support, family hubs, restorative practices, therapeutic support) • Review of person-centred care and support – frequent, adaptable, inclusive of carers and reflective of real time changes

3.8.5 Housing - A Pillar of Health and Wellbeing

A safe and affordable home is fundamental to health and prevention of ill health. The North, City, South model values housing as a key driver of integration and community impact. Our prevention model, linking housing, health, and social care, is strengthened by a proven track record in strategic and operational housing expertise ranging from strategic housing management, housing delivery, and delivery of services through to council landlord and private sector housing functions. As a foundation for wellbeing and independence, integrated housing and care unlock opportunities to improve services, expand council housebuilding, and support government priorities. Agile, neighbourhood aligned services with a prevention focus will help reduce demand on higher-cost interventions by assisting and empowering residents below social care threshold in a timely way as well as linking with delivery of high-quality homes for our looked after children.



Our model provides a consistent level of service, allowing for better long term investment planning, improving the quality of homes whilst being responsive to local needs. Through a commitment to safe and affordable homes, we will create stability that allows people to pursue education, enter or re-enter employment and volunteer in their neighbourhood. In this way housing becomes not just a service but a platform for people to contribute back to community life. The North, City, South approach commits to integration of housing, health and care in a range of ways:

- **Strategic Housing:** Through a strategic, unified approach to assessing current and future housing needs, developing area-wide housing strategies, affordable housing policies and Local Plans, enabling integration with planning, economic development and social care, and supporting the MSA's housing and regeneration priorities. It will strengthen negotiating positions and partnerships with Registered Providers, developers, and Homes England, aligning with government housebuilding objectives. Opportunities exist for investment in rural exception sites and in accommodation to meet the needs of an ageing population, including to address the continued gap in extra care provision across Leicestershire.
- **High-Quality, Accountable Landlord Services:** Across LLR, councils collectively serve over 35,000 social housing tenants. The new councils will remain responsible for delivering high-quality homes and services, with strong tenant engagement and accountability—both regulatory requirements and core responsibilities. This transition also presents a valuable opportunity to better integrate services that support prevention,



early intervention, and targeted support. Independent engagement has reinforced the importance of strong tenant relationships. Local delivery of frontline housing services will continue, ensuring close ties to tenants and communities. From day one, work will begin to align housing functions, supported by a clear plan to gradually integrate Housing Revenue Accounts (HRAs). Throughout this process, tenants' voices will remain central to decision-making, helping to hold the new, larger landlords to account. The design and governance of the new landlord services will be critical in maintaining compliance with the social housing regulatory regime and ensuring continued focus on tenant need.

- **HRA Investment Potential:** Independent financial modelling shows that consolidating landlord functions under the North, City, South model strengthens financial resilience and expands borrowing capacity. This enables both North and South unitaries to invest in existing homes and grow social housing stock in line with local priorities. By aligning HRA strategies and leveraging Homes England funding, we can better meet housing needs and reduce temporary accommodation costs. Our modelling indicates a potential delivery of 700 additional homes in the North and 450 in the South between 2029/30 and 2034/35, with further opportunities through grants, S106 funding, and capital receipts. Investment decisions will be informed by using data and intelligence from social care regarding supported and specialist housing needs. By combining budgets, resources, including land and assets, and data across key services delivery can be accelerated and prioritised, enabling independent living in suitable



accommodation with appropriate levels of support, thereby reducing the reliance on more costly elements of the care system.

- **Homelessness - Prevention, Rapid Response, and Support:** Preventing and addressing homelessness is central to our approach. The homelessness challenges across Leicester, Leicestershire and Rutland (LLR) reflect the wider national crisis. Integration across housing, social care, and public health will streamline referral routes, reduce duplication, and improve outcomes. The financial and social cost of homelessness are well documented, and the Leicestershire Joint Strategic Needs Assessment (JSNA) recognises the impact of homelessness on health inequalities. Key impacts of homelessness include reduced life expectancy, higher NHS costs, risk of chronic illness, mental health and substance misuse issues. Temporary accommodation costs are also significant pressures for councils. A key benefit of integration is the ability to simplify referral routes, access to services and outcomes across housing, health and social care.
- **Temporary Accommodation and Specialist services:** Our model reduces rising temporary accommodation costs by prioritising directly managed and commissioned options over bed-and-breakfasts. Expanding commissioned accommodation across a wider area will boost supply, lower costs, and improve quality. Strategic planning will ensure the right type of move-on accommodation is developed in the right locations. We will build partnerships with private landlords and Registered Providers to increase supply across all tenures. Specialist services will be commissioned at subregional levels where needed, enabling more effective outcomes—such as the countywide Rough Sleeping Initiative.
- **Strategic Approach across Cross-Cutting Priorities:** Our approach will ensure an integrated and responsive approach to ensure key strategic aims are prioritised and inform meaningful outcomes and service delivery arrangements, e.g. Joint Strategic Needs Assessment, Supported Accommodation Strategy, Domestic Abuse Commissioning, Leaving care Strategy, 16/17-year-old homelessness strategy.
- **Tackling Housing Quality and Health Inequalities in the Private Rented Sector:** Our model commits to improve standards within the private rented sector (PRS) and tackle the link between poor housing conditions and health inequalities. Integration across housing, public health, and trading standards, supported by the Better Care Fund, provides the foundation for a more proactive, consistent, and preventative system. Drawing on proven local models such as Lightbulb and the Housing and Respiratory Illness Project, the approach highlights how collaborative, data-led interventions can improve housing quality, enhance enforcement, and directly reduce health risks such as respiratory illness, mental ill health, and childhood wellbeing concerns. Together, these measures will strengthen accountability, improve tenant outcomes, and align local delivery with national reforms including the Renters' Rights Bill and Awaab's Law, creating a resilient and joined-up framework for healthier homes and communities.

Lightbulb: The Lightbulb Service, a national exemplar of integrated service delivery, supports prevention through Disabled Facilities Grants and innovative pilots like the Safe Space Hoarding Project and Assistive Technology interventions. The Housing Enablement Team (HET) in LLR hospitals reduces discharge delays, ensuring patients return to safe homes. Lightbulb and HET services enhance efficiencies and early interventions to keep residents independent, delivering savings across public services. Bringing the services and current partners within a Unitary structure will enable pooled budgets to actively address need and break down barriers focussing on the delivery within the prevention model.

Housing and Respiratory Illness Project: The Housing and Respiratory Illness Project, funded by the Better Care Fund and led by Hinckley and Bosworth Borough Council, demonstrates tackling poor housing conditions can deliver measurable health improvements, particularly in preventing and managing respiratory illness. This county-wide initiative addresses damp and mould, bridging housing and health services and is a model for integrated, preventative action.

3.8.6 The Benefits of Improved Integration and Transformation

The North, City, South model will enable a single accountable structure for addressing the wider determinants of health, aligned to the roles that the Unitary Councils serve and connected with the wider system. We are confident that our model strikes the right balance to ensure tangible outcomes including:

- ✓ Reduced hospital admissions for respiratory illness and falls, through early housing interventions.
- ✓ Timely support and access to preventive support to reduce acute demand.
- ✓ Lower care costs, as preventative housing improvements reduce reliance on high-cost residential care.
- ✓ Improved population health, with fewer children exposed to damp/mould and fewer older people living in cold or unsafe homes.
- ✓ Efficiency and coordination through shared intelligence and governance to reduce duplication and streamline commissioning.
- ✓ Stronger, empowered and resilient communities.

North, City, South will ensure that services better reflect the needs and identities of our communities. We will accelerate the integration social care, housing and wider prevention services, embedding a stronger sense of place into care delivery, and developing transformational approaches that span neighbourhood, council, and subregional levels. Our goal is to create a care system that is truly place-based, person-centred, and future-ready.

3.8.7 A New Chapter for Social Care

In Leicestershire, the recent CQC inspection of Adult Social Care shows that the current countywide delivery model requires improvement across the majority of areas assessed.



Quality Statement Scores

Assessing needs	Score 2	●
Supporting people to lead healthier lives	Score 3	●
Equity in experience and outcomes	Score 2	●
Care provision, integration and continuity	Score 2	●
Partnership and communities	Score 2	●
Safe pathways, systems and transitions	Score 2	●
Safeguarding	Score 2	●
Governance, management and sustainability	Score 2	●
Learning, improvement and innovation	Score 2	●

Improvements required include:

- Reducing waiting lists
- Improving access, information, advice and guidance, including digital exclusion
- The carers assessment pathway and support offer
- Further understanding and addressing gaps in support services
- Reviewing safeguarding pathways and processes
- A demand and capacity management review aiming to ensure manageable workloads across all teams

The North, City, South model has taken this into consideration to ensure that any new model can be designed to address current gaps and to build upon strengths, recognising also the vital role that social care staff and commissioned services play. We are clear that integration of council functions, a focus on prevention and connection with communities and neighbourhoods are key factors in supporting improvement.

The North, City, South model will also:

- ✓ Focus on the areas of highest spend (for example, support packages like homecare and residential placements).
- ✓ Strengthen financial assessments, improve debt recovery, and work closely with NHS partners to ensure joint funding and commissioning is in place.
- ✓ Renegotiate provider contracts to ensure value for money and reduce our reliance on agency staff by investing in recruitment and retention.
- ✓ Build on Lightbulb reablement, housing support and assistive technology to help people stay independent for longer.
- ✓ Embed and scale up proven approaches that reduce demand and cost such as Safe Spaces and Housing and Respiratory illness project.
- ✓ Develop extra care/supported housing.
- ✓ For younger adults and those with lifelong disabilities, support transitions to more independent living, grow our Shared Lives programme, and help people build skills and access employment.
- ✓ Support forward planning for transitions from children's services, reducing the need for crisis placements and high-cost packages.

We recognise that for Children's Social Care, there are strong foundations in place in Leicestershire and Rutland, with Outstanding and Good Ofsted inspections respectively. Starting with robust and coherent foundations and valuing the expertise and experience across the current social care authorities, we will ensure a phased evolution of service design that is both ambitious and grounded and seeks to address areas of acute pressure and demand such as SEND. Through smarter, integrated approaches, we'll build services that are



financially sustainable, responsive to local needs, and focussed on helping people live well.

Building on strong foundations we will seek to:

- ✓ Strengthen early intervention to reduce the number of children entering care.
- ✓ Support families to stay together safely
- ✓ Make best use of our in-house fostering capacity and recruit more foster carers.
- ✓ Streamline the process of achieving permanence for children and reduce the time spent in semi-independent accommodation and invest in high-quality homes for our looked after children as a result of the direct links with our housing team.
- ✓ Roll out a new family help model that supports children and families earlier, reducing the need for statutory intervention. This will help families thrive and shorten the time children spend under Child in Need or Child Protection plans.
- ✓ Build stronger multidisciplinary teams and reduce our use of agency staff.
- ✓ Make sure support is targeted and efficient.
- ✓ Review eligibility, promote personal transport budgets, and optimise our internal transport fleet.
- ✓ Support more children in mainstream schools and make proactive decisions about placements in special schools to ensure we're getting the best outcomes and value.

Our approach to disaggregation of social care services is set out in Principle 3 (Section 3.7).



3.8.8 Wider Service Delivery and Interplay with the Mayoral Strategic Authority

The North, City, South approach to service delivery (rooted in prevention and local accountability) and relationship with the MSA will directly benefit other services and functions that impact our places, including:

- **Economic Growth:** MSA leadership of a shared vision for prosperity across Leicester, Leicestershire, and Rutland; coordinating infrastructure, housing, and investment strategies. Principal authorities (North Leicestershire and Rutland, South Leicestershire, and Leicester City) will deliver tailored growth plans aligned to local economies. Economic development capacity will be integrated at council level to ensure strategic focus, resilience, and efficient commissioning. Growth will be rooted in neighbourhoods, connecting communities and businesses to subregional plans and ensuring inclusive regeneration. Skills development will be central, with the MSA coordinating devolved funds like the Adult Skills Fund, and councils working with employers and educators to deliver Local Skills Improvement Plans. Programmes such as Work Well and Connect to Work will support pathways into employment, tackling economic inactivity. The green economy will underpin this strategy, supporting low-carbon innovation, sustainable infrastructure, and green skills. Economic growth will reduce demand on public services by improving employment, financial stability, and health outcomes, embedding inclusive development into neighbourhood delivery.





- **Planning:** MSA leadership of a Spatial Development Strategy (SDS) will align housing, infrastructure, transport, and employment priorities across the subregion. Councils will streamline planning through strategic committees, enabling decisions that reflect wider economic geographies while remaining locally responsive. Planning services will be restructured for full cost recovery, creating a resilient system that supports ambitious growth. Larger authorities will unlock land for development, including potential New Towns, using tools like Mayoral Development Corporations. The MSA will be well placed to coordinate funding streams (e.g., Affordable Homes Programme, Brownfield Land Release Fund) to accelerate delivery and embed sustainability. New developments will meet high energy standards and align with transport and employment access, supporting inclusive regeneration across all areas.
- **Highways and Transport:** MSA coordination of strategic transport planning across LLR will support the alignment of investment with growth corridors and climate goals. This includes enhancements to major routes (M1/M69, A46, A1), rail, rural buses, and active travel. Principal authorities will manage local delivery (such as road maintenance, safety, and integration with neighbourhood plans) ensuring tailored responses to local needs. Transport investment will support improved health, reduce emissions, and enable inclusive growth – key health outcomes.

- **Environment and Community Wellbeing:** Environmental action will drive prevention, tackling root causes of poor health and inequality. Councils will deliver Local Area Energy Plans, prioritising community energy schemes for low-income households and supporting local businesses. The Local Nature Recovery Strategy will restore biodiversity and build climate resilience through woodland expansion, wetland restoration, and urban greening. The MSA will lead regional flood and climate adaptation planning, while councils act as Lead Local Flood Authorities (LLFA), delivering community-level interventions. Through integrated neighbourhood working and place-based planning, LLFAs will ensure that flood risk management aligns with local needs and supports the prevention model reducing health risks, protecting homes and businesses, and improving long-term wellbeing. By combining strategic oversight with local delivery, the new authorities will build a climate-resilient region that safeguards communities and supports sustainable growth
- **Waste Services:** Reorganisation will enable a strategic approach to waste collection and disposal. A regional Waste Partnership will enable coordination of service design, infrastructure, and delivery. It will seek to reduce duplication, improve efficiency, and support reforms like Extended Producer Responsibility and the Emissions Trading Scheme. Waste reform will enhance the environment, promote circular economy goals, and support healthier communities.
- **Community Safety and Regulation:** Principal authorities will adopt a prevention-first, place-based approach to community safety. Services (such as enforcement, anti-social behaviour and environmental health) will be aggregated at council level but will benefit from neighbourhood aligned service delivery arrangements. Reducing Community Safety Partnerships to one per council will streamline governance and focus, making best use of collective resources across the wider public sector. Co-locating Trading Standards with safety teams will enable faster, intelligence-led responses, improve public confidence and protect vulnerable residents.

3.8.9 Strategic Use of Technology and AI

Technology is a critical enabler in the transition to unitary authorities and the delivery of improved, efficient services. As part of the North, City, South model, we will embed Artificial Intelligence (AI) and Robotic Process Automation (RPA) to support transformation, streamline operations, and enhance service design through data-driven insights. Our approach will focus on service redesign, operational efficiency and customer experience. We will pilot AI technology in high-impact areas and scale successful models across services and geographies. Examples include predictive analytics for homelessness and adult social care, AI supported planning triage and waste route optimisation, chatbot technology and sentiment analysis to inform policy and engagement.

Our strategic framework includes:

- **Vision and Governance:** Aligning AI strategy with council priorities, ensuring ethical use and compliance with legislation.

- Service Mapping: Identifying opportunities for automation, risk prediction, and customer experience enhancement.
- Skills and Culture: Investing in digital literacy and AI awareness across staff and elected members.

3.8.10 Equality Impact Assessment

Whatever the final configuration of councils across LLR, structural and service changes through LGR present risks and opportunities with respect equality, diversity and inclusion. The 8 Councils have undertaken a high-level Equality Impact Assessment (EIA), which can be found at Appendix 7. It has been used to inform the strategic direction of the case for change, taking into consideration potential equality, inclusion and social impacts, and recommended mitigations. This has also taken into consideration those who are care experienced. Whilst not a protected characteristic under the Equality Act (2010), it is rightly recognised as such by many councils across Leicestershire and our commitment to this will carry through to the new councils.

As the Local Government Reorganisation (LGR) programme develops, more detailed and targeted EIAs will be produced for specific services, policies, workforce decisions and consultation responses to support residents, communities and staff.



3.9 DESIGN PRINCIPLE 5 - Responds to the Needs of Diverse Communities and Validates Local Places and Identities

Through the creation of larger councils, it is vital that services remain local and connected to communities. The 8 Councils have vast experience of delivering integrated and tailored services to neighbourhoods, working alongside partners, leveraging deep insight and relationships to ensure effectiveness. Whilst LGR offers an opportunity to simplify structures, it must also codify a commitment to integrated service delivery and opportunities for public service reform which deliver services around people and places.

Building on the principles of prevention, collaboration and integration, our proposal sets out a clear path to protect and enhance neighbourhood delivery, establishing Neighbourhood Partnerships ensuring ward members are empowered to deliver for their communities, alongside council teams and partners. The development of Neighbourhood and Community Plans will create a clear framework for delivery and a clear line of sight between neighbourhood, unitary and regional level aspirations.

We consider design principles 5 and 6 (covered in Section 3.10) to be interdependent. Together, they offer a community and neighbourhood model through which integrates services delivery, is responsive to local needs, where communities are connected and empowered, and which is enhanced by strong democratic accountability, community engagement and neighbourhood empowerment at neighbourhood level and with the Unitary Councils.

3.9.1 Background

The establishment of larger councils creates a risk that communities perceive their local services are less accessible, more remote and less responsive to local needs. government has been clear that new unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment. Strategically, a focus on neighbourhoods is embedded within the NHS 10 year plan, and more recently through the Pride in Place Strategy. Through our independent engagement with stakeholders, it is clear that there remains strong preference for new structures that maintain local connections.

Parish councils, voluntary sector representatives, residents, and council housing tenants consistently highlighted concerns about disconnection in oversized structures, emphasising the need for proximity, relationships, and tailored responses. Feedback also identified the perception that county-level services often feel disconnected and inaccessible.

A commitment to ensure communities stay connected with their new councils is embedded in the design of the North, City, South proposal, guarding against a standardised “one size fits all” approach, and instead, offering an approach that favours neighbourhood-focussed delivery that embeds prevention, partnership, and place-based working. By aligning with existing public sector footprints, the model enables collaborative outcomes and an integrated approach to delivering services.

The neighbourhood framework empowers local leaders, residents, and partners to co-design plans informed by data and lived experience. This structure addresses government calls for meaningful participation, with principles emphasising community-led action, collaboration, and flexibility to adapt to evolving needs.

Given the large and diverse demography and geography of LLR, a single unitary structure for the county would significantly undermine the new unitary council’s ability to deliver to neighbourhoods and retain effective community engagement and connections. Our proposal sets out how this could be achieved more effectively as set out below.

3.9.2 North, City, South Neighbourhood Governance - A proposal shaped through experience and engagement

The 8 Councils are clear that alongside establishing financial resilience, the success of any new local government structures will be the extent to which they are recognised and valued by the communities they serve. The North, City, South model has been built on significant engagement with residents and stakeholders. Our model has been designed in a way which ensures that:

- Connection matters
- Local representation and identity matters
- What makes communities unique matters.
- People should have confidence that they are valued and heard
- There is equity of access to services and support, with systems and services designed to meet the needs of people and places

Our neighbourhood approach has been designed based on evidence, experience, insights, engagement and perspectives from a range of stakeholders including

- Parish Councils
- Voluntary, Community Sector and Neighbourhood Stakeholders
- Council Housing Tenants
- Sector engagement and learning
- Building on experience - collaboration in communities

A summary of feedback received from the discussions with these various groups is set out below and more details and direct quotes can be found in Appendix 5.

Parish Councils: perceive the current two-tier system as complex and remote, especially for those services at a county-level. They value their relationship with district councils but see this as an opportunity to simplify governance and improve clarity for communities. They do have concerns regarding loss of influence (as councils become bigger), and the potential for additional responsibilities to be transferred to them. They prefer the 3 unitary (North, City, South) model because it has greater potential to recognise and value local connections.

Voluntary and Community Sector: Similarly find the current two-tier structures difficult to navigate and see the potential for reorganisation to facilitate clearer collaboration. There was strong support for North, City, South due to it increasing the ability to maintain local connections and they were keen to ensure that the new councils established arrangements which could still interact with smaller organisations.

Council Tenants: The importance of the landlord/tenant relationship was highlighted and that LGR would potentially change the landlord relationship for 35,000 tenants and led to fears of reduced connection, responsiveness and influence. There was limited enthusiasm for larger unitary councils.

Learning from the sector and other new unitary councils: In building our proposed neighbourhood governance model, we have taken on board sectoral learning and expertise from other unitary councils. Crucial to the success of any model is ensuring effective cross-council working; sometimes inhibited when organisations become too large and functionalised. There is also widespread recognition that to engender trust, neighbourhood delivery needs to be sufficiently flexible and embed co-design to support and engender community trust. Effective unitary councils must embed local relationships and neighbourhood working into their operating models.

We have engaged with other unitary councils across the country to identify effective practices and developed a flexible model that can adapt with our partners and communities. Our Neighbourhood model also embraces government priorities and draws on good practice for working most effectively in places, including LGA good practice e.g. Trusting place: Improving the lives of local people through place-based approaches which recommends that “Place-based working should be implemented as ‘the way we do things’, not as a ‘programme’ or ‘initiative’. For place-based approaches to be successful they must be part of the day-to-day work”.

3.9.3 Valuing diversity and inclusion across North, City, South

The North, City, South proposal values, celebrates and supports the diversity of cultures and faiths across our communities and allows for meaningful and trusted relationships with community and faith leaders. Through neighbourhood aligned service delivery, our model enables a relational approach to community engagement and community cohesion, and the new

unitary councils will benefit from being able to scale up services and support, without losing meaningful connection and trust.

Our model also builds on learning gained from culturally sensitive engagement, flexible service delivery and relationships built on trust to address health and inequalities to improve health outcomes, such as cervical and breast screening uptake within ethnic minority communities.

3.9.4 Building on a track record of collaboration around neighbourhoods

The North, City, South model builds on a track record of collaboration across communities, the 8 councils and partners. It leverages existing partnerships and networks; for example, the 7 Community Health and Wellbeing Partnerships across Leicestershire or the existing and locally responsive, district-led Community Safety Partnership structures. It establishes a clear path for services to be co-ordinated and managed at scale but delivered into and tailored for neighbourhoods, ensuring local relevance and responsiveness. It supports both rural and urban communities and mitigates from the risk of ineffective standardisation and centralisation.

Examples of how this neighbourhood-based approach already delivers include locally organised events which increased access and uptake of the County Council's Quit Ready smoking cessation service, or targeted interventions designed to address low breast and cervical screening rates, especially among ethnic minority communities. District-led partnerships worked with NHS colleagues and community leaders to co-design culturally sensitive and accessible solutions which improved uptake. In Melton Mowbray, over 1,450 health checks have been provided to farmers at the livestock market, resulting in 107 NHS referrals since April 2023, including a life saving diagnosis. This bespoke intervention has been developed to address social isolation and access barriers in the farming community.

3.9.5 A Neighbourhood Model for North, City, South

Guiding Principles: It is vital that LGR does not disrupt or undermine the capacity, capability and relationships which enable tailored and effective delivery into neighbourhoods. Our extensive experience and engagement exercise have shaped our proposed neighbourhood approach with a clear focus on people, prevention, place and partnership, ensuring:

- **Collaboration and integration:** Our model for community and neighbourhood empowerment emphasises the importance of recognising and valuing the roles of all stakeholders in the new arrangements, including parish councils, and ensuring a coherent, joined up and locally relevant approach to problem-solving. Our model promotes active engagement and collaboration of the whole of the public sector and the resident to deliver a true preventative approach and real opportunity to identify and target need.
- **Community and Fairness:** Through Neighbourhood Partnerships, our model ensures fairness and equity, enabling local voices to be heard and valuing the role of parishes and communities.

- **Efficiency and Cohesion:** Recognising the opportunity for structural change, our model addresses the current fragmentation in two-tier areas, but through the right size and structures will strengthen communities, decision making and the delivery of cohesive services.
- **Communication and relationships:** Maintaining strong and mutually respectful relationships with parish councils and ensuring meaningful and effective local communication and connection with Unitary Councils and wider system.
- **Locally relevant services and problem-solving:** Implementing a coordinated and efficient approach to Neighbourhood Partnerships and neighbourhood aligned service delivery, ensuring collaboration, maximising the continuum of prevention and adopting a problem-solving approach that recognises the distinct roles and strengths of each part of the new system.
- **Collaboration and integration at the right scale for the right things:** Our model is clear that there should be flexibility to deliver services at relevant scales and spatial geographies. The North, City, South model will benefit from collaborative delivery and efficiency, without diluting accountability. Where collaboration and integration work at a partnership (LLR) scale, this will continue – this is the case for key strategic partnerships such as safeguarding boards and some specialised commissioned services.

Embedding Prevention: As set out in Section 3.8, embedding prevention within the organisational blueprint for the new unitary councils is key to their long-term financial sustainability.

A focus on prevention, outcomes for residents and sustainable delivery of services including those under pressure, such as social care is key. Our delivery model will, through meaningful co-design that draws on knowledge and skills across councils and partners, connect, integrate and align social care with other key council and partnership services as part of a new neighbourhood model. This is a model that maximises the opportunities from housing, to health, to safe and cohesive communities, from health, wellbeing and physical activity to community connection, and from financial independence to personal and community resilience.

Aligning and integrating a wide range of Local government functions and services and ensuring they are locally responsive is essential to supporting and enabling independence, and in reducing or delaying the need for access to acute services and care. Research undertaken by the District Councils Network and Impower (2025) describes **local connection as a prevention superpower**.

Building on this knowledge and capability, our model embeds partnership and prevention into a new normal; leading to services that reflect local relevance, respond to the needs and strengths of people in our communities and enable the effective and outcome focussed deployment of resources. We will maximise outcomes through the integration of council services which will

create a 'toolbox' which can be deployed to benefit our communities in a way that is relevant to them, rather than the disconnected or generic 'one size fits all' approach currently observed at a countywide level.

This is an approach embedded within the North, City, South model, through which our approach to communities and neighbourhoods is structured around five key components:

- 1. Defining Neighbourhoods that make sense**
- 2. Neighbourhood Partnerships**
- 3. Neighbourhood and Community Plans**
- 4. Neighbourhood Coordination Team**
- 5. Neighbourhood Aligned Service Delivery**

Neighbourhood Impact

People, Prevention, Place, Partners



Neighbourhoods

Building on existing partnerships, structures and connections. Each of our neighbourhoods are aligned where possible with existing public sector footprints (health and policing) to enable collaboration, impact and shared purpose.



Neighbourhood Partnerships

Local leadership and collaboration for each neighbourhood – shared purpose, yet flexible and adaptable. Our partnerships comprise local councillors, parish councils and community stakeholders. Aligned to local and strategic priorities, enabling neighbourhood influence and engagement, leadership and accountability.



Neighbourhood & Community Plans

Evidence-led, outcome-focussed plans for each neighbourhood partnership, co-designed and agreed with the Unitary Council Executive. Key themes include health, prevention, community cohesion, housing, jobs, rurality, digital inclusion, pride in place and regeneration. A key link between local and strategic authorities.



Neighbourhood Coordination Team

Dedicated team within Unitary Councils to support neighbourhood & community plan development, delivery, and collaboration. Brings partnership chairs together to inform council and strategic priorities and coordinate cross-cutting work.



Neighbourhood Aligned Service Delivery

Outcome focussed services delivered through integrated, area-based teams, enhancing community connection, relationships and knowledge. Tried and tested for housing, community safety and pride in place, and enabling joined up working on housing, health and care.

The North, City, South model for Neighbourhoods is described in more detail below.

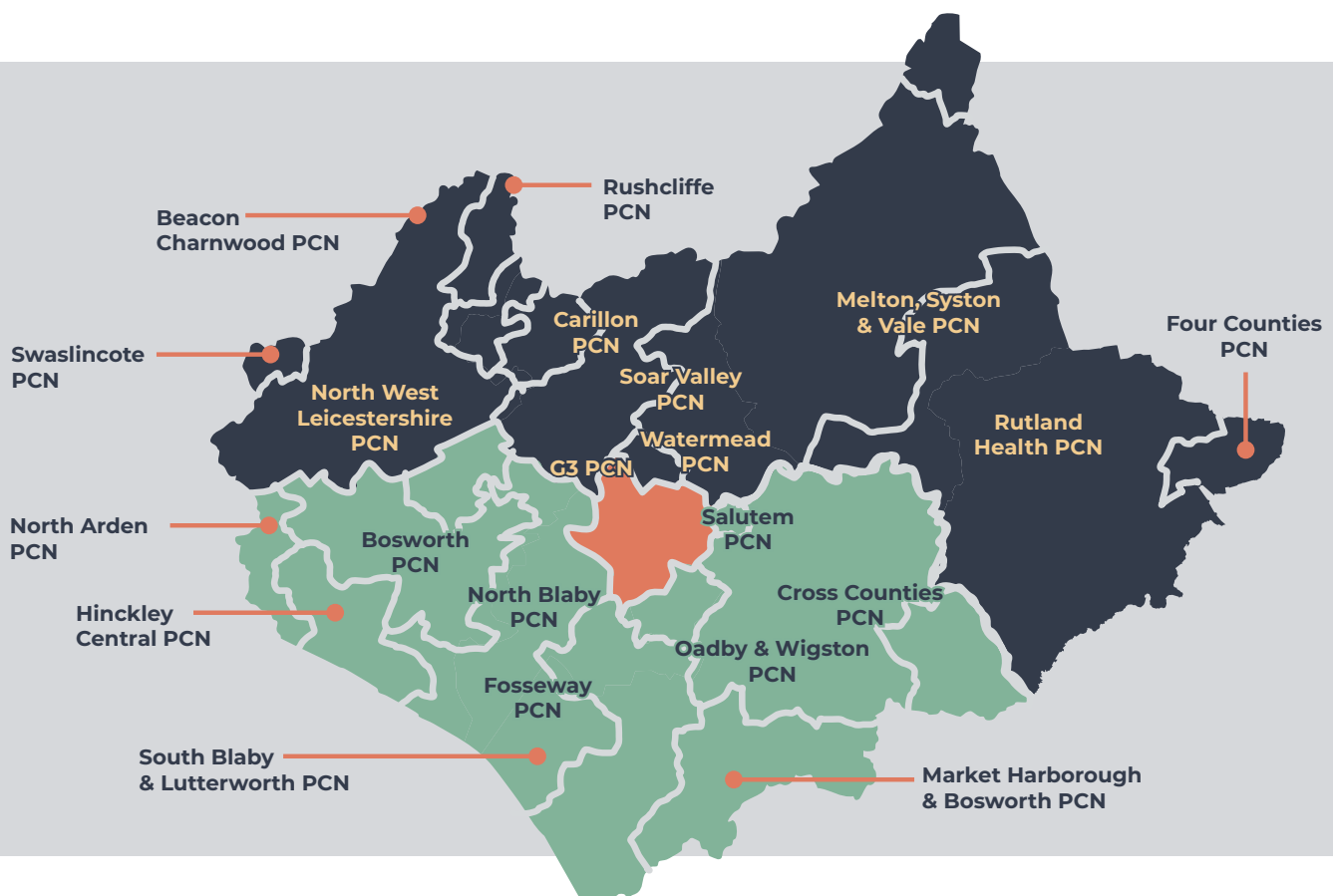
It directly supports two of our design principles (5 and 6), with Neighbourhood Partnerships directly supporting the commitment to ensure Strong Democratic Accountability, Community Engagement, and Neighbourhood Empowerment.

3.9.6 Defining Neighbourhoods that make sense

Our neighbourhood model connects our residents and parishes to neighbourhoods, and neighbourhoods to the unitary councils and wider system. Our model strikes the right balance by aligning as far as possible with Primary Care Network footprints and ensuring coherence with neighbourhood policing areas. Our Neighbourhoods will cover an average population of 40,000 to 50,000 residents and ensure local/ community relevance and respond most effectively and collaboratively to local need and nuance.

With 9-10 neighbourhoods across each of the North and South Unitary Council areas (and a smaller number for the city) and building on existing strong partnerships, structures and connections in this way, our neighbourhood approach is intentionally aligned as far as possible with existing public sector footprints to enable synergy, impact and outcome focus. This is a significant factor in joining the dots to deliver our commitment to prevention, community focus, collaboration and making public sector reform tangible and positive across our unitary council areas.

This is shown in the image below:





3.9.7 Neighbourhood Partnerships

Each of the defined neighbourhoods will have its own Neighbourhood Partnership. Neighbourhood Partnerships offer a dynamic and locally relevant model of local leadership and collaboration that brings together empowered ward members, council teams, parish councils, local partners, voluntary sector and residents to listen and understand the key issues, agree priorities and drive collaborative action that ensures local and tailored delivery, alongside broader strategic alignment across the wider area. To achieve a strengthened community engagement model, an effective and meaningful model of governance to connect the unitary councils and the Mayoral Strategic Authority to more local areas is key.

Our model for Neighbourhood Partnerships will:

- 1. Empower Communities:** Champions resident-led action, preparedness (e.g. flood resilience), and inclusive engagement rooted in democratic leadership.
- 2. Drive Outcomes:** Focuses on place-based change through co-designed plans informed by data and lived experience.
- 3. Enable and Encourage Collaboration:** Brings together councillors, residents, service teams, and partners (health, police, fire, VCS, businesses, town/parish councils) around shared priorities.
- 4. Connect Locally and Strategically:** Anchored in local geographies, linked to Unitary Councils and wider governance structures to ensure coherence and accountability.
- 5. Be Evidence-Informed:** Uses data and analytics to shape priorities, monitor progress, and communicate impact.
- 6. Remain Flexible and Purposeful:** Operates with clear outcomes, mutual accountability, and the freedom to innovate and adapt to local needs.

Key features of the proposed approach are set out in more detail in the table below:

Community Focussed Leadership and Outcomes	✓ Champion, encourage and enable community-led action ✓ Support community preparedness (eg; flood resilience) ✓ Councillor-led, rooted in democratic local leadership that drives real change and outcomes in places people call home ✓ Represented by local leaders who understand cross-cutting issues and collaborate around a shared purpose ✓ Promote and enable direct resident representation through inclusive and innovative engagement and clear communication ✓ Strongly connected to local service teams, fostering trust, access, and confidence in service delivery
Collaborative and Connected	✓ Built around local geographies to support natural collaboration and coherence ✓ Inclusive all of partners, health, police, fire, VCS, businesses, town and parish Councils and Residents Associations ✓ Co-production with local people who bring the lived experience / reality check ✓ Linked with local service delivery teams: key contacts, human connection and confidence in local service offer ✓ Connected to the Unitary Councils including via the Executive and Scrutiny function ✓ Interconnected across Neighbourhood Partnerships to share learning, collaborate on common themes, and support peer to peer support
Data and Evidence Led and Informed	✓ Develop and deliver outcome-focussed, co-designed neighbourhood plans aligned to a wider framework but tailored to local needs ✓ Supported to access and use data and analytics (e.g. health, deprivation, crime, connectivity, employment) to inform meaningful planning and outcome monitoring ✓ Supported by clear mechanisms to communicate outcomes and barriers to the Unitary Council and Strategic Mayoral Authority, ensuring evidence drives action and opportunity that devolution can achieve
Dynamic and Flexible but with Clear Purpose	✓ Operate with a clear set of shared outcomes and mutual accountability ✓ Freedom to innovate and to respond to wider sectoral changes and opportunities ✓ Flexibility in governance to adapt to changing needs and conditions, with autonomy to agree areas of local priority focus

3.9.8 Neighbourhood and Community Plans

The development of Neighbourhood and Community Plans will be guided by an overarching, co-designed framework, and will form the basis of an agreed focus for the Neighbourhood Partnership. The overarching framework will complement wider strategic goals, including devolution priorities and the basis for evidence-based outcomes for neighbourhoods. Within this structure, each Neighbourhood Partnership will be supported and empowered to adapt and tailor its approach, ensuring that its plans and priorities are clear, locally relevant, evidence-based, meaningful, and impactful. This will enable local initiatives, programmes, and plans to be effectively embedded within the community.

Community and Neighbourhood Plans will allow local partners to leverage their strengths, fostering innovation and collaboration on issues that are significant to the neighbourhood. The development and implementation of these plans will be informed by data and insights, ensuring they are closely aligned with local needs but retain clarity of purpose, and scope. Neighbourhood Partnerships will be provided with officer support to access and utilise data and analytics, such as health statistics, deprivation

indices, crime rates, connectivity, and employment figures, in order to guide meaningful planning, set priorities, and monitor outcomes.

Each plan is proposed to be discussed and agreed upon with the relevant Unitary Council Executive. This collaboration will help build trust, ensure accountability, deliverability, and the identification of common themes and areas of alignment. Furthermore, it is proposed that the delivery and outcomes of Neighbourhood Partnerships are routinely considered by the relevant unitary councils' scrutiny functions. This process is designed to assess influence, impact, and any constraints faced. Additional, evidence from other areas that have moved to unitary models has shown that having scope to shape and evolve a neighbourhood model such as this will be advantageous.

Neighbourhood and Community Plans are expected to cover a range of themes, including health, prevention, housing, employment, community safety, rural issues, digital inclusion, and regeneration, establishing clear connections between local priorities and strategic authority objectives

The current model of Local Community, Health and Wellbeing Partnership Plans, which operates within neighbourhoods, provides a successful blueprint. This approach demonstrates coherence and effectiveness both at the neighbourhood and wider system level.

3.9.9 Neighbourhood Coordination Team

Within the North, City, South model there is a clear commitment to invest to deliver a prevention focussed model that genuinely engages with and empowers communities and neighbourhoods.

Neighbourhood Partnerships will be supported by a dedicated team within each of the Unitary Councils to support neighbourhood and community plan development, delivery, and collaboration.

It will be necessary to ensure that Neighbourhood and Community Plans are clear, effective and deliverable, that Neighbourhood Partnerships are led and operate effectively, and that they are connected appropriately with the Unitary Council Executive. The Neighbourhood Coordination Team will play a key role in facilitating these connections and relationships and offering advice and support.

3.9.10 Neighbourhood Aligned Service Delivery

Our approach to neighbourhood aligned service delivery is rooted in the belief that the North, City, and South areas will greatly benefit from the simplification of council structures but must remain connected with communities and partners and should leverage existing relationships and networks. By aligning council functions, we will achieve more effective outcomes and provide a streamlined service that meets the needs of our communities.

Central to our model is the creation of integrated, area-based teams that deliver key services with a neighbourhood focus. This structure enhances community connection and local knowledge, ensuring that the relationships and local relevance required for positive outcomes are maintained. By operating in this way, we remain both large enough to deliver essential services and close enough to respond quickly and appropriately to the needs of our residents.

The detail of our service delivery is detailed in Section 3.8 under Principle 4 of our proposal and shows how a neighbourhood aligned service delivery model will successfully operate through an approach that recognises the inter-dependencies of community-based services. This approach also underscores the importance of collaboration in addressing the wide range of needs and issues faced by residents, including housing, health and care, community safety, and fostering pride in place.

Our Neighbourhood Aligned Service Delivery will be community and outcome focussed, with the following objectives:

- ✓ Support Communities
- ✓ Create Safer and Cohesive Communities
- ✓ Create Healthy and Active Communities
- ✓ Connect and Enable Communities
- ✓ Empower Communities

By integrating and aligning community-based services and functions, we will continue to build strong relationships and maintain the flexibility to respond to evolving needs and service demands. Such responsiveness will be particularly important in the context of challenges like the cost of living, refugee resettlement, rural isolation and an ageing population.



3.10 DESIGN PRINCIPLE 6 - Enables Strong Democratic Accountability, Community Engagement and Neighbourhood Empowerment

Sustainable local authorities need to show a clear link between robust governance, insightful decision making and local communities. This section sets out the basis for clear democratic accountability, a robust governance framework and how this will interface with the Neighbourhood Governance and Partnerships structure described in Section 3.9.

Examples of effective and accountable governance in other settings and key documents such as ["The Bigger You Go the Less You Know"](#) demonstrates this approach and represents the optimum level of engagement. Significantly larger structures face real governance challenges in reconciling the outcomes of neighbourhood working and achieving the crucial linkages between people and services. Councillors will have a key role both in leading the new unitary councils and establishing the new Neighbourhood Partnerships as they continue to represent their communities.

3.10.1 Background

This section builds on the Section 3.9, setting out the clear role for local councillors in ensuring strong democratic accountability, clear and effective governance, and community engagement, and will be embedded and empowered within the enhanced neighbourhood governance model. The proposed approach also has regard for ensuring value for money, efficiency and effectiveness in any new democratic structures.

3.10.2 Role of a Councillor

Councillors are pivotal in local governance, acting as elected representatives who bridge communities and decision-making processes. They champion residents' interests within their wards, ensuring local needs shape council policies. In the proposed North, City, South model, councillors operate within revised ward structures, aligned with Neighbourhood Partnerships, fostering community-led governance. Their role involves active participation in these partnerships, collaborating with voluntary sector colleagues, residents, and public sector partners to address local priorities, promote prevention, and enhance neighbourhood empowerment. Councillors advocate for community identity, considering geographic, rural, and urban factors, guided by the principles of electoral equality and effective governance.

Councillors serve on committees, including Full Council, Overview and Scrutiny and Regulatory Committees, ensuring robust decision-making and accountability. They engage in real-time community feedback, co-designing services with residents and parish councils to deliver responsive, evidence-

based outcomes. By fostering strong relationships with town and parish councils, councillors ensure local voices influence service delivery, particularly in disaggregated services like social care. Their leadership transcends service silos, promoting collaboration and innovation to meet strategic priorities, aligning with the government's Outcomes Framework and 10-Year Health Plan, ultimately strengthening democratic accountability and community cohesion.

With a focussed Councillor Development programme we will ensure that the complexity and breadth of the ward councillor is known, understood and embodied by our elected representatives to ensure accountability, voice and support to our residents.

3.10.3 Role of Cabinet Members/Portfolio Holders

Cabinet members/portfolio holders, are senior councillors appointed to lead specific policy areas within the council, such as Governance, Children, Education, or Health. In the North, City, South model, the Cabinet of the two new Unitary councils comprises 10 members, including the Leader, who drive strategic decision-making. They maintain strong links with Neighbourhood Partnerships, empowering local ward councillors and ensuring community priorities inform council policies. Portfolio holders oversee service delivery, foster collaboration across public and voluntary sectors, and align with strategic outcomes. Their leadership ensures efficient, resident-focussed governance, embedding prevention and community engagement while maintaining accountability to Full Council and residents.

3.10.4 Democratic Structures

The model proposes revised councillor numbers, in line with Local Government Boundary Commission for England (LGBCE) guidance, to enhance efficiency while maintaining representation. It will be focussed on the evolution of current wards.

The LGBCE guidance underscores three main principles:

- Electoral equality
- Community identity (encompassing geography, urban and rural information, identity, history, tradition, and public facilities)
- Effective governance (determining the number of councillors needed for democracy, representation, committee seats, and regulatory approaches)¹

In line with this, the North, City, South model prioritises a balanced approach to councillor allocation that reduces the overall number of elected members across LLR while retaining strong local representation.

There are currently 384 councillors across LLR at county and district levels. Reorganisation will lead to a natural loss of councillors. Our three-unitary model mitigates this by enabling smaller, more balanced electorates.

To illustrate the **current** landscape, we have considered the existing councillor distributions and ratios:

- **Leicestershire County Council:** Population 775,000; Electorate 550,829; Councillors 55; Ratio per councillor 10,015.
- **Leicester:** Population 373,000; Electorate 256,055; Councillors 54; Ratio per elector 4,742.
- **Rutland:** Population 43,000; Electorate 30,377; Councillors 27; Ratio per councillor 1,125.
- **Blaby:** Population 115,000; Electorate 79,376; Councillors 36; Ratio per councillor 2,205.
- **Charnwood:** Population 204,000; Electorate 133,559; Councillors 52; Ratio per elector 2,568.
- **Harborough:** Population 102,000; Electorate 76,898; Councillors 34; Ratio per councillor 2,262.
- **Hinckley:** Population 125,000; Electorate 89,921; Councillors 34; Ratio per councillor 2,645.
- **Melton:** Population 52,000; Electorate 42,774; Councillors 28; Ratio per councillor 1,528.
- **North West:** Population 118,000; Electorate 83,880; Councillors 38; Ratio per councillor 2,207.
- **Oadby and Wigston:** Population 59,000; Electorate 44,421; Councillors 26; Ratio per councillor 1,709.

Grouping into North and South Leicestershire for the proposed unitaries leads to the analysis set out below:

For the North (Melton, North West Leicestershire, Charnwood, Rutland): Total Population 417,000; Electorate 290,590; Councillors 145; Average councillor to elector ratio 1:2,004.

For the South (Blaby, Harborough, Hinckley & Bosworth, Oadby & Wigston): Total Population 403,000; Electorate 290,616; Councillors 130; Average councillor to elector ratio 1:2,236.

These figures highlight the need for recalibration to achieve electoral equality, appropriate representation and governance.

Drawing from recent LGBCE reviews, such as West Northamptonshire (March 2023, proposing 76 councillors at a ratio of 1:4,283), North Northamptonshire (October 2023, 68 councillors at 1:4,211), Somerset (October 2024, ongoing, targeting 1:4,653), and Cumberland (November 2024, ongoing, 1:4,024), a benchmark ratio of approximately 1:4,200 emerges for unitary councils.

Applying this to the proposed unitaries, with similar electorates in North and South, suggests around 69 councillors each. For Leicester City, maintaining current boundaries would yield a ratio of 1:4,742, but the last review in 2014 projected a ratio of 1:4,409 by 2019, indicating the potential need for an increase.

Geographic considerations are paramount, given the rural character of North and South Leicestershire, which may necessitate slightly more councillors in the North to account for dispersed communities, travel time and effective representation as a direct result. The rural areas are large and spread out, requiring more councillors to cover all the communities and residents effectively.

Residents value a close connection with councillors who understand their specific area, which is more feasible with more councillors for smaller areas. And with more councillors, it's easier to advocate for people whose views are often unheard, such as those within small rural communities.

Rural communities have unique challenges including limited access to services and infrastructure which require dedicated local advocacy and local knowledge to ensure voices are heard and effectively represented. A greater number of representatives representing the rurality difference between North and South ensures that the governance structures are more reflective of the community's needs, leading to better decision-making and more responsive services.

Effective governance further informs councillor numbers. The model must ensure sufficient members for committees without overburdening individuals.

Our proposed structure includes:

- Full Council: 70 (South) / 72 (North) members.
- Cabinet and Leader Model: 10 members (including Leader, Governance, Children, Education, Adults, Place, Finance and Assets, Digital Connectivity and Customer Access, Regulatory Services, Health).
- Regulatory and Accountability Bodies: Streamlined where possible, with one planning/licensing committee rather than multiples based on legacy boundaries.
 - Integrated Hospital Discharge Hubs
 - Audit Committee: 7.
 - Standards Committee: 7.
 - Regulatory Committee: 15 (with sub-committees).
 - Licensing Committee: 15 (with sub-committees).
 - Planning Committee: 15.
- Overview and Scrutiny Committees: Resources (15), Health and Wellbeing (15), Place (Highways and Environment, 15), People (Adults and Children, 15).
- Staffing Committee: 7.
- Pension Committee: 7.
- Community Panels: One per current boundary area, linking to parish and town councils.

This totals 143 committee seats, equating to a minimum of two positions per councillor, ensuring robust decision-making without dilution.

The proposal is:

- **City:** Population 373,000; Electorate 256,055; Councillors 54; Ratio 4,742.
- **North:** Population 417,000; Electorate 290,590; Councillors 72; Ratio 4,036.
- **South:** Population 401,000; Electorate 290,616; Councillors 70; Ratio 4,152.

This framework balances electoral equality, community identity, and governance efficiency, directly supporting democratic accountability.

The LGBCE will be engaged to work to supporting the warding arrangements prior to the creation of the new Authorities and a full review welcomed post transition.

3.10.5 Neighbourhood Partnerships

Section 3.9 describes plans to establish Neighbourhood Partnerships as part of the key organisational architecture of the new unitary councils. Whilst partnership forums, they will also be embedded within the new councils' Governance framework and therefore a number of key elements related to this are set out below:

Neighbourhood Partnerships will:

- Be Councillor-led – rooted in democratic local leadership that drives change and improvement within local communities.
- Promote and facilitate direct resident engagement and representation
- Directly connected to the Executive and Scrutiny functions of the unitary council.

The table below represents the roles, responsibilities of Neighbourhood Partnerships

Feature / function	Neighbourhood Partnerships
Delivery of local services	Not directly – but will monitor service delivery outcomes relevant to the neighbourhood area
Develop and Oversee Neighbourhood and Community Plans	Yes
Delegated decision making	Scope to include with formal accountability
Partnership collaboration to administer grant funding	Scope to include with formal accountability
Devolved council budgets for local projects	Scope to include with formal accountability
Scrutiny of local service delivery	Yes (with clear links to unitary council governance structures)
Consultee on significant council service changes	Yes
Consultee on planning applications	Relevant individual partner organisations will remain statutory consultees however there is opportunity to use Neighbourhood Partnerships as a forum to engage with local communities.
Informed and engaged on matters relevant to the local area	Yes
Raise taxation to invest in local issues	No
Dedicated officer support	Yes, including to assist with coordination and development and delivery of Neighbourhood and Community Plans

3.10.6 Planning Committee

A single Planning Committee is proposed for each Unitary Authority of 15 members; this enables a cross section of representation from across the Unitary area. In terms of operation of the Committee it is proposed that the location of the Planning Committee meeting move around the area in order to maximise the engagement of the public.

Where possible the location of the meeting will reflect the locations of the applications for consideration. Maximising the opportunities for engagement with our communities is a key focus of our proposal, on that basis the Neighbourhood Partnerships offer an opportunity for feedback and consultation on major schemes and provide another mechanism for public engagement in the planning process.

3.10.7 Civic and Ceremonial Identities

The North, City, South model values and celebrates the historic and ceremonial identity of its localities. In terms of civic roles Leicester's Lord Mayor serves as a principal dignitary for Leicestershire. For Rutland in particular, public engagement established that the name and ceremonial status are considered very important to preserve the County's unique history, character and local identity. Consultation also highlighted Rutland's name/brand as being central to the future success of established businesses and the local visitor economy. The civic regalia associated with the District Councils will be retained or adapted by the new authorities. In some areas, it may be necessary for this to be passed onto any newly established Local/Town Councils.

Whilst these are civic, and not local government roles, they nevertheless need to be retained in any reorganisation of Leicestershire and Rutland. The North, City, South model values and celebrates this as an important strand of place identity. The civic regalia associated with the Town and District Councils can be retained or adapted by the new unitary authorities, and in some areas, it may be necessary for this to be passed onto any newly established Parish or Town Councils. New regalia can be thoughtfully designed for the new authorities which can incorporate various elements of history and identity. A review of localised ceremonial traditions would need to be undertaken, and localised traditional events would be supported to continue wherever possible, linking with other key partners such as Parish or Town Councils.

Where places do not have town or parish councils created, Charter Trustees will be requested by predecessor councils as a temporary body to enable local councils to retain ceremonial duties and safeguarding historic and civic regalia.

Section 4:

Demonstrating how Councils have worked together and Engaged

Partnership working and co-design underpins effective local government. The LGR process is complex and requires thorough engagement with all stakeholders. Demonstrating an unprecedented level of collaboration the 8 councils have developed the most inclusive, wide-ranging and consultative approach to planning the future of local government in LLR. This has underpinned the development of the North, City, South proposal at every stage and will ultimately lead to the most efficient, resilient and effective new local authorities.

4.1 Background

Working alongside colleagues at Rutland County Council, the Leicestershire district and borough councils have a long track record of collaboration, working across party political lines on strategic agendas and shared service delivery. Throughout this process, we have used these relationships as a foundation for ensuring LLR secures the right response through reorganisation. We have also sought to exemplify this approach more widely, creating opportunities for broader engagement across all 10 councils within LLR. This section sets out the approach we have taken to build consensus and the extensive public and stakeholder engagement undertaken throughout. It also summarises the discussions which have taken place or been attempted with Leicestershire County Council and Leicester City Council through this process.



4.2 Collaboration

The development of this LGR proposal reflects an unprecedented and sustained level of collaboration among the 8 councils to reset, reimagine and reinvigorate local government in LLR.

The Leaders of the partner councils span the political spectrum and, along with officers, have collaborated on an unprecedented scale to seize this once-in-a-generation opportunity and make lives better for residents.

This section outlines the collaborative frameworks established to create the North, City, South model, addressing government criterion 4, which requires evidence of councils working together to meet local needs informed by local views. It responds to MHCLG's requirement for effective collaboration and data-sharing.

Following the publication of the White Paper, the district and borough councils organised a meeting of all 10 councils to establish a collaborative approach to evaluating options and responding to the government's objectives.

The adoption of a single process for evaluating and considering options is something the 8 councils were keen to explore as part of a collaborative process. Unfortunately, without further discussion, Leicestershire County Council declared its intention to pursue a single unitary council for Leicestershire. The City Council chose to reserve its position at this stage.

Further attempts were made to initiate a more unified approach following receipt of the formal invitation letter in February 2025. With limited progress made, particularly with the election cited as a reason for limited engagement, the 8 councils forged ahead and submitted a collective Interim Plan in March 2025. The deep collaboration has continued since then.

While separate interim plans, advocating a different LGR approach, were submitted by Leicester City and Leicestershire County Councils, attempts were made to agree a joint letter, signed by all 10 Leaders, which would confirm our collective support to establishing a Mayoral Strategic Authority for LLR. This was rejected by the City and County Councils, and whilst some constructive discussions have taken place with the City Council, particularly over their contemplation of boundary changes, discussions with the County Council have been limited and lacking commitment from them to any meaningful discussions or joined up approach.

4.3 How eight councils worked together

Reporting to a regular informal partnership meeting of the council leaders, the 8 councils established a comprehensive governance structure which has overseen the development of this proposal. Led by a Chief Executives group, supported by a senior level steering group, the proposal has been built on a series of collaborative workstreams covering all sections within this

submission, underpinned by wide professional expertise and representation from all the constituent councils.

Where appropriate, and particularly for those workstreams considering economic growth and public sector reform, extensive engagement and collaboration with external partners has also taken place – details of which is set out below. Additionally, external expertise has been commissioned to support particular workstreams, including Opinion Research Services, Housing Finance Associates and Economic Intelligence Unit who have provided independent expertise and objectivity in support of our submission. Our financial modelling has been supported by LGFin, Waje Consulting and Housing Finance Associates.

A dedicated governance sub-group has supported reporting and decision-making processes, ensuring consistent inputs to scrutiny, cabinet, and council meetings.

On receiving feedback from government on the interim plans the 8 councils undertook a critical evaluation of the developing proposal and also commissioned an independent assessment from Inner Circle Consulting. The learning from this has fed into the development of this final submission.

4.4 Data-sharing and evidence base

The government rightly highlighted the importance of data sharing in developing the best possible proposals. In March 2025 the 8 councils made an initial request for data from the County Council, for which a response was received, but which did not provide the required level of detail. In June, having received the government's feedback letter on Interim Plans, we reasserted the importance of both agreeing common datasets, but also supplying data of sufficient detail and granularity to enable effective modelling to be undertaken. Multiple requests were made to initiate discussions and the data sharing protocols to allow this to happen. Despite our best efforts, limited progress was made, and the matter was escalated to MHCLG colleagues several times, and specifically with the Director General and Baroness Taylor.

Eventually, and following concerted effort from the 8 councils, the city and county councils agreed to form a data sharing group, and data sharing agreements were finally entered into in early September 2025. Since the formation of the group, the approach has been more productive and those involved representing all the councils, have worked collaboratively. Agreements have been reached on shared datasets, on the financial years being used as the basis for proposals and ensuring consistency across all parties. A shared portal was developed to house all datasets, supporting easy access and streamlined communication. Nevertheless, the length of time taken to secure progress and repeated attempts to frustrate a more collaborative approach, is yet another example of the challenges faced during the development of LGR proposals. Fortunately, this has not undermined the credibility of this submission.

4.5 Community Engagement

Our comprehensive community engagement programme has been fundamental in shaping the North, City, South model, ensuring that the proposals genuinely reflect the diverse perspectives, priorities, and needs of residents, businesses, and stakeholders across LLR. Conducted between 9 June 2025 and 20 July 2025, this extensive engagement process was independently managed and reported by Opinion Research Services (ORS) to ensure transparency, objectivity and impartiality.

The programme used a robust blend of quantitative and qualitative methods to promote inclusive, accessible, and informed participation. It included:

- An open online questionnaire available to all residents and stakeholders (with paper and accessible formats)
- A representative telephone survey with residents to capture balanced demographic insights
- Public focus groups for in-depth discussions and targeted workshops with stakeholder groups such as parish and town councils, voluntary and community sector (VCS) representatives, business leaders, and vulnerable groups
- In-depth interviews with key stakeholders to explore strategic perspectives.

In total, over 6,400 people across Leicester, Leicestershire and Rutland contributed to shaping the proposal. This included 5,401 responses to the open questionnaire, 150 participants attending various focus groups and workshops, and 15 key stakeholders sharing their views via in-depth interviews (including representatives from the Integrated Care Board, Loughborough University, and local business networks). A telephone survey featured a weighted sample of 844 residents, carefully calibrated across demographics including age, gender, ethnicity, disability, tenure, and working status to ensure it was representative of the overall area.

The engagement programme achieved strong geographical coverage from all local authority areas, with particularly high participation from Charnwood (23%), Blaby (18%), and Oadby & Wigston (12%). Notably, 42% of responses came from the proposed city expansion area—well above its 28% population share—highlighting strong interest from those most likely to be affected. This ensured that local views, especially in high-impact areas, were well represented in shaping the final proposal. Deprivation levels were also considered using Indices of Multiple Deprivation (IMD) data, and respondents from a diverse range of socio-economic backgrounds provided feedback.

4.6 Key quantitative findings: Awareness and support for change

The quantitative data revealed strong awareness of current council structures and a clear appetite for reform, particularly supporting the North, City, South model. In the open questionnaire, 77% of respondents felt well informed about which councils deliver which services. Support for streamlining services to achieve efficiencies while maintaining quality was equally robust, with 74% overall agreement across the areas.

On the principle of replacing the two-tier system with unitary authorities, overall 48% agreed, with 41% disagreeing. In Rutland disagreement was higher at 54%, reflecting concerns around preserving local identity.

Support increased when respondents considered the specific proposal for three unitary councils, with 56% in favour and 36% opposed. Regarding the proposed North, City, South boundaries, 61% agreed (32% disagreed).

Among telephone survey participants, 48% agreed with the proposed areas for each unitary council, and 51% supported the North, City, South boundaries.

On a Leicester City boundary expansion, 86% preferred a limited approach, with only 6% supporting larger changes. This concern was echoed in the open-text comments of the open questionnaire, where 40% of the 2,155 submissions expressed disagreement with any form of city boundary expansion, highlighting deep concerns about the impact on local communities. Overall, there was widespread resistance to urban expansion across quantitative and qualitative methods.

Table 1: Support for key proposals – open questionnaire (individual respondents)

Proposal	Overall Agreement
Streamlining services	74%
Replacing two-tier with unitaries	48%
Three unitary councils	56%
North, City, South boundaries	61%
Limited city expansion	86% preference

Table 2: Support for key proposals – telephone survey (representative sample)

Proposal	Overall Agreement
Streamlining services	53%
Replacing two-tier with unitaries	42%
Three unitary councils	48%
North, City, South boundaries	51%
Limited city expansion	64% preference

4.7 Deliberative insights: Support for North, City, South

Deliberative engagement—focus groups, workshops, and interviews—provided deeper insights, if a decision to move forward with three unitaries was taken, then participants consistently highlighted the North, City, South model as the preferred structure due to its ability to balance efficiency with local responsiveness.

Residents in focus groups valued the potential to simplify governance, reduce duplication, and ensure consistent service standards, but raised concerns about democratic accountability, loss of local identity (particularly in Rutland), and risks of resources favouring high-demand areas. Despite these, North, City, South was seen as the optimal solution, as it preserves community identities, aligns with existing socio-economic differences, and ensures services remain accessible.

The majority of parish and town councillors strongly supported the model, citing its ability to maintain existing collaborations and reduce remoteness. They appreciated its alignment with service locations and geographical affinities, with comments like, “If change is inevitable, three makes sense for simplicity and savings.” Key stakeholders and business representatives were largely in favour of reorganisation, and those who supported the North, City, South proposal considered it the most logical approach to improving efficiency without losing local focus, noting, “The area is too large for two, three keeps services localised.” VCS representatives, while concerned about funding for smaller charities, preferred the model for mitigating risks of losing local voices, with one stating, “It potentially gives the opportunity for like-minded districts to work together.”



Young people and council tenants, though more cautious, supported North, City, South over alternatives, valuing its accessibility and focus on local needs like housing repairs. Rutland-specific feedback (from workshops) acknowledged disappointment at losing standalone status but saw integration with North Leicestershire as the best way to maintain identity and links, with comments like, “We’ll have the opportunity to save local services with North Leicestershire.” Opposition to two-unitary models was strong, driven by fears of remoteness, inefficiencies in disaggregating services (56% Rutland disagreement), and a weaker national presence. City expansion was widely opposed (86% for limited expansion) as a perceived ‘money grab’ threatening rural character and green spaces.

Table 3: Reasons for preference of North, City, South – from deliberative sessions

Group	Key reasons for preference	Supporting figures/quotes
Residents (focus groups)	Balances scale with locality; preserves identities; reflects socio-economic differences	61% questionnaire agreement; “Best represents existing links between where people live and work”
Parish/Town Councils (workshops)	Minimises remoteness; leverages existing collaborations; aligns with service locations	71 attendees; “Three makes sense for simplicity and savings”
Key stakeholders and businesses (interviews)	Maximises efficiencies; stronger national voice; aligns with NHS/police boundaries	15 interviews; “Area too large for two—three keeps services localised”
VCS representatives (workshops)	Retains local voices; better for smaller charities; minimal disaggregation impact	56%+ preference; “Mitigates risks of losing local direction”
Young people and council tenants (focus groups)	Improves access; protects housing priorities	“Prefer three for accessibility”; “Less remote than two”
Rutland-specific input	Maintains identity ceremonially; best links with North	41% questionnaire agreement but “best opportunity to maintain identity”



4.8 Influence on Proposals and Strategic Alignment

The engagement feedback has profoundly shaped the North, City, South model, directly addressing community concerns and reinforcing its viability. To counter identity concerns we strengthened Neighbourhood Partnerships at c. 50,000 population scale, ensuring local, responsive delivery of services like social care and housing. Area governance, including neighbourhood partnerships, draws on best practices from Somerset, Buckinghamshire and Cumbria to mitigate disconnection fears and democratic deficits, responding to comments about maintaining local voices. Financial modelling now incorporates safeguards for equitable resource allocation, particularly for vulnerable services like social care, SEND, and housing, addressing disaggregation concerns raised in open-ended responses.

The engagement strongly validates the North, City, South model, with 61% boundary agreement and deliberative endorsements highlighting its efficiency, identity preservation, and alignment with existing partnerships (e.g., NHS boundaries noted by over half of workshop attendees). This aligns with our vision for vibrant, inclusive, and resilient communities by 2040, supporting prevention-focussed approaches and ensuring seamless transitions to minimise disruptions. Ongoing post-launch consultations will integrate resident satisfaction metrics, fostering accountability and continuous improvement, cementing the model as a community-driven blueprint for sustainable local governance.

Table 4: How Engagement Shaped North, City, South Proposals

Group	Key reasons for preference	Supporting figures/quotes
Residents (focus groups)	Balances scale with locality; preserves identities; reflects socio-economic differences	61% questionnaire agreement; “Best represents existing links between where people live and work”
Parish/Town Councils (workshops)	Minimises remoteness; leverages existing collaborations; aligns with service locations	71 attendees; “Three makes sense for simplicity and savings”
Key stakeholders and businesses (interviews)	Maximises efficiencies; stronger national voice; aligns with NHS/police boundaries	15 interviews; “Area too large for two—three keeps services localised”
VCS representatives (workshops)	Retains local voices; better for smaller charities; minimal disaggregation impact	56%+ preference; “Mitigates risks of losing local direction”
Young people and council tenants (focus groups)	Improves access; protects housing priorities	“Prefer three for accessibility”; “Less remote than two”

This engagement not only confirms the North, City, South model as the preferred structure but also empowers it as a responsive, community-driven framework for LLR’s future.

Section 5:

Transition and Implementation

Introduction

This section outlines the transformation and implementation process, ensuring a smooth transition to three unitary councils by April 2028, aligning with the government's first-wave goals in the Devolution White Paper (2025). The approach emphasises early action, robust data sharing, staff involvement, and a 'safe and legal plus' framework for Day 1, maintaining essential services while building a foundation for prevention-focussed delivery and public sector reform.

5.1 Governance and Programme Structure

Transition to the North, City, South model will be underpinned by the collaborative approach adopted throughout the development of this proposal. It will utilise the principles and approach set out in detail in Section 3.7, to maintain service continuity and statutory obligations, ensuring a pragmatic, 'safe and legal plus' approach to day 1 provision, which incorporating the foundations for long term innovation and transformation.

Before the Structural Change Order (expected late 2026), representatives from all ten predecessor councils—Leicester City, Leicestershire County, Rutland County, and the seven districts—will be involved in monthly meetings. This will include diverse political input to manage resource allocation, handle risks, and address dependencies. Efforts will focus on workforce transition and TUPE compliance, asset management and economic development, finance and HR harmonisation, ICT integration, and budget management, with regular progress updates. This reflects the collaborative spirit noted throughout this document.

The Data Workstream, initiated in September 2025, will continue using a shared portal to manage demographic data, service demand indicators (pensioner credits, children in poverty, temporary accommodation costs), and financial records, based on 2023/24 baselines. This aligns with MHCLG requirements and ensures consistency across the 2021 Census and 2028 population projections used in Section 2.2. External reviews and consultant input will refine the approach, leveraging expertise to address complex areas like financial rebasing and service integration.

After vesting on April 1, 2028, each council will adopt a Cabinet and Leader model. Indicative electoral arrangements, guided by Local Government Boundary Commission principles, propose approximately 72 councillors for North, 70 for South and 54 for the City, reducing the total from 384 to 196. This adjustment balances representation and efficiency, particularly in rural areas like Rutland, where population density requires additional focus on service access.

Neighbourhood Partnerships, set at around 50,000 population, will support resident engagement, oversee local budgets, and provide feedback loops, building on the community-driven model supported by 61% of consultees. Risks, such as service continuity issues or staff morale challenges, will be tracked and mitigated through early planning and dual ICT systems to ensure no disruption during the transition. Monthly progress reports and quarterly updates to MHCLG will maintain transparency. This approach leverages the councils' history of working together on shared services, overcomes initial hurdles, and supports long-term financial targets (a projected £151 million surplus by 2037/38 from a 2028 £109 million gap) and MSA integration, as outlined in the economic growth strategy in Section 3.3.

5.2 Transition Timeline

The transition to the North, City, South model spans October 2025 to April 2028 (vesting day), with transformation extending to 2033/34 to fully realise savings and service improvements. This aligns with the government's first-wave objectives, incorporating feedback from the June 2025 MHCLG review of interim plans to accelerate data sharing and planning.

Government Stage	Programme Phase	Timing	Responsibility	Key Activities
Inviting unitary proposals	Preparation and Mobilisation	Oct 2025 – Mar 2026	MHCLG, Councils	Submit proposals; audit services, assets, workforce; plan shadow elections; start Neighbourhood Partnerships; map MSA links.
Statutory Consultation	Design and Planning	Apr 2026 – Mar 2027	MHCLG, Councils	Consult nationally/locally; plan 'safe and legal' Day 1; map staff/TUPE; rationalise assets; plan ICT; co-design prevention; elect shadow councils May 2027; update risks; model finances with 3% council tax rise.
Decision to implement		May - July 2026	MHCLG	Secretary of State decides.
Making secondary legislation		Before Summer 2026	MHCLG	Lay Statutory Instruments; approve legislation.
Transition Period	Implementation and Go-Live	Apr 2027 – Apr 2028	Councils	Build workforce, disaggregate services, transfer assets; test SEND/housing; launch Partnerships; audit readiness.
New authority goes live	Stabilisation and Transformation	May 2028 – Mar 2033	New Councils, MSA	Start 'safe and legal plus'; embed reforms; monitor KPIs; integrate MSA.
	Full Maturity	2033+	New Councils, MSA	Sustain services; achieve £8bn economic return; adapt to policies.

The timeline ensures a phased approach, starting with preparation to gather baseline data on services, assets, and workforce from October 2025 to March 2026. This includes planning shadow elections and planning for Neighbourhood Partnerships.

The design phase from April 2026 to March 2027 involves detailed service planning, staff mapping for TUPE, asset rationalisation, and financial modelling.

Implementation from April 2027 to April 2028 focuses on workforce development, service disaggregation, and readiness audits. Post-vesting from May 2028 to March 2033 embeds reforms, realising £44 million in savings and investing in prevention, with full maturity beyond 2033 targeting an £8 billion economic return for Treasury. Risks like legislative delays are mitigated by parallel planning, ensuring progress despite potential setbacks.

5.3 Service Transition Planning

We will focus on transitioning services to ensure statutory duties are met while shifting to prevention-focussed delivery, using LLR's existing three upper-tier infrastructure to minimise disruption. Having established a programme management approach and with project resources in place, we will use sectoral expertise and experience of LGR to design a sensible and practical approach to transition to new Unitary Councils. Section 3.7 provides more details on our service design for 'safe and legal plus' transition, with a pragmatic approach taken for Day 1, and the foundations and plans established for subsequent improvement and transformation.



The following table maps out initial projected considerations with opportunities for these to be developed further as part of the development of the more detailed Implementation Plan which will be part of the next stage of the process:

Service Area	Transition Type	Day One Requirement	Year Two+ Transformation	Key Risks	Mitigations
Back Office (ICT, HR, Finance)	Aggregation	Safe payroll, finance, ICT	Joint processes and integration of services and systems	ICT issues	Phased migration, dual running
Adult Social Care	Disaggregation	Care package continuity	Prevention model	Rising demand	Safeguarding Board, phasing
Children's Services	Disaggregation	Placement stability	Early help expansion	Workforce shortages	Shared protocols, digital
Education and SEND	Disaggregation	Safe admissions	Health / social care links	Integration gaps	DfE agreements
Homelessness and Housing	Aggregation	Duty continuity	1,000+ homes, prevention	Gaps/ duplication	Joint planning, risk register
Waste and Environmental	Aggregation	Safe collection, disposal	Recycling, sustainability	Contract issues	Early standardisation
Transport	Aggregation	Highway maintenance continuity	Integrated mobility plans	Service gaps	Coordinated scheduling
Public Health	Disaggregation	Duty continuity	Prevention focus	Data splits	Shared records
Planning	Aggregation	Casework stability	Efficiency gains	Sensitivities	Standardisation
Regulatory (Licensing)	Aggregation	Licensing continuity	Streamlined enforcement	Process delays	Unified systems
Cultural/ Community	Aggregation	Library, leisure access	Community-led programmes	Funding cuts	Resident input, partnerships
Revenues and Benefits	Aggregation	Benefit payments	Digital efficiency	Payment errors	Robust checks

Considerations for effective service transition include:

- For back office functions, ensuring safe and effective payroll, finance, and ICT operations on Day 1 will be imperative. ICT systems will need to be mapped out clear and as aggregation proceeds, dual running of systems is likely to be necessary to maintain stability.
- For adult social care preserving care package continuity will be imperative, and a phased implementation will be necessary to establish the prevention model – overseen by a transition board with robust safeguarding and oversight mechanisms maintained throughout.
- For Children's services maintaining placement stability, safeguarding and child protection arrangements will be key and ensuring effective

maintenance of data systems and managing an effective balance and distribution of social workers across the new councils will be imperative. Early appointment of statutory officers will be crucial in advance of vesting day.

- Homelessness and housing services will require effective service continuity, both in terms of case management but also maintaining landlord obligations, with the opportunity to, over time, plan for the development of over 1,000 new homes
- Public health will play a key role in developing the prevention model, working alongside social care, housing and health colleagues.
- Review of waste and environmental provision and service contracts will create opportunities for harmonisation over time, and opportunities to create unified strategy and delivery.
- Ensuring continuity of highways maintenance schedules during transition, with plans to develop integrated mobility plans, with coordinated scheduling preventing service gaps.
- Planning Productivity reviews on process, systems and casework management, as well as proactive engagement with developers and agents to manage transition prior to aggregation of services.
- Regulatory services (such as licensing) would also prioritise day 1 continuity, but with opportunities to streamline enforcement with unified systems to avoid delays.
- Revenues and benefits would priorities payment and processing continuity on day 1, with opportunities to explore greater digital integration and process simplification going forward.

5.4 Phasing of Service Change

Service changes are phased to ensure stability and long-term benefits, avoiding disruption.

Short-Term (2025-2028): Focus on transition—aggregate district services like housing, disaggregate county functions such as social care using existing structures. ‘Safe and legal’ prevents gaps, with Neighbourhood Partnerships piloted locally to gather input. This phase includes initial audits and planning from October 2025 to March 2026, ensuring baseline data collection on services, assets, and workforce.

Medium-Term (2028-2033): Standardise processes to achieve £44 million per year in savings and invest in prevention with 300 staff, targeting care demand reduction through early interventions. Roll out core services in Year 1 (including SEND continuity), and growth initiatives in Years 2-3 via MSA strategies, aligning with the £8 billion economic return goal in Section 3.3. This reflects the phased approach from April 2026 to March 2027, focussing on service redesign and efficiency gains.

Long-Term (2033+): Achieve sustainable services and the £8 billion economic return, with annual KPI reviews on poverty reduction and satisfaction. This

aligns with resident priorities for identity preservation and mitigates risks using integrated planning, supported by financial projections.

The phasing ensures a structured progression, starting with service continuity, moving to efficiency gains, and culminating in long-term sustainability.

5.5 Transition Costs

One off transition costs total £20 million, based on detailed modelling, with £12 million for redundancy and pension strain, £1.0 million for asset reviews, and £7.1 million for ICT and project expenses. These costs are funded by capital receipts from asset rationalisation, in doing so we will follow these principles:

- Avoid compulsory redundancies where possible.
- Provide support and wellbeing resources for affected staff.
- Use redeployment, trial periods, and pay protection to ease transitions.
- Follow a fair, transparent, and inclusive process for any restructuring.

The detailed breakdown spans several years:

Transition Costs	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	2030/31 (£000)	Total (£000)
Redundancies	0	1,600	8,000	2,400	0	12,000
ICT costs	250	500	1,000	1,000	250	3,000
Project efforts (24 months)	600	1,200	600	0	0	2,400
Smaller project team	0	0	125	250	125	500
Expert advice	100	500	1,000	500	100	2,200
Total	950	3,800	10,725	4,150	475	20,100

Significant investment in the first three years will support the neighbourhood prevention model, with an estimated 50:50 split between staffing and service provision, employing 230 extra staff to manage demand pressures.

Asset reviews, costing £1.0 million, will ensure value-for-money disposals through detailed assessments, as planned in the transition roadmap.

The £100 million borrowing covers additional ICT costs for hardware and system harmonisation, reconfiguration of property estate, ensuring service continuity and allowing for flexibility for further investments if justified. No disaggregation costs are included, leveraging existing infrastructure.

This approach ensures fiscal responsibility, with savings outweighing costs over time, supporting financial sustainability and our transition principles.



5.6 Concluding Remarks

In conclusion, this proposal for the North, City, South model represents a transformative blueprint for local government in Leicester, Leicestershire, and Rutland—one forged through genuine co-design with our communities. Drawing on the insights of over 6,000 consultees, we have crafted structures that align seamlessly with the geographical patterns of daily life. This configuration emerged as the most popular option in our extensive public engagement, with 61% support for its boundaries, reflecting a clear preference for balanced, responsive governance over alternatives that risked remoteness or imbalance.

Our vision prioritises long-term sustainability over short-term expedients, addressing the profound challenges facing local government - financial pressures, rising service demands, and the need for resilient public services. By projecting £44 million in annual savings through efficiencies in workforce, procurement, and assets, whilst reinvesting in preventative approaches that could reduce social care needs, we offer a durable solution. This is not mere cost-cutting but a strategic reinvigoration, harnessing digital innovation and integrated partnerships to deliver high-quality, value-for-money services that empower residents and businesses alike.

Looking outwards, our model positions LLR as a pivotal contributor to the broader East Midlands economy. Through tailored economic strategies in each unitary area -leveraging logistics in the South, advanced manufacturing in the North, and urban innovation in the City - we aim to achieve an 83% GVA growth by 2050, adding £8 billion to public finances. This outward focus fosters collaboration with neighbouring regions, unlocking infrastructure and skills investments that propel regional prosperity.

Central to our approach is maximising connections with our communities, and new Neighbourhood Partnerships, will embed co-production, democratic accountability, and community empowerment, ensuring services are shaped by lived experiences and local priorities. This exemplifies joint working at its finest: the unprecedented collaboration among our eight councils - spanning political divides - has built a foundation of trust and shared purpose, supported by independent analyses from experts like the Economic Intelligence Unit and Housing Finance Associates.

We respond directly to government priorities in the English Devolution White Paper, accelerating a Mayoral Strategic Authority by May 2027, as urged by our business community. Their voices, alongside those of all our stakeholders, underscore the urgency of devolution to drive growth and reform. Evidence-led and rigorously appraised, our proposal can build on the remarkable consensus achieved so far, planning a bold, unified future that resets, reimagines, and reinvigorates local government for generations to come. This is our collective commitment: simpler, stronger, and truly community-led local government for the benefit of our communities.





A large print version of this document is available upon request.



Blaby District Council

Cabinet Executive

Date of Meeting	20 November 2025
Title of Report	Quarter 2 Budget Review 2025/26 This is a Key Decision and is on the Forward Plan.
Lead Member	Cllr. Cheryl Cashmore - Finance, People and Transformation (Deputy Leader)
Report Author	Accountancy Services Manager
Strategic Themes	All Themes: Enabling communities and supporting vulnerable residents; Enhancing and maintaining our natural and built environment; Growing and supporting our economy; Keeping you safe and healthy; Ambitious and well managed Council, valuing our people

1. What is this report about?

- 1.1 This report gives Members an overview of the financial performance against the budget for the second quarter of 2025/26.

2. Recommendation(s) to Cabinet Executive

- 2.1 That the financial performance against the budget for the quarter ending 30th September 2025 is accepted.
- 2.2 That the irrecoverable debts set out in paragraph 4.5 are authorised to be written off.
- 2.3 That delegated authority be given to the Executive Director (S151 Officer) in consultation with the Portfolio Holder for Finance, People and Transformation to make the decision whether Blaby District Council continues to be a member of the Leicestershire Business Rates pool, as detailed in paragraph 4.6.

3. Reason for Decisions Recommended

- 3.1 It is good practice that Members have oversight of the Council's financial performance at regular points during the financial year.
- 3.2 To recognise movements in the call on reserves and balances to date, along with potential variances in establishment costs and key income streams that may arise between now and the end of the financial year.

- 3.3 To enable an assessment to be carried out following the Settlement announcement as to whether it continues to be advantageous for Blaby District Council to remain within the Leicestershire Business Rate Pool.

4. Matters to consider

4.1 Background

The Council's original budget was approved on 24th February 2025. The approved budget before contributions from reserves and government grants was £15,781,762. It was agreed that the budget would be supported by a contribution of £111,639 to the General Fund Balance and a contribution of £486,470 from earmarked reserves, resulting in a net expenditure budget of £15,406,931.

The 1st quarter report was presented to Cabinet in September, several changes had been made to the budget since February, most significantly the addition of the unspent budget of £3,073,276 carried forward from 2024/25. The approved budget before contributions from reserves and government grants increased to £19,237,553. No additional budget changes were identified in Quarter 2.

4.2 Establishment

At the end of quarter 2, at an overall level, establishment costs amounted to £8,947,621 against a profiled budget of £9,600,619 i.e., under profile by £652,998. An estimate of 3% was built into the budget across services for the potential pay award.

The pay award for Chief Executive, Chief Officers (Directors and Group Managers) and officers on grade 1 to 9 was agreed at 3.2% compared with the 3% budgeted. The agreement was made in July and has been reflected in the below.

The following table shows variances to 30th September 2025.

Portfolio	(Under)/Over £	Note
Leader	(121,186)	1
Finance, People & Transformation	(120,238)	2
Neighbourhood Services & Assets	(105,305)	3
Health, Community and Economic Development	(139,109)	4
Housing, Community Safety and Environmental Services	(191,675)	5
Planning and Strategic Growth	(18,935)	6
Central Provisions	43,450	7
Total Variance	(652,998)	

Reasons for Variances

1. A request for additional resource was approved by members in May 2025 and hence added to budget in Q1. This included 3 LGR Officer posts and a Senior Elections Manager. The variance is due to the timing of recruitment to these roles. In addition, there is a vacant Team Leader post in Local Land Charges.
2. Two posts created for Finance & HR Systems Officer and Systems Officer. These are in the process of being recruited to. Vacant posts in Human Resources and Council Tax Billing and Collections team.
3. Vacant posts within Building Control and vacant post in Parks & Open Spaces. Overtime costs lower than budgeted.
4. Vacant posts within Lightbulb including Service Manager and Technical Team Leader roles.
5. Vacancies in Environmental Protection and Environmental Health teams.
6. Vacant Planning Officer and Planning Enforcement posts.
7. This represents the vacancy savings provision, net of central provisions for statutory sick pay, statutory maternity pay, and the apprenticeship levy.

The HR team continue to work with Service Managers to assist in recruiting to vacant posts throughout the Council. Where we are able temporary measures are put in place to cover positions, but with the external skills shortage this isn't always possible. It is recognised that vacancies do put pressure on the services and where possible temporary measures have been taken to minimise the impact on both services and staff.

The vacancy numbers impact on services in a number of ways:

- Loss of skill and expertise
- Pressure on existing staff
- Additional time taken to recruit

An additional post has been approved at SLT for a Building Safety Levy & Audit Officer. This position will be funded via New Burdens funding from MHCLG and is vital to implement the Building Safety Levy. This will be added to the budget when the position is filled.

The Establishment budget is being reviewed as part of the Budget Setting Process. Any changes as a result will be presented to members in January 2026.

4.3 Key Income

	Working Budget	Profiled Budget	Actual to Date	(Surplus)/ Shortfall
	£	£	£	£
Planning Fees	(1,000,000)	(500,000)	(709,008)	(209,008)
Building Control Fees	(922,500)	(461,250)	(539,211)	(77,961)
Building Control Partnership	(581,277)	(581,277)	(581,277)	0
Land Charges	(175,000)	(87,500)	(125,007)	(37,507)
Investment Interest	(1,100,000)	(619,000)	(620,600)	(1,600)
Refuse and Recycling	(1,821,664)	(1,664,174)	(1,672,760)	(8,586)
Car Parks	(234,000)	(117,000)	(142,013)	(25,013)
Leisure Income	(779,012)	(412,807)	(412,807)	0
Total	(6,613,453)	(4,443,008)	(4,802,683)	(359,675)

NB: brackets indicate excess income.

Planning income has continued to increase during the second quarter of the year, at the time of writing the report, planning income had surpassed £800,000, this includes £309,000 in relation to the Enderby Hub. The budget is currently being reviewed to be revised and increased to reflect the expected income to the end of the financial year; the original budget has already been increased by £200,000.

Building Control income is above profile to the end of quarter 2 however, it is expected to fall in line with budget for the year due to an expected reduction in the winter months. The agreement that the Building Control partners signed up to was that any loss or surplus at the end of the financial year is shared in accordance with the application data from the previous three years. The partnership budget is currently being reviewed.

4.4 Earmarked Reserves

In addition to the General Fund balance the Council also maintains a number of Earmarked Reserves. Some of these are set aside for specific purposes whilst others have been created to mitigate the uncertainties that still surround local government funding. A detailed breakdown of the movement on Earmarked Reserves during the 2nd quarter of the financial year and the forecast to the end of the year appears at Appendix B.

Due to expenditure already incurred to date, it is expected that £8,000 will need to be drawn down from the Hardship Reserve by the end of the financial year to be used for Council Tax discretionary funding.

Changes to funding from earmarked reserves highlighted in the table in paragraph 4.1 are reflected in Appendix B.

The balance remaining on the Huncote Major Incident Reserve relates to capital expenditure funded through borrowing. This balance will be amortised in line with Minimum Revenue Provision charges to General Fund.

4.5 Write-off Irrecoverable Debt

The following debts are presented for write-off subject to the approval of Cabinet Executive. Whilst there is delegated authority in place for the Executive Director (Section 151), in consultation with the Portfolio Holder, to write off debts of this nature at an individual level, given the magnitude of the overall total, for transparency purposes it is considered more appropriate for Cabinet to approve the write offs.

As is evident from the following table, there are a number of reasons for the debt being considered to be irrecoverable, including the existence of a debt relief order, individual voluntary arrangements, company dissolution, bankrupt, Local Authority error and all the usual recovery routes having been attempted without success. The Revenue and Benefits team regularly review training guides to ensure they are kept up to date with any change in legislation and any procedural changes, helping to reduce the risk of errors being made. Where the table indicates that recovery action has been exhausted this means that we are unable to obtain a charging order or attachment of earnings, and the use of enforcement agents and other legal means of recovery have proven unsuccessful.

Debt Category	Amount	Reason for Write-off
Council Tax	5,767.11	Individual Voluntary Arrangement granted
Council Tax	4,894.42	Debt Relief Order granted
Council Tax	4,170.05	Recovery action exhausted
Council Tax	2,704.72	Recovery action exhausted
Council Tax	2,026.76	Recovery action exhausted
Council Tax	3,276.46	Recovery action exhausted
NNDR	3,934.25	Company Dissolved
NNDR	2,466.14	Company Dissolved
Council Tax	3,463.07	Recovery action exhausted
Council Tax	2,164.38	Recovery action exhausted
Council Tax	3,219.56	Recovery action exhausted
Council Tax	2,496.44	Recovery action exhausted
NNDR	9,404.33	Recovery action exhausted
Council Tax	3,056.00	Bankrupt
Council Tax	4,597.57	Debt Relief Order granted
Council Tax	2,060.55	Recovery action exhausted
Council Tax	10,846.51	Individual Voluntary Arrangement granted
Council Tax	5,496.09	Individual Voluntary Arrangement granted
Council Tax	4,221.76	Individual Voluntary Arrangement granted
Council Tax	3,056.00	Bankrupt
HB Overpayment	5,357.04	Local Authority error

HB Overpayment	2,811.27	Local Authority error
Total	£91,490.48	

If approved, the above debt will be written off against the existing bad debt provision. Council tax and business rates write offs will flow through the Collection Fund and will impact on the surplus or deficit for the year for all of the major precepting authorities. Blaby's share of the cost of writing off the debt is approximately 8% for Council Tax (£5,401) and 40% for business rates (£6,322).

4.6 Business Rates Pool

The Council, along with other authorities in Leicestershire, is a member of the Leicestershire Business Rate Pool. Each year Pool members consider whether it is financially beneficial to continue the Pool for the forthcoming year.

The Fair funding review and Business Rates reset will change the funding that the Council will receive from 2026/27 and the business rates that can be retained. Until the Local Government Finance Settlement is released, it is not yet known if it will continue to be in the Council's best interests to remain in the Pool. Timescales set by MHCLG require that a decision is reached within 28 days of the Local Government Settlement date.

Due to the time constraints approval is requested to enable the Executive Director (S151 Officer) along with other Chief Finance Officers across Leicestershire to make the decision whether the pool should continue and for this to be undertaken each year going forward.

4.7 Forecast Outturn

The original approved budget allowed for a contribution of £111,639 to be added to General Fund Balances. As shown in Appendix A, this is now a contribution from General Fund Balances of £270,876 in line with Quarter 1.

The finance team are working with Budget Holders to review all budgets and make revisions where required. Any amendments will be included within the Quarter 3 Budget Review report.

4.8 Significant Issues

In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Equalities, Public Health Inequalities and there are no areas of concern.

5. Environmental impact

- 5.1 In preparing this report the author has considered the impact on the environment and there are no areas of concern. No net Zero and Climate Impact Assessment (NZCIA) is required for this report.

6. What will it cost and are there opportunities for savings?

- 6.1 Financial implications are included in the main body of this report.

7. What are the risks and how can they be reduced?

7.1

Current Risk	Actions to reduce the risks
Net expenditure may exceed the approved budget due to shortfall in income or overspending	Ongoing budget monitoring to highlight variances.

8. Other options considered

- 8.1 None.

9. Appendix

- 9.1 Appendix A – Budget Monitoring Statement to 30th September 2025.
9.2 Appendix B – Forecast Reserves Position to 31st March 2026.

10. Background paper(s)

- 10.1 None.

11. Report author's contact details

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BLABY DISTRICT COUNCIL
GENERAL FUND REVENUE ACCOUNT

BUDGET MONITORING STATEMENT TO 30TH SEPTEMBER 2025

Portfolio		A Approved Budget £	B Working Budget £	C Profiled Budget £	D Actual to P6 £	E Variance to Profile £	F Forecast Outturn £
FPP	Finance, People & Transformation	5,143,376	5,656,843	2,205,888	1,996,732	(209,156)	5,656,843
HCES	Housing, Community Safety and Environmental Services	2,201,429	3,507,087	1,215,934	886,999	(328,934)	3,507,087
HWCEBS	Health, Community and Economic Development	196,761	822,549	86,341	(254,216)	(340,556)	822,549
LEAD	Leader	2,640,151	2,972,574	1,435,593	1,397,571	(38,022)	2,972,575
NSA	Neighbourhood Services & Assets	3,213,411	3,468,264	618,901	346,488	(272,413)	3,468,267
PDECT	Planning and Strategic Growth	1,175,504	1,549,106	732,253	306,357	(425,896)	1,549,106
Net Expenditure on Services		14,570,633	17,976,424	6,294,909	4,679,932	(1,614,977)	17,976,428
RCCO	Revenue Contributions to Capital Outlay	54,500	104,500	77,250	0	(77,250)	104,500
MRP	Minimum Revenue Provision	1,000,318	1,000,318	500,159	0	(500,159)	1,000,318
VRP	Voluntary Revenue Provision	250,000	250,000	125,000	0	(125,000)	250,000
APPROP	Appropriations & Accounting Adjustments	(93,689)	(93,689)	(52,140)	(8,690)	43,450	(93,689)
		15,781,762	19,237,553	6,945,178	4,671,242	(2,273,936)	19,237,557
EAR	Contributions to/(from) Earmarked Reserves	(486,470)	(3,559,746)	(1,638,694)	0	1,638,694	(3,559,746)
GFBAL	Contributions to/(from) General Fund Balances	111,639	(270,876)	(158,438)	0	158,438	(270,876)
Net Budget Requirement		15,406,931	15,406,931	5,148,047	4,671,242	(476,805)	15,406,935

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FORECAST RESERVES & BALANCES AS AT 31ST MARCH 2026

APPENDIX B

	GL Code	Balance at 31/03/2025 £	Contributions from I&E A/c £	Utilisation of Balances £	Balance at 31/03/2026 £
Leisure Centre Renewals Fund	9999/VBA	(73,607)	0	0	(73,607)
Computer Room Environment	9999/VBB	(123,348)	0	0	(123,348)
Licensing Reserve	9999/VBC	(27,868)	0	0	(27,868)
Insurance Reserve Fund	9999/VBD	(100,000)	0	0	(100,000)
Blaby Plan Priorities Reserve	9999/VBJ	(288,697)	0	19,875	(268,822)
General Reserve Fund	9999/VBK	(1,612,310)	0	0	(1,612,310)
Ongoing Projects Reserve	9999/VBM	(3,130,441)	0	3,130,441	0
Elections Reserve	9999/VBQ	(122,259)	0	0	(122,259)
Homelessness Grant Reserve	9999/VBR	(64,952)	0	0	(64,952)
New Homes Bonus Reserve	9999/VBT	0	0	0	0
Contractual Losses Support Reserve	9999/VBU	(255,000)	0	63,750	(191,250)
Economic Development Initiatives	9999/VBX	(50,000)	0	0	(50,000)
Provision - ERIE Sinking Fund	9999/VCA	(8,487)	0	0	(8,487)
Community Rights Reserve	9999/VCB	(48,724)	0	0	(48,724)
Hardship Reserve	9999/VCD	(325,000)	0	8,000	(317,000)
Parish New Homes Bonus Reserve	9999/VCE	(881)	0	0	(881)
NNDR Income Reserve	9999/VCF	(1,432,502)	0	0	(1,432,502)
Flexible Working Reserve	9999/VCG	(161,792)	0	0	(161,792)
Local Plan Reserve	9999/V CJ	(365,755)	0	0	(365,755)
Lottery Reserve	9999/VCK	(36,584)	0	0	(36,584)
IT System Replacement Reserve	9999/VCL	(39,815)	0	0	(39,815)
Property Fund Reserve	9999/VCM	(201,628)	(15,000)	0	(216,628)
Huncote Major Incident Reserve	9999/VCP	(642,526)	0	0	(642,526)
Court Fees Income Reserve	9999/V CQ	(31,813)	0	0	(31,813)
Business Rates Pool Reserve	9999/VBV	(2,440,417)	(1,034,009)	413,220	(3,061,206)
		(11,584,406)	(1,049,009)	3,635,286	(8,998,129)
Usable Earmarked Reserves		(11,584,406)	(1,049,009)	3,635,286	(8,998,129)
General Fund Balance		(7,246,467)	0	270,876	(6,975,591)
TOTAL RESERVES & BALANCES		(18,830,873)			(15,973,720)

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Blaby District Council

Cabinet Executive

Date of Meeting	20 November 2025
Title of Report	Schedule of Charges 2026/27 This is a Key Decision and is on the Forward Plan.
Lead Member	Cllr. Cheryl Cashmore - Finance, People and Transformation (Deputy Leader)
Report Author	Accountancy Services Manager
Strategic Themes	All Themes: Enabling communities and supporting vulnerable residents; Enhancing and maintaining our natural and built environment; Growing and supporting our economy; Keeping you safe and healthy; Ambitious and well managed Council, valuing our people

1. What is this report about?

- 1.1 The purpose of this report is to recommend the proposed level of fees and charges for the financial year commencing 1st April 2026.

2. Recommendation(s) to Cabinet Executive

- 2.1 That the Schedule of Charges for 2026/27, appearing at Appendix A, is approved.

3. Reason for Decisions Recommended

- 3.1 To ensure that the fees and charges for 2026/27 are formally set and approved.

4. Matters to consider

- 4.1 Background

As part of the annual budget setting cycle, Service Managers have been asked to undertake a review of the Councils fees and charges with a view of maximising income streams, and to ensure that, where permissible, they are set at a level that achieves cost recovery as a minimum.

There are certain charges that are set at a national level, so these fees remain unchanged. In some cases, there is less scope to increase charges due to external competition, without having a negative impact on demand.

4.2 Proposal

The complete Schedule of Charges for 2026/27 is attached at Appendix A. Members attention is drawn to the following charges in particular -

Refuse

Inflationary increases have been applied to all services. Weekly food waste collections (trade) have also been included with the services to go live 1 April 2026.

Legal Fees

These were increased in 2025/26 to reflect the officer time involved. An inflationary increase has been applied in 2026/27.

Land Charges

Inflationary increases have been applied to all charges in line with current CPI of 3.8%.

Car Parking

A new permit has been added to the Enderby Road, Blaby and Johns Court, Blaby schedule of charges relating to an NHS parking permit. This is at a significantly reduced rate compared to the existing Season Tickets (30% saving for NHS staff).

Licensing Fees

Whilst these fees are being reviewed and benchmarked against neighbouring authorities, a formal process needs to be followed prior to any changes being made.

Leisure Centre Fees and Charges

These are set by our leisure management operator, SLM Limited, but have not yet been released. The Schedule of Charges will be updated to include the fees and charges applicable from 1st April 2026 once they are available.

4.3 Relevant Consultations

The Service Managers have been consulted and fully engaged in the calculation of these charges and fees.

4.4 Future Amendments to the Schedule of Charges

The Constitution grants delegated authority to the Executive Director (Section 151 Officer) to amend fees and charges, where necessary, during the financial year.

4.5 Significant Issues

In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Equalities, Public Health Inequalities and there are no areas of concern.

5. Environmental impact

5.1 In preparing this report the author has considered the impact on the environment and there are no areas of concern. No Net Zero and Climate Impact Assessment (NZCIA) is required for this report.

6. What will it cost and are there opportunities for savings?

6.1 Not applicable.

7. What are the risks and how can they be reduced?

7.1

Current Risk	Actions to reduce the risks
The greatest risk is that the increase in a charge will significantly affect the take up of that service.	The elasticity of the demand for the service has been considered for each charge to avoid unnecessary loss of income.

8. Other options considered

8.1 Not to review the fees and charges. However, it is considered appropriate that, where possible, charges should be set at a level necessary to achieve full cost recovery.

9. Appendix

9.1 Appendix A – Schedule of Charges 2026/27

10. Background paper(s)

10.1 None.

11. Report author's contact details

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SCHEDULE OF CHARGES 2026/27

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Classification of headings

The column headed "Basis of Charge" defines the basis for fees and charges to be applied.

Code	Basis of Charge	
A	Minimum Charge	
B	Hourly Rate	
C	Each Collection	
D	Each	
E	Flat Rate	
F	Each Visit	
G	Session	
H	All Day	
I	Part Day	
J	Per Copy	
K	Per Week	
L	Per Year	
M	Per Course	
N	Per Night	
P	Per Ticket	
Q	Per Quarter	
R	Per Page	

The column headed "Vat Category" defines the Value Added Tax (VAT) status of the charge.

A definition of each category is given below:

Category code	Category	Description
OS	Non-Business	The charge is outside the scope of VAT
EX	Exempt	The charge is exempt from VAT
ZR	Zero Rated	The charge is liable to VAT at a zero rate
SR	Standard Rated	The charge is liable to VAT at the standard rate

The standard rate of VAT is currently 20%.

Any future changes in the VAT rate will result in an amended charge from the date of change.

Refuse Collection and Recycling

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Refuse Collection and Recycling								
Business Waste – Refuse Collections								
70 Litre Sacks	2128/MDE	C	OS*	£4.00	£4.00	£4.20	£4.20	1,3
Wheeled Bins (Weekly Collection)								
1100 litre - 1st bin	2128/MDD	Q	OS*	£29.99	£29.99	£31.25	£31.25	3
660 litre	2128/MDD	Q	OS*	£21.49	£21.49	£22.49	£22.49	3
360 litre	2128/MDD	Q	OS*	£14.49	£14.49	£15.19	£15.19	3
240 litre	2128/MDD	Q	OS*	£12.29	£12.29	£12.99	£12.99	3
*Businesses outside of Blaby District will be liable for VAT								
Business Waste Mixed Recycling Collections								
Wheeled Bins (Price Per Collection)	2128/MDT	Q	OS*	£14.49	£14.49	£15.00	£15.00	3
1100 litre	2128/MDT	Q	OS*	£10.00	£10.00	£10.49	£10.49	3
660 litre	2128/MDT	Q	OS*	£5.79	£5.79	£6.10	£6.10	3
360 litre	2128/MDT	Q	OS*	£5.49	£5.49	£5.79	£5.79	3
240 litre								
*Businesses outside of Blaby District will be liable for VAT								
<u>Commercial Glass Recycling Service (per bin)</u>								
Weekly Collection								
360 litre	2128/MDP	Q	OS*	£5.10	£5.10	£5.30	£5.30	3
*Businesses outside of Blaby District will be liable for VAT								
Wheeled Domestic Refuse & Recycling Bins								
Up to 3 residents								
Standard Capacity (140 litres)	2127/MCB	D	OS					
Chargeable Capacity (240 litres)	2127/MCB	D	OS	£25.50	£25.50	£26.50	£26.50	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
4-6 residents								
Standard Capacity (240 litres)	2127/MCB	D	OS					
Chargeable Capacity (380 litres)	2127/MCB	D	OS	£25.50	£25.50	£26.50	£26.50	
7 plus residents								
Standard Capacity (240 litres)	2127/MCB	D	OS					
Chargeable Capacity (380 litres)	2127/MCB	D	OS	£25.50	£25.50	£26.50	£26.50	
*one-off charge								
Domestic Garden Waste Collections								
Garden Waste bin (140 litre)	2127/MDH	L	OS	£31.50	£31.50	£33.00	£33.00	
Garden Waste bin (240 litre)	2127/MDH	L	OS	£46.00	£46.00	£48.00	£48.00	
Garden Waste bin Mid Subscription bin size change	2127/MDH	L	OS	£14.50	£14.50	£15.00	£15.00	
Telephone Charge - Per transaction	2127/MDH	L	OS	£2.50	£2.50	£2.50	£2.50	
Negligently Damaged/Stolen Wheeled Bins								
140 litre	2127/MEJ	D	OS	£25.50	£25.30	£26.50	£26.50	2
240 litre	2127/MEJ	D	OS	£25.50	£25.50	£26.50	£26.50	2
Chargeable Household Collections (Via Telephone)								
1 Large item	2127/MZA	C	OS	£34.00	£34.00	£35.00	£35.00	4
cost for each item after up to a maximum of 6	2127/MZA	C	OS	£21.00	£21.00	£22.00	£22.00	4
Chargeable Household Collections (Via Website)								
1 Large item	2127/MZA	C	OS	£31.50	£31.50	£32.50	£32.50	4
cost for each item after up to maximum of 6	2127/MZA	C	OS	£21.00	£21.00	£22.00	£22.00	4

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Cleansing Services								
Non-Statutory Litter and Dog Bin Emptying Service								
Standard bin service rate (dog and litter bins)	2126/MDR	Q	SR	£4.38	£3.65	£4.62	£3.85	
Remote bin service rate (dog and litter bins)	2126/MDR	Q	SR	£6.18	£5.15	£6.54	£5.45	
Other Services								
Non-Statutory Mechanical Sweeping Service	2126/MDR	Q	SR	POA	POA	POA	POA	
Supplementary (Non-Statutory) Litter Picking Service	2126/MDR	Q	SR	POA	POA	POA	POA	
Special waste clearance	2126/MDR	Q	SR	POA	POA	POA	POA	
Trade Waste Food (Weekly)								
Caddy 23 litre	2145/MDD	Q	OS	N/A	£2.50	£2.50	£2.50	
140 litre	2145/MDD	Q	OS	N/A	£5.49	£5.49	£5.49	

Notes

1. Price per pack. Sold in packs of 20 sacks
2. Consistent with rates above for Wheeled Domestic Refuse and Recycling Bins
3. Registered charitable organisations and schools may be eligible for a reduction on these rates in accordance with the 'Controlled Waste Regulations 2012'. Please send any enquires regarding this to the Business Waste team at business.waste@blaby.gov.uk
4. New charging structure introduced from 2024/25. £30 for first item and £20 for each item thereafter, up to a maximum of 6 items

Environmental Health Services

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
<u>Control of Dogs</u>								
Stray Dogs - Statutory Charge	2114/MCB	D	OS	£25.00	£25.00	£25.00	£25.00	
Stray Dog Administration Fee	2114/MPF	D	SR	£38.40	£32.00	£38.40	£32.00	
Emergency Vets Fees	2114/MPH	D	SR	Actual cost	Actual cost	Actual cost	Actual cost	
Pavement Stencils	2114/MCB	D	SR	Note 2	Note 2	Note 2	Note 2	
Fixed Penalty Notices:								
Public Space Protection Order Fixed Penalty Notice	2114/MCP	D	OS	£100.00	£100.00	£100.00	£100.00	
<u>Other Public Health Risks</u>								
Private Water Supplies								
Risk Assessment	2111/MRB	D	OS	Note 3	Note 3	Note 3	Note 3	
Sampling	2111/MRB	D	OS	Note 3	Note 3	Note 3	Note 3	
Investigation of Contamination	2111/MRB	D	OS	Note 3	Note 3	Note 3	Note 3	
Granting of Exceedance Authorisation	2111/MRB	D	OS	Note 3	Note 3	Note 3	Note 3	
Analysis of Domestic Supply	2111/MRB	D	OS	Note 4	Note 4	Note 4	Note 4	
Analysis Check Monitoring (Commercial)	2111/MRB	D	OS	Note 4	Note 4	Note 4	Note 4	
Analysis Audit Monitoring (Commercial)	2111/MRB	D	OS	Note 4	Note 4	Note 4	Note 4	
Section 28 - Statement of Facts	2111/MCB	D	OS	Note 3	Note 3	Note 3	Note 3	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
<u>Contaminated Land</u>								
Response to enquiry relating to contaminated site								
- Minimum Charge	2115/MPB	A	OS	£80.00	£80.00	£80.00	£80.00	
- Hourly Rate	2115/MPB	B	OS	Negotiable	Negotiable	Negotiable	Negotiable	
<u>Environmental Permitting Regulations</u>								
Prescribed Process Application Fee	2122/MPC	D	OS	Statutory	Statutory	Statutory	Statutory	
Prescribed Process Subsistence Payments	2122/MPC	D	OS	Statutory	Statutory	Statutory	Statutory	
Copy of Prescribed Processes Register	2122/MCB	D	OS	£335.00	£335.00	£335.00	£335.00	
Additional copy of Prescribed Process Permit	2122/MCB	D	OS	£18.00	£18.00	£18.00	£18.00	
<u>Private Sector Housing</u>								
Immigration Service Certificates								
Provision of Initial Certificate	2113/MCB	D	OS	£180.00	£180.00	£185.00	£185.00	
Subsequent Revision	2113/MCB	D	OS	£25.00	£25.00	£26.00	£26.00	
HMO Licence Fee (standard)	2113/MCB	D	OS	£625.00	£625.00	£645.00	£645.00	
HMO Licence Fee (subsequent)	2113/MCB	D	OS	£515.00	£515.00	£530.00	£530.00	
HMO Licence Renewal Fee (standard)	2113/MCB	D	OS	£485.00	£485.00	£500.00	£500.00	
HMO Licence Renewal Fee (subsequent)	2113/MCB	D	OS	£395.00	£395.00	£405.00	£405.00	
HMO licence subsistence charge	2113/MCB	D	OS	£340.00	£340.00	£350.00	£350.00	
Additional HMO Licence Related Work	2113/MCB	D	OS	Negotiable	Negotiable	Negotiable	Negotiable	
Section 49 & 50 Housing Notice	2113/MCB	D	OS	Note 3	Note 3	Note 3	Note 3	3
HMO Licence application fee if property found already operating as a licensable HMO	2113/MCB	D	OS	£170.00	£170.00	£175.00	£175.00	10
<u>Food Safety</u>								
Food Premises Register (Commercial)								

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Complete	2108/MCB	D	OS	£450.00	£450.00	£465.00	£465.00	
Per entry (minimum)	2108/MCB	D	OS	£14.00	£14.00	£14.00	£14.00	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Each additional entry	2108/MCB	D	OS	£8.00	£8.00	£8.00	£8.00	
Food Hygiene Rating Scheme - Revisit Inspection	2108/MCB	D	OS	£200.00	£200.00	£200.00	£200.00	9
Health Certificate - exported food	2108/MCB	D	OS	£165.00	£165.00	£170.00	£170.00	
<u>Envirocrime</u>								
Fixed Penalty Notices								11
Depositing Litter - Single Item	2116/MCP	D	OS	£200.00	£200.00	£200.00	£200.00	7
Depositing Litter - Multiple Item	2116/MCP	D	OS	£400.00	£400.00	£400.00	£400.00	12
Failure to comply with:								
Waste Receptacles Notice	2116/MCP	D	OS	£80.00	£80.00	£80.00	£80.00	
Failure to Produce Waste Documents	2116/MCP	D	OS	£300.00	£300.00	£300.00	£300.00	
Failure to Produce Authority to Transport Waste	2116/MCP	D	OS	£300.00	£300.00	£300.00	£300.00	
Unauthorised Distribution of Free Printed Matter	2116/MCP	D	OS	£150.00	£150.00	£150.00	£150.00	
Waste Receptacles Offences	2116/MCP	D	OS	£80.00	£80.00	£80.00	£80.00	
Nuisance Parking	2116/MCP	D	OS	£0.00	£0.00	£0.00	£0.00	
Graffiti and Fly Posting	2116/MCP	D	OS	£300.00	£300.00	£300.00	£300.00	13
Abandoned Vehicles	2116/MCN	D	OS	£200.00	£200.00	£200.00	£200.00	
Community Protection Fixed Penalty Notice	2116/MCP	D	OS	£100.00	£100.00	£100.00	£100.00	
Fly tipping Fixed Penalty Notice - Trade Waste	2116/MCP	D	OS	£800.00	£800.00	£800.00	£800.00	14
Fly tipping Fixed Penalty Notice - Domestic Waste	2116/MCP	D	OS	£500.00	£500.00	£500.00	£500.00	15
Fly Tipping Duty of Care Fixed Penalty Notice	2116/MCP	D	OS	£500.00	£500.00	£500.00	£500.00	8
Failure to display sign in Smoke free	2116/MCP	D	OS	£50.00	£50.00	£200.00	£200.00	6
Smoke free Fixed penalty notice	2116/MCP	D	OS	£200.00	£200.00	£50.00	£50.00	5

Notes

1. Statutory fee, therefore subject to revision by Government
2. According to quantity ordered
3. Contractor's hourly rate (max £45/£50)
4. Laboratory Costs
5. Reduced to £30 if paid within 15 days
6. Reduced to £150 if paid within 15 days
7. Reduced to £150 if paid within 10 days
8. Reduced to £350 if paid within 10 days
9. The food hygiene rating scheme has been in operation at Blaby District Council since 2007 issuing food businesses with a rating following their routine mandatory food inspection. In 2017 the Food Standards Agency introduced the power for local authorities to charge for a requested rescore visit to try and improve their Food Hygiene Rating score if they wish. Blaby District Council introduced the charging policy from 2017 at a cost of £150 per request for a rescore and this has not been reviewed since its introduction. The new proposed rate is £200 per request for rescore which includes a revised officer hourly rate and a more accurate representation of the time taken to process of revisiting and issuing a rescore."
10. New Fee for 2024/25
11. All Evirocrime Fixed Penalty Notices were reviewed in November 2024/25
12. Reduced to £250 if paid within 10 days
13. Reduced to £200 for early payment
14. Reduced to £600 for early payment
15. Reduced to £300 for early payment

Car Parking

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Weavers Court, Narborough								
Up to 1 Hour	4000/MKA	D	SR	£0.70	£0.58	£0.70	£0.58	
Up to 2 hours	4000/MKA	D	SR	£1.00	£0.83	£1.00	£0.83	
Up to 3 hours	4000/MKA	D	SR	£1.50	£1.25	£1.50	£1.25	
Up to 4 hours	4000/MKA	D	SR	£3.00	£2.50	£3.00	£2.50	
Over 4 hours	4000/MKA	D	SR	£6.00	£5.00	£6.00	£5.00	
Residents Parking Permits	4000/MKA	L	SR	£85.00	£70.83	£85.00	£70.83	
Season Tickets	4000/MKA	L	SR	£500.00	£416.67	£500.00	£416.67	
Narborough Station, Narborough								
All day	4000/MKA	H	SR	£6.00	£5.00	£6.00	£5.00	
Season Tickets	4000/MKA	L	SR	£500.00	£416.67	£500.00	£416.67	
Leicester Road, Narborough								
Up to 1 hour	4000/MKA	D	SR	£0.70	£0.58	£0.70	£0.58	
Up to 2 hours	4000/MKA	D	SR	£1.00	£0.83	£1.00	£0.83	
Up to 3 hours	4000/MKA	D	SR	£1.50	£1.25	£1.50	£1.25	
Residents Parking Permits	4000/MKA	L	SR	£85.00	£70.83	£85.00	£70.83	
Enderby Road, Blaby								
Up to 1 hour	4000/MKB	D	SR	£0.70	£0.58	£0.70	£0.58	
Up to 2 hours	4000/MKB	D	SR	£1.00	£0.83	£1.00	£0.83	
Up to 3 hours	4000/MKB	D	SR	£1.50	£1.25	£1.50	£1.25	
Up to 4 hours	4000/MKB	D	SR	£3.00	£2.50	£3.00	£2.50	
Over 4 hours	4000/MKB	D	SR	£6.00	£5.00	£6.00	£5.00	
Residents Parking Permits	4000/MKB	L	SR	£85.00	£70.83	£85.00	£70.83	
Season Tickets	4000/MKB	L	SR	£500.00	£416.67	£500.00	£416.67	
NHS Parking Permit	4000/MKB	L	SR	N/A	N/A	£350.00	£291.67	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Johns Court, Blaby								
Up to 1 hour	4000/MKA	D	SR	£0.70	£0.58	£0.70	£0.58	
Up to 2 hours	4000/MKB	D	SR	£1.00	£0.83	£1.00	£0.83	
Up to 3 hours	4000/MKB	D	SR	£1.50	£1.25	£1.50	£1.25	
Up to 4 hours	4000/MKB	D	SR	£3.00	£2.50	£3.00	£2.50	
Over 4 hours	4000/MKB	D	SR	£6.00	£5.00	£6.00	£5.00	
Residents Parking Permits	4000/MKB	L	SR	£85.00	£70.83	£85.00	£70.83	
Season Tickets	4000/MKB	L	SR	£500.00	£416.67	£500.00	£416.67	
NHS Parking Permit	4000/MKB	L	SR	N/A	N/A	£350.00	£291.67	
Bouskell Park, Blaby								
Up to 1 hour	4000/MKA	D	SR	£0.70	£0.58	£0.70	£0.58	
Up to 2 hours	4000/MKB	D	SR	£1.00	£0.83	£1.00	£0.83	
Up to 3 hours	4000/MKB	D	SR	£1.50	£1.25	£1.50	£1.25	
Up to 4 hours	4000/MKB	D	SR	£3.00	£2.50	£3.00	£2.50	
Over 4 hours	4000/MKB	D	SR	£6.00	£5.00	£6.00	£5.00	
Other Car Parks								
Residents Parking Permits	4000/MKC	L	SR	£55.00	£45.83	£55.00	£45.83	
Fixed Penalty Notices	4000/MCX	D	OS	Statutory	Statutory	Statutory	Statutory	
Amendments/Cancellation fee to permits	4000/MKB	L	SR	£10.00	£8.33	£10.00	£8.33	

Licences

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Commercial Health Licensing								
Animal Activities Licence Application Fee	2105/MCB	A	OS	£110.00	£110.00	£115.00	£115.00	1
Animal Activities Licence Grant Fee	2105/MCB	D	OS	£120.00	£120.00	£125.00	£125.00	
Animal Activities Licence Minor Variation Fee	2105/MCB	D	OS	£20.00	£20.00	£20.00	£20.00	
Animal Activities Licence Major Variation Fee	2105/MCB	D	OS	£55.00	£55.00	£55.00	£55.00	
Dangerous Wild Animals Act 1976	2105/MCB	D	OS	£240.00	£240.00	£250.00	£250.00	1
Tattooists, Ear Piercing, Acupuncture, Semi- Permanent Make-up & Electrolysis								
Premises	2107/MCB	A	OS	£180.00	£180.00	£185.00	£185.00	
Personal Licence	2107/MCB	A	OS	£110.00	£110.00	£110.00	£110.00	
Hairdressers								
Premises	2107/MCB	A	OS	£125.00	£125.00	£130.00	£130.00	
Personal Licence	2107/MCB	A	OS	£70.00	£70.00	£75.00	£75.00	
Street Trading Licence	2108/MCB	A	OS	£400.00	£400.00	£415.00	£415.00	
Street Trading Licence – 6 months	2108/MCB	A	OS	N/A	N/A	£250.00	£250.00	
Sex Establishments	8013/MCB	A	OS	£1,500.00	£1,500.00	£1,500.00	£1,500.00	
Zoo Licences								
New licence application	2105/MCB	A	OS	£960.00	£960.00	£960.00	£960.00	2
Renewal of licence	2105/MCB	A	OS	£960.00	£960.00	£960.00	£960.00	2
Transfer of licence to another person	2105/MCB	A	OS	£285.00	£285.00	£285.00	£285.00	2
Copy of licence	2105/MCB	A	OS	£25.00	£25.00	£25.00	£25.00	2
Change of circumstances	2105/MCB	A	OS	£50.00	£50.00	£50.00	£50.00	2

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Scrap Metal Licensing								
Dealers Licence	2100/MCB	D	OS	£195.00	£195.00	£195.00	£195.00	
Site Licence	2100/MCB	D	OS	£195.00	£195.00	£195.00	£195.00	
Change of Site or Site Manager	2100/MCB	D	OS	£75.00	£75.00	£75.00	£75.00	
Change of Licensee Name	2100/MCB	D	OS	£25.00	£25.00	£25.00	£25.00	
Renewal of Licence	2100/MCB	D	OS	£180.00	£180.00	£180.00	£180.00	
Hackney Carriages and Private Hire								
Operator's Licence - 1 year	2101/MCB	A	OS	£185.00	£185.00	£190.00	£190.00	
Operator's Licence - 2 year	2101/MCB	A	OS	£290.00	£290.00	£300.00	£300.00	
Operator's Licence - 3 year	2101/MCB	A	OS	£395.00	£395.00	£405.00	£405.00	
Operator's Licence - 4 year	2101/MCB	A	OS	£500.00	£500.00	£515.00	£515.00	
Operator's Licence - 5 year	2101/MCB	A	OS	£605.00	£605.00	£625.00	£625.00	
Replacement Operator Licence	2101/MZA	D	SR	£18.00	£15.00	£20.00	£16.67	
Drivers Licence - 1 year	2101/MCB	A	OS	£120.00	£120.00	£125.00	£125.00	
Drivers Licence - 2 year	2101/MCB	A	OS	£195.00	£195.00	£200.00	£200.00	
Drivers Licence - 3 year	2101/MCB	A	OS	£275.00	£275.00	£285.00	£285.00	
Replacement driver badge and licence	2101/MZA	D	SR	£24.00	£20.00	£25.00	£20.83	
Replacement driver badge	2101/MZA	D	SR	£18.00	£15.00	£20.00	£16.67	
Replacement paper licence	2101/MZA	D	SR	£12.00	£10.00	£12.00	£10.00	
Knowledge & Highway Code Test	2101/MCB	D	OS	£40.00	£40.00	£40.00	£40.00	
Hackney Carriage Licence (Vehicle)	2101/MCB	A	OS	£190.00	£190.00	£195.00	£195.00	
Private Hire Vehicle Licence	2101/MCB	A	OS	£190.00	£190.00	£195.00	£195.00	
Hackney Carriage Licence (Vehicle) - 6 months	2101/MCB	A	OS	£150.00	£150.00	£155.00	£155.00	
Private Hire Vehicle Licence - 6 months	2101/MCB	A	OS	£150.00	£150.00	£155.00	£155.00	
Electric Vehicle	2101/MCB	A	OS	£95.00	£95.00	£97.50	£97.50	
Electric Vehicle - 6 months	2101/MCB	A	OS	£75.00	£75.00	£77.50	£77.50	
Ultra Low Emission Vehicle	2101/MCB	A	OS	£142.50	£142.50	£146.25	£146.25	
Ultra Low Emission Vehicle - 6 months	2101/MCB	A	OS	£112.50	£112.50	£116.25	£116.25	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Wheelchair Accessible Vehicle	2101/MCB	A	OS	£142.50	£142.50	£146.25	£146.25	
Wheelchair Accessible Vehicle - 6 months	2101/MCB	A	OS	£112.50	£112.50	£116.25	£116.25	
Replacement / Hire Vehicle Licence	2101/MCB	A	OS	£80.00	£80.00	£80.00	£80.00	
Novelty Vehicle Licence - limousine	2101/MCB	A	OS	£200.00	£200.00	£205.00	£205.00	
Mechanical inspection	2130/MCB	A	OS	£50.00	£50.00	£55.00	£55.00	
Mechanical inspection - limousine	2130/MCB	A	OS	£70.00	£70.00	£80.00	£80.00	
Mechanical re-inspection due to major fail	2130/MCB	A	OS	£20.00	£20.00	£25.00	£25.00	
Failure to attend mechanical / visual inspection	2130/MCB	A	OS	£55.00	£55.00	£60.00	£60.00	
Vehicle visual inspection	2130/MCB	A	OS	£5.00	£5.00	£5.00	£5.00	
Vehicle MOT	2130/MCB	A	OS	£25.00	£25.00	£30.00	£30.00	
Replacement vehicle plate (external)	2101/MZA	D	SR	£18.00	£15.00	£18.00	£15.00	
Replacement vehicle plate (internal)	2101/MZA	D	SR	£18.00	£15.00	£18.00	£15.00	
Replacement paper licence	2101/MZA	D	SR	£12.00	£10.00	£12.00	£10.00	
Vehicle transfer - PHV to HCV	2101/MZA	D	SR	£60.00	£50.00	£60.00	£50.00	
Trailer Licence	2101/MZA	A	OS	£50.00	£50.00	£50.00	£50.00	
Residential Park Homes & Caravan Sites								
Annual Fee								
Band 1 - 0 to 10 Pitches	2118/MCB	D	OS	£210.00	£210.00	£215.00	£215.00	
Band 2 - 11 to 40 Pitches	2118/MCB	D	OS	£265.00	£265.00	£270.00	£270.00	
Band 3 - 41+ Pitches	2118/MCB	D	OS	£320.00	£320.00	£330.00	£330.00	
New site licence								
Band 1 - 0 to 10 Pitches	2118/MCB	D	OS	£545.00	£545.00	£560.00	£560.00	
Band 2 - 11 to 40 Pitches	2118/MCB	D	OS	£575.00	£575.00	£590.00	£590.00	
Band 3 - 41+ Pitches	2118/MCB	D	OS	£595.00	£595.00	£610.00	£610.00	
Transfer of licence								
All sites	2118/MCB	D	OS	£230.00	£230.00	£235.00	£235.00	
Amendment of licence (no inspection)								

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Band 1 - 0 to 10 Pitches	2118/MCB	D	OS	£330.00	£330.00	£340.00	£340.00	
Band 2 - 11 to 40 Pitches	2118/MCB	D	OS	£330.00	£330.00	£340.00	£340.00	
Band 3 - 41 + Pitches	2118/MCB	D	OS	£330.00	£330.00	£340.00	£340.00	
Amendment of licence (with inspection)								
Band 1 - 0 to 10 Pitches	2118/MCB	D	OS	£380.00	£380.00	£390.00	£390.00	
Band 2 - 11 to 40 Pitches	2118/MCB	D	OS	£400.00	£400.00	£410.00	£410.00	
Band 3 - 41+ Pitches	2118/MCB	D	OS	£435.00	£435.00	£450.00	£450.00	
Depositing site rules								
All sites	2118/MCB	D	OS	£165.00	£165.00	£170.00	£170.00	
Application for Fit and Proper Person register.								
All sites	2118/MCB	D	OS	£295.00	£295.00	£305.00	£305.00	
Licensing Act 2003								
Application/Annual Fees	2102/MCB	D	OS	Statutory	Statutory	Statutory	Statutory	
Gambling Act 2005								
New Small Casino								
New Application fee with provisional statement	2103/MCB	D	OS	£3,000.00	£3,000.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£8,000.00	£8,000.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£5,000.00	£5,000.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£4,000.00	£4,000.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£50.00	£50.00	Statutory	Statutory	
Transfer of licence	2103/MCB	D	OS	£1,800.00	£1,800.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£1,800.00	£1,800.00	Statutory	Statutory	
Provisional Statement	2103/MCB	D	OS	£8,000.00	£8,000.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
New Large Casino								
New Application fee with provisional statement	2103/MCB	D	OS	£5,000.00	£5,000.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£10,000.00	£10,000.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£10,000.00	£10,000.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£5,000.00	£5,000.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£50.00	£50.00	Statutory	Statutory	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Transfer of licence	2103/MCB	D	OS	£2,150.00	£2,150.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£2,150.00	£2,150.00	Statutory	Statutory	
Provisional Statement	2103/MCB	D	OS	£1,000.00	£1,000.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Regional Casino								
New Application fee with provisional statement	2103/MCB	D	OS	£8,000.00	£8,000.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£15,000.00	£15,000.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£15,000.00	£15,000.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£7,500.00	£7,500.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£50.00	£50.00	Statutory	Statutory	
Transfer of licence	2103/MCB	D	OS	£6,500.00	£6,500.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£6,500.00	£6,500.00	Statutory	Statutory	
Provisional Statement	2103/MCB	D	OS	£1,500.00	£1,500.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Bingo Club								
New Application fee with provisional statement	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£275.00	£275.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£30.00	£30.00	Statutory	Statutory	
Transfer of licence	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Provisional Statement	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Tracks								
New Application fee with provisional statement	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£275.00	£275.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£30.00	£30.00	Statutory	Statutory	
Transfer of licence	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Provisional Statement	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Family Entertainment Centres								
New Application fee with provisional statement	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£275.00	£275.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£30.00	£30.00	Statutory	Statutory	
Transfer of licence	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Provisional Statement	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Adult Gaming Centre								
New Application fee with provisional statement	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£275.00	£275.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£30.00	£30.00	Statutory	Statutory	
Transfer of licence	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Provisional Statement	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Betting Premises (Other)								
New Application fee with provisional statement	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
New Application fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£275.00	£275.00	Statutory	Statutory	
Variation fee	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Change of circumstances	2103/MCB	D	OS	£30.00	£30.00	Statutory	Statutory	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Transfer of licence	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Reinstatement fee	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Provisional Statement	2103/MCB	D	OS	£900.00	£900.00	Statutory	Statutory	
Copy of licence	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Family Entertainment Centre Gaming Machine								
New applications	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Renewal	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Application fee	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Change of name	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Copy of permit	2103/MCB	D	OS	£15.00	£15.00	Statutory	Statutory	
Prize Gaming Permit								
New applications	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Renewal	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Application fee	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Change of name	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Copy of permit	2103/MCB	D	OS	£15.00	£15.00	Statutory	Statutory	
Gaming Machines Notifications & Permits in Licensed Premises								
New applications fee	2103/MCB	D	OS	£150.00	£150.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£50.00	£50.00	Statutory	Statutory	
Application fee (existing S34 Operator)	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Vary application	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Transfer application	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Change of name	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Copy of permit	2103/MCB	D	OS	£15.00	£15.00	Statutory	Statutory	
Notification fee	2103/MCB	D	OS	£50.00	£50.00	Statutory	Statutory	
Club Gaming Permit								
New applications	2103/MCB	D	OS	£200.00	£200.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£50.00	£50.00	Statutory	Statutory	
Renewal	2103/MCB	D	OS	£200.00	£200.00	Statutory	Statutory	
Renewal (Club Premises Cert Holder)	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Application fee (fast track)	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Vary application	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Copy of permit	2103/MCB	D	OS	£15.00	£15.00	Statutory	Statutory	
Club Machine Permit								
New applications	2103/MCB	D	OS	£200.00	£200.00	Statutory	Statutory	
Annual fee	2103/MCB	D	OS	£50.00	£50.00	Statutory	Statutory	
Renewal	2103/MCB	D	OS	£200.00	£200.00	Statutory	Statutory	
Renewal (Club Premises Cert Holder)	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Application fee (fast track)	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Vary application	2103/MCB	D	OS	£100.00	£100.00	Statutory	Statutory	
Copy of permit	2103/MCB	D	OS	£15.00	£15.00	Statutory	Statutory	
Temporary Use Notice (TUN)	2103/MCB	D	OS	£300.00	£300.00	Statutory	Statutory	
Temporary Use Notice - copy	2103/MCB	D	OS	£25.00	£25.00	Statutory	Statutory	
Small Society Lottery Registration	2103/MCB	D	OS	£40.00	£40.00	Statutory	Statutory	
Small Society Lottery Registration Annual Fee	2103/MCB	D	OS	£20.00	£20.00	Statutory	Statutory	

Notes

1. Plus Vet Fees
2. Plus Vet fees and Secretary of State Inspection Fee

Planning Services

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Planning Applications								
Planning Application Fees	2202/MCB	D	OS	Statutory	Statutory	Statutory	Statutory	
Copies of Documents from Planning								
Application Files:								
Document Search and black & white copy thereof up to & including A3 size	2202/MZA	R	OS	£1.00	£1.00	£1.00	£1.00	1
Document Search and colour copy thereof up to & including A3 size	2202/MZA	R	OS	£1.50	£1.50	£1.50	£1.50	1
Document Search and colour copy thereof over A3 size	2202/MZA	R	OS	£4.00	£4.00	£4.00	£4.00	1
Statutory Plans								
Blaby Neighbourhood plan (Made)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Examiners Report	2206/MCB	D	OS	£57.00	£57.00	£57.00	£57.00	
Fosse Villages Neighbourhood plan (Made)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Examiners report	2206/MCB	D	OS	£57.00	£57.00	£57.00	£57.00	
Fosse Villages Neighbourhood plan environmental report	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Blaby District Local Plan (Adopted)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Inspector's Report	2206/MCB	D	OS	£57.00	£57.00	£57.00	£57.00	
Statement of Decisions on the Inspector's	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Sustainability Appraisal and Addendum	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Blaby District Local Plan (Delivery DPD) (Adopted)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
including Policies Map	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Policies Map only	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Inspector's Report and Appendices	2206/MCB	D	OS	£57.00	£57.00	£57.00	£57.00	
Main Modifications	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Additional Modifications	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Sustainability Appraisal and Addendum	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Habitats Regulations Assessment and Addendum	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Blaby District Local Development Framework								
Blaby District Local Plan (Core Strategy) (Adopted)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Inspector's Report	2206/MCB	D	OS	£57.00	£57.00	£57.00	£57.00	
Statement of Decisions on the Inspector's Report & Proposed Modifications	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Sustainability Appraisal and Addendum	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Blaby District Local Plan (Delivery DPD) (Adopted)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Including Policies Map	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Policies Map only	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Inspector's Report and Appendices	2206/MCB	D	OS	£57.00	£57.00	£57.00	£57.00	
Main Modifications	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Additional Modifications	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Sustainability Appraisal and Addendum	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Habitats Regulations Assessment and Addendum	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Blaby District Local Development Framework								
Annual Monitoring Report	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Sustainability Appraisal Scoping Report	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Housing Needs Survey	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Employment Land Study	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Urban Capacity Study	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Gypsy & Travellers' Accommodation	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Assessment								
Strategic Flood Risk Assessment	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Landscape Character Assessment	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Climate Change Study	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Retail Study	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Phase 1 Vegetation & Habitat Study	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Blaby Town Centre Masterplan	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Sustainability Appraisal (Issues & Options v2)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Sustainability Appraisal (Alternative Options)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Local Development Scheme	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Statement of Community Involvement	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Village Services Factfile	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Settlement Hierarchy Report	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Leicester & Leicestershire Strategic Housing	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Market Area Assessment								
Leicester and Leicestershire Housing and	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Economic Development Needs Assessment								
Leicester & Leicestershire Housing Market	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Area Employment Land Study								
Strategic Housing and Employment Land	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Availability Assessment								
Open Space Audit	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Strategic Green Wedge Review	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Assessment of Transport Implications	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Affordable Housing Viability Assessment	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Sustainability Assessment (Submission)	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Key Employment Sites Assessment	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Site Selection Methodology and Papers	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Delivery DPD Summary of Reg 18 Consultations	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Local Plan (Delivery DPD) - Preferred Options	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Local Plan (Delivery DPD) - Submission Version	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Core Strategy - all other versions	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
Leicester & Leicestershire Growth	2206/MCB	D	OS	£111.50	£111.50	£111.50	£111.50	
Infrastructure Assessment								
Review of Local Plan	2206/MCB	D	OS	£39.00	£39.00	£39.00	£39.00	
<u>Other Documents</u>								
Annual Residential Land Availability Statement	2205/MCB	D	OS	£56.50	£56.50	£56.50	£56.50	
Annual Employment Land Availability Statement	2205/MCB	D	OS	£35.50	£35.50	£35.50	£35.50	
Motorway's Retail Area Information Pack	2205/MCB	D	OS	£30.00	£30.00	£30.00	£30.00	
Meridian Leisure Information Pack	2205/MCB	D	OS	£30.00	£30.00	£30.00	£30.00	
<u>Supplementary Planning Guidance</u>								
Affordable Housing	2205/MCB	D	OS	£35.50	£35.50	£35.50	£35.50	
Conservation Area Character Statement	2205/MCB	D	OS	£35.50	£35.50	£35.50	£35.50	
Planning & Noise	2205/MCB	D	OS	£35.50	£35.50	£35.50	£35.50	
Planning Obligations & Developer Contributions								
SPD	2205/MCB	D	OS	£35.50	£35.50	£35.50	£35.50	
<u>High Hedges</u>	2204/MCB	D	OS	£500.00	£500.00	£500.00	£500.00	

Notes

1. Minimum charge for invoicing £12.00

Building Regulations

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Building Regulation Applications								
New Dwellings	5001/MCB	D	SR	Note 1	Note 1	Note 1	Note 1	
Domestic Extensions	5001/MCB	D	SR	Note 1	Note 1	Note 1	Note 1	
Other Domestic Works	5001/MCB	D	SR	Note 1	Note 1	Note 1	Note 1	
Commercial	5001/MCB	D	SR	Note 1	Note 1	Note 1	Note 1	
Demolition Application Charges	5001/MCB	D	OS	Note 1	Note 1	Note 1	Note 1	
Street Naming & Numbering	5001/MZA	D	OS	Note 1	Note 1	Note 1	Note 1	
Document Search of Building Regulation Files	5001/MCB	D	SR	£78.62	£65.52	£81.38	£67.81	
Document Search of Building Regulation Files and supplying copy of Decision Notice and Completion Certificate (if available)	5001/MCB	D	SR	£38.69	£32.24	£40.04	£33.37	
Letter re public sewer issues	5001/MZA	D	SR	£38.69	£32.24	£40.04	£33.37	
Letter re Exempt Buildings	5001/MCB	D	SR	£38.69	£32.24	£40.04	£33.37	
Letter re Exempt Buildings requiring inspection to confirm	5001/MCB	D	SR	£78.62	£65.52	£81.38	£67.81	
Copies of other documents from Building Regulation Files (to be charged in conjunction with Document Search fee detailed above):								
Black & white copy up to & including A3 size	5001/MCB	R	OS	£1.00	£1.00	£1.00	£1.00	
Colour copy up to and including A3 size	5001/MCB	R	OS	£1.00	£1.00	£1.00	£1.00	
Black & white copy over A3 size	5001/MCB	R	OS	£4.00	£4.00	£4.00	£4.00	

Notes

1. Fees as per the Building Control Charges Scheme.
2. Postage and packaging extra.
3. Written consent must be obtained from the originator of documents or copyright holders.

Legal Services

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Legal Services								
Planning Agreements	1370/MCB	A	OS	£3,000.00	£3,000.00	£3,120.00	£3,120.00	1
Unilateral Undertaking	1370/MCB	A	OS	£1,750.00	£1,750.00	£1,820.00	£1,820.00	1
Variation of Planning Agreement	1370/MCB	A	OS	£1,750.00	£1,750.00	£1,820.00	£1,820.00	
Lease of industrial estate unit/shop	1370/MCB	D	EX	£500.00	£500.00	£520.00	£520.00	
Non standard lease	1370/MCB	D	EX	£750.00	£750.00	£780.00	£780.00	
Deed of licence or variation of lease	1370/MCB	D	EX	£500.00	£500.00	£520.00	£520.00	
Surrender of lease	1370/MCB	D	EX	£750.00	£750.00	£780.00	£780.00	
Lease to assign	1370/MCB	D	EX	£750.00	£750.00	£780.00	£780.00	
Licence for works	1370/MCB	D	EX	£600.00	£600.00	£630.00	£630.00	
Costs in relation to sale or purchase of land	1370/MCB	A	EX	£1,500.00	£1,500.00	£1,560.00	£1,560.00	
Deed of release from restrictive covenant	1370/MCB	D	SR	£600.00	£500.00	£630.00	£525.00	
Adoption of open space	1370/MCB	A	EX	£1,500.00	£1,500.00	£1,560.00	£1,560.00	
Deed of dedication	1370/MCB	D	OS	£500.00	£500.00	£520.00	£520.00	
Deed of rectification	1370/MCB	D	SR	£840.00	£700.00	£880.00	£733.33	
Right of way (standard easement)	1370/MCB	D	OS	£600.00	£600.00	£630.00	£630.00	
Non standard easement	1370/MCB	A	OS	£800.00	£800.00	£840.00	£840.00	
Licence authorising change of use	1370/MCB	D	OS	£600.00	£600.00	£630.00	£630.00	
Grazing licence	1370/MCB	D	ZR	£300.00	£300.00	£320.00	£320.00	
JCT minor works contract	1370/MCB	D	OS	£750.00	£750.00	£780.00	£780.00	
Litigation for the recovery of debts, breaches in contract or other agreement	1370/MCB	D	OS	Note 2	Note 2	Note 2	Note 2	

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Litigation costs in the event of prosecution for an offence	1370/MCB	D	OS	Note 2	Note 2	Note 2	Note 2	
Footpath Orders								
Charge for diversion/extinguishment								
Of right of way								
First path:								
- Preliminary	1370/MCB	D	OS	£2,000.00	£2,000.00	£2,080.00	£2,080.00	3
- Making order	1370/MCB	D	OS	£700.00	£700.00	£730.00	£730.00	3
- Order opposed and sent to Sec. of State	1370/MCB	D	OS	£1,000.00	£1,000.00	£1,040.00	£1,040.00	3
- Confirmation of order	1370/MCB	D	OS	£500.00	£500.00	£520.00	£520.00	3
Additional paths:								
- Preliminary	1370/MCB	D	OS	£500.00	£500.00	£520.00	£520.00	3
- Making order	1370/MCB	D	OS	£300.00	£300.00	£320.00	£320.00	3
- Order opposed and sent to Sec. of State	1370/MCB	D	OS	£1,000.00	£1,000.00	£1,040.00	£1,040.00	3
- Confirmation of order	1370/MCB	D	OS	£250.00	£250.00	£260.00	£260.00	3

Notes

1. At cost - minimum charge.
2. Cost determined by court if appropriate.
3. Plus advertising costs

Land Charges

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Local Land Charge Search Fees								
LLC1 Search:								1
- Residential/Commercial	1308/MCB	D	OS	£30.00	£30.00	£32.00	£32.00	2
CON 29 Required Search:								
- Commercial	1308/MCB	D	SR	£150.00	£125.00	£160.00	£133.33	
- Residential	1308/MCB	D	SR	£130.00	£108.33	£140.00	£116.67	2
CON 29 Optional (Questions 4 to 22)	1308/MCB	D	SR	£28.00	£23.33	£30.00	£25.00	3
CON 29 Building Regulations (Questions 1.1 (f) - (h) and 3.8)	1308/MCB	D	SR	£10.00	£8.33	£11.00	£9.17	3
LLC1 Additional Parcel Fee	1308/MCB	D	OS	£1.00	£1.00	£2.00	£2.00	4
CON 29R Additional Parcel Fee	1308/MCB	D	SR	£22.00	£18.33	£23.00	£19.17	3
Own written questions	1308/MCB	D	SR	£45.00	£37.50	£47.00	£39.17	

Notes

1. Delegated to Corporate Services Group Manager in consultation with the Strategic Director (S151), subject to County Council element of charge. Law Society recommendations and any revision by the Lord Chancellor's Department.
2. Full Search (LLC1 & CON 29R) total cost is £160.00. Only the CON29 element of the charge attracts the standard rate of VAT. The LLC1 remains outside scope.
3. Cost per question
4. Subject to a "Parcel Cap" – the maximum number of additional parcels which will attract a fee in any one search is 15.

Leisure Centers – Enderby Leisure Centre

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Enderby Activity Charges								
Group exercise Classes Member	n/a	G	SR					
Group exercise Classes Non Member	n/a	G	SR					
Badminton Court Member	n/a	B	SR					
Badminton Court Non Member	n/a	B	SR					
GP Referrals	n/a	G	EX					
Mature Movers	n/a	G	SR					
Hire of Badminton Racket	n/a	D	EX					
Hire of Soccer Ball	n/a	D	EX					
Indoor 5-a-side Football Etc	n/a	G	OS					
Bowls Hall								
Leisure Centre Member (2 hours)								
Peak (October to April)	n/a	D	EX					
Non Member	n/a	D	EX					
Hire of woods	n/a	G	EX					
Pool Charges								
Leisure Centre Member								
Adult	n/a	G	SR					
Junior	n/a	G	SR					

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Over 60's	n/a	G	SR					
Non-Member								
Adult	n/a	G	SR					
Junior	n/a	G	SR					
Over 60's	n/a	G	SR					
Member	n/a	G	SR					
Non Member	n/a	G	SR					
Family Swim								
Member	n/a	G	SR					
Aqua Aerobics								
Member	n/a	G	EX					
Non Member	n/a	G	EX					
Swimming Lessons								
Leisure Centre Member								
Adult per 1/2 hour lesson	n/a	A	SR					
Junior per 1/2 hour lesson	n/a	A	SR					
Non-Member								
Adult per 1/2 hour lesson	n/a	A	SR					
Junior per 1/2 hour lesson	n/a	A	SR					
Schools (30 Minutes)	n/a	D	OS					
One-to-One (30 Minutes)								

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Leisure Centre Member								
- Adult	n/a	G	SR					
- Junior	n/a	G	SR					
Non-Member								
- Adult	n/a	G	SR					
- Junior	n/a	G	SR					
Enderby Membership								
Monthly Direct Debit								
Adult	n/a	Monthly	SR					
Junior	n/a	Monthly	SR					
Concession	n/a	Monthly	SR					
Spa Add On	n/a	Monthly	SR					
Annual Membership								
Adult	n/a	L	SR					
Junior	n/a	L	SR					
Concession	n/a	L	SR					
Spa Add On	n/a	L	SR					

Leisure Centers – Huncote Leisure Centre

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Huncote Activity Charges								
Badminton Court - Adult	n/a	B	SR					
Badminton - Junior/Concessions	n/a	B	SR					
Badminton - Over 50's	n/a	B	SR					
Badminton Off Peak (8am - 5pm)	n/a	B	SR					
Table Tennis Off Peak (8am - 5pm)	n/a	B	SR					
Basketball (large court)	n/a	G	SR					
Indoor 5-a-side Football	n/a	G	SR					
Outdoor 5-a-side Football	n/a	G	SR					
Squash Court (40 minutes) - Adults	n/a	G	SR					
Squash - Junior/Concessions	n/a	G	SR					
Squash Off Peak (8am - 5pm)	n/a	B	SR					
Table Tennis	n/a	G	SR					
Huncote Membership								
Adult Monthly Membership Flexible	n/a	Monthly	SR					
Adult Annual Membership	n/a	L	SR					
Start up fee - Adult	n/a	A	SR					
Adult Gym Session	n/a	G	SR					
Concession Gym Session	n/a	G	SR					

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Junior Gym Session (selected times)	n/a	G	SR					
GP Referral	n/a	G	EX					

Notes

Other Health & Leisure Services

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
Hire a Place to Grow								
Community Plot	2036/MZA	L	EX	£60.00	£60.00	£60.00	£60.00	
Concession Rate	2036/MZA	B	EX	£9.00	£9.00	£12.00	£12.00	
Commercial Rate	2036/MZA	B	EX	£13.50	£13.50	£13.50	£13.50	
Fitness Classes								
Steady Steps Plus	2003/MCB	B	EX	£5.00	£5.00	£5.00	£5.00	
Keep Moving Count	2003/MCB	B	EX	£5.00	£5.00	£5.00	£5.00	
Easy Movers	2003/MCB	B	EX	£5.00	£5.00	£5.00	£5.00	
Fit2Dance	2003/MCB	B	EX	£5.00	£5.00	£5.00	£5.00	
Back to it Plus	2003/MCB	B	EX	£5.00	£5.00	£5.00	£5.00	
Walking Netball	2003/MCB	B	EX	£5.00	£5.00	£5.00	£5.00	
Tai Chi	2003/MCB	B	EX	£5.00	£5.00	£5.00	£5.00	
Ice House Tours	2037/MCB	D	SR	£5.75	£4.80	£5.75	£4.80	

Miscellaneous Fees and Charges

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
<u>Corporate Services</u>								
<u>Photocopying (Black & White)</u>								
A4	8000/MCB	J	SR	Note 1	Note 1	Note 1	Note 1	
To and including A3	8000/MCB	J	SR	Note 1	Note 1	Note 1	Note 1	
Environmental Information Regulations 2004	1111/MCB	D	OS	Statutory	Statutory	Statutory	Statutory	
Freedom of Information Act 2000	1111/MCB	D	OS	Statutory	Statutory	Statutory	Statutory	
<u>Finance & Assets</u>								
<u>Council Rents</u>								
Weekly rent	3009/MCC	K	OS	Note 2	Note 2	Note 2	Note 2	
<u>Hire of Council Chamber</u>								
- Per Hour or part thereof	8008/MCC	B	EX	POA	POA	POA	POA	
<u>Hire of Brooks Room</u>								
- Per Hour or part thereof	8008/MCC	B	EX	POA	POA	POA	POA	
Blaby Toilets	2124/MZA	F	SR	£0.20	£0.17	£0.20	£0.17	
<u>Council Tax Civil Penalties</u>								
- Failure to notify or provide information	1302/MZA	D	OS	£70.00	£70.00	£70.00	£70.00	4
- Subsequent failure to provide information	1302/MZA	D	OS	£280.00	£280.00	£280.00	£280.00	4
<u>Electoral Services</u>								
Sale of Register of Electors								
On paper								

Service	General Ledger Code	Basis of Charge	VAT Category	2025/26 (inc VAT)	2025/26 (exc VAT)	2026/27 (inc VAT)	2026/27 (exc VAT)	Note
- base charge	1305/MCB	A	OS	£10.00	£10.00	£10.00	£10.00	
- each additional 1,000 entries or part	1305/MCB	D	OS	£5.00	£5.00	£5.00	£5.00	
In computer data format								
- base charge	1305/MCB	A	OS	£20.00	£20.00	£20.00	£20.00	
- each additional 1,000 entries or part	1305/MCB	D	OS	£1.50	£1.50	£1.50	£1.50	
<u>Workplace Charger Tariff</u>								
Electric Vehicle Chargers (per kw)	TBC	D	SR	£0.48	£0.40	£0.48	£0.40	

Notes

1. Price available upon request
2. Subject to RPI upon uplift
3. Delegated to the Customer Access and Electoral Services Manager
4. Statutory charge

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Blaby District Council

Cabinet Executive

Date of Meeting	20 November 2025
Title of Report	Annual Corporate Action Plan 2025-26 Mid-year Progress Report This is not a Key Decision and is on the Forward Plan
Lead Member	Cllr. Ben Taylor - Leader of the Council
Report Author	Business Systems & Information Manager
Strategic Themes	All Themes: Enabling communities and supporting vulnerable residents; Enhancing and maintaining our natural and built environment; Growing and supporting our economy; Keeping you safe and healthy; Ambitious and well managed Council, valuing our people

1. What is this report about?

- 1.1 The purpose of this report is to update members on the progress of actions outlined in the Corporate Action Plan 2025-26. The action plan was approved by Council on 8 April 2025.

2. Recommendation(s) to Cabinet Executive

- 2.1 That Members note the progress made against the Corporate Action Plan 2025-26.

3. Reason for Decisions Recommended

- 3.1 It is important that Elected Members and staff are familiar with how the Council is delivering against its agreed actions and priorities.

4. Matters to consider

- 4.1 Background
The Council's vision for the district and its key strategic themes are set out in 'Blaby District Plan 2024 - 2028'.

The vision is "to ensure that Blaby District is a great place to live, work and visit.". The strategic themes provide the areas of focus for the Council to achieve its vision.

The role of the 'Annual Corporate Action Plan' is to outline specific objectives planned for the forthcoming year that will contribute towards the delivery of the Blaby District Plan.

Each of the objectives set out in the Action Plan are aligned to one of the strategic themes and will also have a number of projects & actions that come together to deliver those objectives. The most significant of these are also itemised in the Action Plan as 'priority projects'.

This report provides a mid-year progress update for those objectives and their priority projects outlined in the Corporate Action Plan for 2025-26, which was approved by Council on 8 April 2025.

4.2 Proposal(s)

The progress of the actions outlined in the Corporate Action Plan 2024-25 is detailed in the report at Appendix A. Members are invited to review the progress report.

4.3 Relevant Consultations

Executive Directors and Senior Responsible Officers were consulted for each of the objectives and priority projects contained within the Corporate Action Plan 24-25 in order to gain the most recent and relevant information.

4.4 Significant Issues

There are none within this report, however, individual projects may have associated issues, and these will be detailed in the appended report.

4.5 In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Equalities, Public Health Inequalities and there are no areas of concern.

5. **Environmental impact**

Each of the objectives and priority projects within the appended action plan will have considered their environmental impact individually.

6. **What will it cost and are there opportunities for savings?**

6.1 The annual budget, approved by Council in February each year, supports the delivery of the actions contained within the Corporate Action Plan.

7. What are the risks and how can they be reduced?

Current Risk	Actions to reduce the risks
That the projects and actions within the Corporate Action Plan 2025-26 are not sufficiently progressed, meaning the key strategic aims found in the Blaby Plan may also be diminished.	The delivery of the action plan will be monitored by SLT with reports to Council on a six-monthly basis. In addition, relevant Portfolio Holders will be kept up to date with specific activities.
Council members are unaware of key projects and their progress, meaning they are unable to exert any influence or communicate this to residents, business and other stakeholders.	The provision of the appended progress report in addition to frequent updates to cabinet members collectively and portfolio holders individually.

8. Other options considered

No other options were considered. It is important that residents, partners, Elected Members, and staff are familiar with how the Council is delivering against its agreed actions and priorities.

9. Appendix

9.1 Appendix A – Annual Corporate Action Plan 2025-26 – Mid-year Report

9.2 Appendix B – [Blaby District Plan 2024-2028](#)

10. Background paper(s)

10.1 None

11. Report author's contact details

Luke Clements Business Systems & Information Manager
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Annual Corporate Action Plan 2025/26 Mid-Year Progress Update

Enabling Our Communities & Supporting Our Vulnerable Residents

Objective	Description	Lead Officer	Progress Summary
Homelessness Prevention	We are committed to maintaining a zero rough sleeping rate. We recognise the need for specialised housing to meet the needs of the most vulnerable members of our community, and pledge to work closely with partners to make this a reality.	Executive Director (Communities)	We continue to work with our partners to provide those at risk of homelessness and those who present as homeless with advice, support and accommodation. We deliver against our Homelessness and Rough Sleeping Strategy and continue to provide temporary accommodation through our purchased units. Council has approved funding for the purchase of more units, and we are in active discussions to bring forward more council owned accommodation to support the most vulnerable.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Temporary Accommodation	Continue to develop our offer of Temporary Accommodation to support the Homelessness Strategy in terms of the Operating Model and identifying additional opportunities to expand the offer.	Group Manager - Environmental Health, Housing & Community Service 31-Mar-2026	Temporary Accommodation Support Project The project has moved from development to delivery readiness. The structured questionnaire has been designed, tested and finalised, providing a consistent tool to assess residents' needs and track progress over time. Partners, including Citizens Advice and Go Learn, have been confirmed to provide financial, tenancy and wellbeing support. Go Learn have co-developed the content with the Work and Skills Officer to align with the project's focus on tenancy readiness, budgeting and employability. Staff training, led by Citizens Advice, is scheduled to take place ahead of the first event on Wednesday 12 November 2025. Engagement with temporary accommodation residents has begun, with referral pathways and case management processes now established. The original target of supporting 100 individuals by March 2026 will be under close review, as the uptake for the first session is not as high as expected.

Enhancing & Maintaining our Natural & Built Environments

Objective	Description	Lead Officer	Progress Summary
Council Net Zero 2030	In an effort to be a responsible and exemplary organisation, and in response to the global climate change crisis, Blaby District Council aims to reduce its carbon emissions to 'Net Zero' by 31 March 2030. The collection of projects and initiatives within this work programme are contributing to that aim.	Executive Director (Communities)	The Council has developed a pipeline of potential projects and opportunities to achieve Net Zero by 2030, such as employee salary sacrifice schemes, electric pool cars and heating efficiencies which is being overseen by the creation of the Member Net Zero Working Group the current project to provide electric vehicle charging at the Depot will ensure that there is infrastructure in place to continue our ambitions.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Go Net Zero at the Depot (EV Charging)	Adaptations to the council depot to contribute towards our ambition to be carbon neutral by 2030. This will include installation of phase 1 electric vehicle charging infrastructure to facilitate the gradual evolution towards an electric fleet.	Group Manager - Neighbourhood Services 31-Dec-2026	The council has commissioned a full evaluation of electric vehicle (EV) charging requirements at Whetstone Depot, including detailed designs of future EV charging provision, incorporating a phased approach in line with our vehicle replacement programme.

Objective	Description	Lead Officer	Progress Summary
National Waste Collection Reform	To ensure we can deliver the new Government requirements with respect to food waste and have adequate funding in place to ensure effective and efficient provision of service.	Executive Director (S151)	Funding has been provided for the implementation costs of food waste collection and costs are being closely monitored as the project progresses. We are currently awaiting confirmation of government funding for the new food waste service to be delivered from April 26.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Food Waste Collections	New national government policy on waste collections has mandated the introduction of separate weekly food waste collections by 1 April 2026.	Group Manager - Neighbourhood Services 01-Apr-2026	Building on the successful procurement of vehicles and caddies in 2024/25, the focus has now shifted to policy development and operational planning. A six-week public consultation over the summer helped shape the new kerbside waste collection policy, which was formally ratified by Council in September 2025. The project team has since mapped out the new collection rounds, which have been uploaded to the in-cab system, incorporating feedback from staff and Trade Unions. Looking ahead, the next six months will concentrate on recruitment, finalising a comprehensive communications plan, and preparing for the district-wide delivery of food waste caddies. We are still awaiting confirmation of the revenue funding allocation from central government, which is expected before the end of the year.

Objective	Description	Lead Officer	Progress Summary
Emerging Local Plan	To continue development of the emerging local plan towards adoption of an up to date and robust plan that sets the spatial vision for the district and re-establishes a five-year housing land supply.	Executive Director (Place)	Collation of the evidence required for the Local Plans submission to Regulation 19 continues. There are however two significant pieces of evidence which require completing, these are the HENA and Transport evidence. Consequently, the Local Plan will now go to Council in April 2026, seeking the permission of Council to commence the Regulation 19 consultation.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Progress the Local Plan	The production of the Local Plan will continue throughout the year, with milestones to include publication of the Regulation 19 phase, which will include consultation with the public.	Group Manager - Planning & Strategic Growth 31-Mar-2026	The ongoing development of the Local Plan, in line with the Government's revision of the National Planning Policy Framework (NPPF), has created additional requirements for the Council to respond to. One of these changes relates to transport. In line with the new NPPF, we are undertaking a vision led transport study to identify the magnitude and extent of transport effects associated with our proposed approach to growth. This method seeks to deliver growth based on achieving well-designed, sustainable places, and providing the transport solutions, which offer better access to local services and facilities. Housing and employment growth must be sustainable and through the Local Plan process we are assessing how the provision of new or enhanced public transport, and active travel infrastructure, can ensure the plan is compliant with the new legislation. This work is being undertaken in partnership with the County Highways team to ensure the Local Plan compliments a strategic vision for growth. This work will take longer to complete and as such Blaby District Council now intends to publish the Regulation 19 Local Plan in April 2026. The Regulation 19 provides an opportunity for public consultation on the Local Plan. The next formal stage will be the submission of to the Planning Inspectorate for Examination. At the Examination stage the Local Plan will be examined by an independent Inspector who will consider the Plan against the Government's criteria.

Growing & Supporting our Economy

Objective	Description	Lead Officer	Progress Summary
Economic Development Framework	The Economic Development Framework brings together all economic development activities that are occurring within the district and considers how they complement each other to maximise the benefits for our residents, businesses and visitors.	Executive Director (Place)	The implementation of the Economic Development Framework continues at pace. The recent establishment of the Blaby Business Board, consisting of local SME's, provides another layer of governance that will inform and drive growth opportunities across our district. Partnerships are vital for the Frameworks success. The Community, Work, Business and Skills team's role in facilitating networks and relationships throughout the Blaby Business community is vital to the continued success of the EDF. Equally important are the relationships of other Blaby District Council teams who are integral to informing and delivering economic growth potential across the district.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of the Economic Development Framework action plan	Working with partners and across BDC teams, the newly created EDF action plan will be delivered. The plan enables delivery across the five thematic areas of the EDF, drawing upon the expertise and skills of both private and public sector bodies to ensure objectives are achieved.	Group Manager - Assets and Major Projects 31-Mar-2026	Implementation of the EDF action plan is progressing well, with cross-council coordination and active engagement from partners across the public and private sectors. The Business and Skills Partnership continue to drive delivery, strengthening links with employers and training providers to support growth and workforce development. Measurable progress has been made in business engagement, innovation support and the green economy, with UK Shared Prosperity Fund projects aligned to the EDF's thematic areas. While some major schemes remain externally led, BDC continues to play a strong strategic and influencing role to ensure district priorities are advanced.

Objective	Description	Lead Officer	Progress Summary
Tourism Growth Plan	The Tourism Growth Plan for Blaby District outlines the ambition, objectives and priorities for managing, developing and promoting tourism in the district. The plan has been developed by the Blaby District Tourism Partnership. The plan's purpose is to focus efforts by the Council, its partners and tourism businesses on the actions which are likely to have the most benefit for the visitor economy of Blaby District.	Executive Director (Place)	The Tourism Growth Plan continues to support Blaby District tourism businesses and partnerships to grow. Its relaunch in early 2025 has enabled a wide range of projects and initiatives to be delivered including the highly successful summer 2025 campaign, delivered in partnership with Visit Leicester. The Tourism partnership was also successful in recently securing four nominations for the regional tourism awards.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of the Tourism Growth Plan action plan, in conjunction with the Tourism Partnership.	The newly created Blaby Tourism Growth Plan will be delivered throughout the year. The plan will bring together partners from across the district to maximise the opportunities for growth in visitor numbers and increase the overall economic impact of tourism.	Group Manager - Assets and Major Projects 31-Mar-2026	BDC continues to work closely with the Blaby District Tourism Partnership and local stakeholders to deliver the Tourism Growth Plan. Joint activity has focused on promoting key destinations, improving visitor information and developing a stronger evidence base through visitor and business engagement. Partnership working has increased coordination across marketing, events and infrastructure projects, ensuring a joined-up approach to growing the visitor economy. BDC continues to play a leading role in influencing delivery, supporting investment readiness, and maintaining momentum towards long-term tourism growth.

Keeping You Safe & Healthy

Objective	Description	Lead Officer	Progress Summary
Active Travel Strategy	This Strategy will set out plans for enabling further active travel in the district.	Executive Director (Place)	The Council's Active Travel Strategy has started to deliver tangible benefits to the district. As well as supporting the development of the Lubbethorpe to Leicester City cycle scheme, the strategy has informed s106 planning conditions. This will lead to improved active travel infrastructure on new developments throughout the district, as they are built out.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Improvement of Infrastructure	The key focus for this year is working with partners to identify and apply for funding opportunities to improve active travel infrastructure across the district.	Group Manager - Assets and Major Projects 31-Mar-2026	Despite national funding being directed to county-level programmes and rising infrastructure costs, the Council has maintained an active influencing role to ensure Blaby's key routes are recognised and ready for delivery when future opportunities arise. This has included support for the Lubbethorpe to Leicester City active travel route and other district-wide connections that underpin long-term sustainable transport goals.

Objective	Description	Lead Officer	Progress Summary
Community Safety Strategy	The strategy sets out the work that will be undertaken to meet our statutory duties under the Community Safety requirements	Executive Director (Communities)	Through the Community Safety Partnership and targeted work, we continue to deliver our strategies focussing on Hate Crime and Serious Violence reduction.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of the Community Safety Partnership Action Plan	The key focus for this year is improving the survivors of domestic abuse, tackling serious violence and reducing the intentional self-harm rates.	Group Manager - Environmental Health, Housing & Community Service 31-Mar-2026	The Community Safety Partnership continues to deliver a wealth of work around three key areas of focus within the Community Safety Strategy: Protecting and Supporting People, Reducing Offending and Re-offending and Preventing and Reducing Serious Violence. Delivery is driven via the Community Safety Partnership Action plan which continues to realise positive outcomes. The Community Safety Partnership actions plans are on track for delivery and are overseen on a quarterly basis by the Community Safety Partnership Strategy Board. Some examples of delivery for 2025-26 to date include • Engagement with high numbers of young people via prevention and awareness work in schools and other young people settings • Commissioning of detached youth outreach services and Leicester City Premier Kicks programme to engage positively with young people in hotspot areas for anti-social behaviour/ serious violence • Involvement in the government's Safer Streets Summer work has seen increased police patrols and enhanced work in Fosse Park over the summer months, focussing on reducing anti-social behaviour and retail crime • Successful bid to the OPCC regarding street marshalls supporting the NTE during the festive period in December in Blaby Town Centre • Community Safety Team joint campaign for Safer Summer with police and fire service at Everards meadows – great attendance and engagement • Partnership campaigns for ASB Awareness Week and Hate Crime Awareness week each taking place in Blaby precinct where advice and community safety merchandise was provided to residents

Objective	Description	Lead Officer	Progress Summary
Contaminated Land Strategy	The Contaminated Land Strategy sets out how the authority approaches the management, mitigation and monitoring of contaminated land within the district.	Executive Director (Communities)	Working in conjunction with our specialist contractor both sites at Southey and Sandhill currently continue to be monitored monthly to compile a full annual data set for each site providing a better baseline for analysis to guide a long-term management plan for both sites.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Delivery of Contaminated land initiatives	We will continue to deliver management operations on identified contaminated land sites.	Group Manager - Environmental Health, Housing & Community Service	Working in conjunction with our specialist contractor both sites at Southey and Sandhill currently continue to be monitored monthly until the new year. This will allow us to compile a full annual data set for each site providing a better baseline for analysis to guide a long-term management plan for both sites.
		31-Mar-2026	We plan to undertake some further testing focusing on CO2 levels at the Southey site in the new year and will look to reduce monitoring from monthly to bi-monthly or quarterly once data analysed and confirms that this is appropriate. Monitoring is to continue at the Sandhill site, but we will be looking to reduce the frequency of visits in the new year as long as data analysis shows this is appropriate.

Objective	Description	Lead Officer	Progress Summary
Leisure Provision	Identification of Leisure provision in the district to promote access to sports and fitness opportunities	Executive Director (Place)	The Leisure offer across the district continues to attract people from Blaby District and beyond. As Enderby Leisure Centre grows, an extension to the site will commence later in the calendar year. This will provide improved weight and fitness facilities. Options for improving the facilities and usage of the Huncote site are currently being explored.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Progress the scoping of the Lubbesthorpe Leisure offer	Work with the Developer, Sport England, Football Foundation, Lubbesthorpe Parish Council and any other relevant stakeholders to scope the design for a leisure offer at Lubbesthorpe and to commence the planning arrangements.	Group Manager - Assets and Major Projects 31-Mar-2026	BDC officers continue to collaborate with the Developer, Sport England, the Football Foundation and Lubbesthorpe Parish Council to define the scope of a future leisure facility at New Lubbesthorpe. Steady progress has been made in shaping the concept and aligning partners around a shared vision. The Council's ongoing engagement ensures that local needs, site design and community access remain central to any future proposals, positioning the project for progression when development and funding conditions allow.

Ambitious & Well-Managed Council, Valuing our People

Objective	Description	Lead Officer	Progress Summary
Local Government Re-organisation and Devolution	This work programme contains the actions required to enable Blaby District Council to be at the heart of the LGR and Devolution Agenda for Leicester and Leicestershire and ensure that our residents and staff are supported, empowered and represented.	Chief Executive	There has been an extensive process of developing our local government reorganisation and devolution proposal. This has involved public engagement, stakeholder engagement, workstream development, culminating in the production of a draft submission.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Submission of LGR Proposal	Develop with Partners the Proposal for Local Government Re-organisation in Leicester, Leicestershire and Rutland.	Chief Executive 31-Mar-2026	The draft submission has been produced and at the time of writing is being considered through our governance process. We are on target to submit the proposal to MHCLG on the 28 November 2025. Internal and External communication plans are in place and enacted to ensure staff, councillors, public and key stakeholders are all engaged and informed.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
External and Internal Communication Strategies	Delivery of External and Internal communication plans to ensure that messages are disseminated in an accurate and timely manner to minimise anxiety and maximise engagement in the LGR and Devolution agenda.	Group Manager - Corporate Services & Monitoring Officer 31-Mar-2026	• April - August 2025 - BDC led the public and stakeholder engagement for the 8 authorities involved in the North, City, South proposal. • 9 June - 20 July 2025 - Internal and external comms for public and stakeholder engagement • Internal and external comms on 'no boundary extension' release on 5 September 2025

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Human Resource Capacity	Providing staff with support, skills and tools to adapt to change and prosper in a new organisation, as well as sustainable recruitment and retention	Group Manager - ICT & Transformation 31-Mar-2026	In recognition of Local Government Reform (LGR) we have commenced discussions with neighbouring authorities to explore opportunities for coming together creating best value in terms of developing and setting our workforces up to succeed with the skills and tools that will position them to embark on the LGR/Devolution journey with confidence. Recruitment and Retention continue to be at the forefront of our action planning, particularly but not exclusively considering LGR and Devolution. We want to continue to recruit and retain a diverse and future proofed workforce therefore we are continuously reviewing the systems we use and the way we use them, alongside our processes and more generally our wraparound workforce engagement offers to support our ambition to be one of many great places to work in Blaby District. To further support this and fulfil our desire and appetite to expand on that further, we are now growing the team to include additional in-house, focussed coordination, expertise and specialism for the key areas of recruitment, retention, learning and organisational development.
Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Councillor Capacity	Engagement with external partners such as the Planning Advisory Service to equip our Councillors with the knowledge and skills	Group Manager - Corporate Services & Monitoring Officer 31-Mar-2026	Officers ensure that members are kept up to date and informed as to progress made around Local Government Reorganisation. Regular briefing sessions are held, the last of these being held in October. Members are also signposted to any external training, for example organised by the Local Government Association around LGR in the weekly bulletin circulated by Democratic Services.

Objective	Description	Lead Officer	Progress Summary
Financial Sustainability for Blaby District Council	This work programme contains the actions required to demonstrate the Council's ability to fund its current and future services, including the adequacy of reserves, and the approach to identifying savings to close the forecast budget gap.	Executive Director (S151)	Work continues to monitor the Council's financial position with considerable changes to funding being brought in from April 2026. Communications from MHCLG suggest that Blaby will see funding reductions of between 5-7% and officers are working to model how efficiencies, income streams and funding reductions will feed into the MTFS.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Medium Term Financial Strategy	Revising the MTFS to reflect the Local Government Funding Reform and Business Rate Reset expected. Linking to our key strategies such as transformation and commercialisation, the plan will clearly articulate how to address the budget gap within our budgets and the expected growing demands for our services.	Group Manager – Finance & Income 31-May-2026	Officers have been closely following the consultation and announcements regarding the changes to the Settlement which are due to be brought in from April 2026. Work is progressing to revise the MTFS, however we await further information from government to accurately forecast the MTFS.

Objective	Description	Lead Officer	Progress Summary
Transforming Blaby Together	Transforming Blaby Together is our over-arching response to the challenges that we face as a council. This Strategy and its associated work programme is to enable the authority to adopt a culture of continuous improvement to facilitate opportunities and different ways of working to drive operational effectiveness and build in cost effective efficiencies. This is particularly important as we move into Local Government Reorganisation.	Executive Director (S151)	Delivering against the backdrop of our Transforming Blaby Together strategy our transformation journey continues to make good progress. Though still small our Transformation and Projects Team continue to work consistently across the organisation to enable and support impactful change at Blaby District Council. Our network of Transformation Champions continues to bring together officers from across the organisation, raising the profile and enabling the cross pollination of ideas. Champions are supporting and empowering staff to take personal responsibility for transformation; developing digital solutions to eliminate paper and deliver process efficiencies. We will continue Transforming Blaby Together embarking on further projects to ensure our culture of transformation and continuous improvement continues to be embedded at Blaby District Council and places us firmly on the map as we progress towards Local Government Reform (LGR) and Devolution

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Enhance Data Intelligence	Embracement of emerging technologies such as MS Power BI and AI to identify improvements and drive effectiveness.	Group Manager - Corporate Services & Monitoring Officer 31-Mar-2026	Microsoft Power Bi is a tool that can unlock significant efficiency to our analysis and reporting of service delivery via its automated connection to underlying databases. This means that visualised reports are updated without any manual intervention. The improved insights from these reports can also drive further service improvement and data intelligence. Automated reports using Power BI have already been built and implemented in Lightbulb, Building Control, Licencing, Information Governance (Complaints & Freedom of Information), ICT, Health & Safety and Assistive Technology service areas. Reports are currently under development in Environmental Health & Services, Human Resources, Payroll, and Planning Development with these on track to be live by March 2026.

Objective	Description	Lead Officer	Progress Summary
Commercial Strategy	Planned activities that sit within the priority action plan contained within our Commercial Strategy.	Executive Director (Place) Executive Director (S151)	The commercialisation of council assets and services continues to develop through a range of initiatives: • The Council continues to explore investment opportunities to reduce the costs of temporary accommodation. • The Council's vision to develop Hayes Gardens, a 700-home community, in partnership with Santander is being progressed. • The utilisation of ICT to enable effective and efficient working is now starting to be progressed as the ICT service has been brought in house.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
UK Shared Prosperity Fund	Deliver projects funded from year 4 UKSPF allocation.	Executive Director (S151) 31-Mar-2026	A considerable portion of the UKSPF was identified to be invested in further purchases of property to utilise for homelessness cases. Discussions with local developers are currently ongoing.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Progress Strategic Asset management approach	Continue to develop the Hayes Gardens site proposal, in partnership with Santander, seeking its inclusion in the Local Plan. Progress the sale of South Drive in line with Council's decision.	Group Manager - Assets and Major Projects 31-Mar-2026	Hayes Gardens Site Proposal Steady progress continues to be made in advancing the Hayes Gardens proposal, with the compilation of technical reports now complete to support consideration for inclusion within the new Local Plan. Partnership working with Santander, the co-landowner, has been constructive and is helping to maintain momentum on the project. Land off South Drive, Stoney Stanton The sale of land off South Drive, Stoney Stanton continues to progress, with a preferred bidder being considered.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Disposal of Assets	Continue with programme to sell or transfer land in line with the Parks and Open Spaces Strategy.	Group Manager - Neighbourhood Services 31-Mar-2026	As part of the Council's ongoing commitment to delivering the Parks and Open Spaces Strategy, progress continues with the programme to sell or transfer land to ensure long-term sustainability and local stewardship. Earlier this year, Council approved the transfer of land at Glen Hills Nature Area, Trinity and High Street Whetstone, and Narborough Park to their respective Parish Councils. In accordance with relevant legislation, the land was advertised for disposal and received no adverse comments or expressions of interest. Each Parish Council, along with their legal representatives, is now working through the pre-transfer requirements, and subject to no complications arising, the transfers are expected to be completed before the end of the financial year. This initiative supports local ownership, enhances community engagement, and aligns with the strategic goals of the Parks and Open Spaces Strategy.

Objective	Description	Lead Officer	Progress Summary
ICT Service Provision Improvement	To ensure that ICT provision for Blaby District Council is robust, reliable and the infrastructure is fit for purpose. In addition, the Blaby ICT provision should support Blaby to realise future digital ambitions.	Executive Director (S151)	The Councils ICT service provision was successfully bought in-house in July 2025. Blaby District Council (BDC) recognises an absolute need to change the way our ICT service provision is delivered to achieve its digital ambitions, and to have available a reliable, resilient and secure ICT service. In response to this our new ICT service will provide BDC a complete level of assurance, influence and decision making to meet its digital aspirations for ongoing transformation of services and accelerate BDC towards achieving the ambitions of the Blaby District Plan. With plenty of challenges ahead we are pleased to see our dedicated in-house team developing and progressing our new ICT service, projecting us forward from stabilisation to steady state by the end of March 2026 to ensure the new service continues to grow from strength to strength, something which we can all be extremely proud of.

Priority Project/s	Description	Lead Officer / Expected Completion	Progress Summary
Ensure Our ICT Provision Meets the Needs of the Business	Continue the transition to an in-house service and identify and implement service improvements	Group Manager - ICT & Transformation	The ICT transition to an in-house service was successfully completed on 1st July 2025, and there will now be a period of stabilisation undertaken to reach steady state as defined in the exempt Council report of February 2024.
		31-Mar-2026	The steady state action plan has been created. This has been reviewed with the Group Manager ICT & Transformation and is expected to be completed end of Q4 2025/26 (March 2026).



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Blaby District Plan 2024-2028



Introduction

We are delighted to introduce the Council's Blaby District Plan for the period 2024 to 2028. This document serves as our roadmap for continually improving Blaby District and to continue to ensure it is a great place to live, work and visit.

This Plan is not just for the Council; it is for everyone in Blaby District. It is an inclusive journey that involves our residents, businesses, voluntary sector, communities, and partner organisations. Together, we will embark on a path towards an even brighter future.

In recent years, our community has faced numerous challenges, most notably dealing with the complexities of the Covid-19 pandemic and more recently the cost-of-living crisis. The Council, like every other organisation has had to adapt and evolve, finding new ways of working while safeguarding and supporting our residents and businesses. As we move forward, recognising the significant financial challenges ahead, we are committed to building a Council that is not only in tune with the rapidly changing times we live in but also possesses the creative adaptability necessary to overcome these challenges. We firmly believe that our future holds immense promise.

Our Plan considers the entire district and its diverse population. We want to bring about meaningful change that improves the lives of real people in practical ways. Whether it is addressing climate change, improving digital accessibility to our services, promoting health and wellbeing, fostering economic development, or

nurturing both our rural and urban treasures, we will tackle these challenges simultaneously, making Blaby District a thriving and harmonious community.

In the coming years, Blaby District is set to undergo significant change. Our population will grow, commuting patterns will shift, and businesses will evolve. To ensure that these changes are positive and that our communities continue to flourish, proactive and effective planning is crucial. We acknowledge that due to the financial challenges ahead we will need to make some difficult decisions, but each decision we make will be aligned with the vision outlined in this Plan.

This Plan lays the foundation for us to shape a prosperous and sustainable future, preserving the character of Blaby District and maximising opportunities for everyone. Together, we will create a better tomorrow for Blaby District, building on the shared vision and commitment of our community.



Terry Richardson,
Leader of the Council



Julia Smith,
Chief Executive

About the District

75% residents satisfied or very satisfied with Blaby District as a place to live

63% residents and customers were satisfied or very satisfied with the way Council runs its services

77% of residents feel the Council keeps them well informed

Blaby District is located in South Leicestershire and is represented by **36 councillors**



Population of **103,217**



50 square miles



44,108 homes



Average house price **£299,131**



4,070 businesses



Average salary **£33,438**



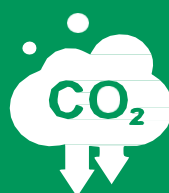
25% of population age 65 and over



90% of working-age residents in employment



In top **20%** of local authority areas for health



On track to achieve **90%** reduction in the Council's carbon emission since **2018/19**



7,033 crimes reported in a year April 22-March 23

References for the stats on this page can be found on page 14

Our achievements from Blaby District Plan 2021-2024

A place to live

Expanding Electric Vehicle Charging Infrastructure

The installation of 24 electric vehicle charging points across the district is a significant step in the right direction, but there is more work ahead if our residents are to embrace sustainable transport options.

Empowering Communities Through Energy Savings

Our support for the Big Community Switch energy auction has brought substantial benefits to our residents. A total of 587 households saved an incredible £97,277 while collectively reducing carbon emissions by 444 tonnes through competitive energy tariffs.

Supporting our Communities Through Generous Grants

Our Community Grants Scheme has awarded over £200,000 to an impressive 164 different organisations, demonstrating our commitment to bolstering the vitality and wellbeing of our local communities.

Keeping you safe and healthy

Lightbulb brings together a range of support such as aids and adaptations, energy advice, home safety, and home improvements, and supports with the transition from hospital to home. The pioneering partnership has supported more than 13,105 people since October 2017 and saved the economy an estimated £360,000.

Delivery of Affordable Housing

Since 2021, we have delivered 129 affordable homes representing 20% of the overall housing supply. In addition, 174 affordable homes are currently under construction and are due to be completed this financial year. Planning permission has also been given for a further 154 affordable homes across the district.

Resolving the Threat of Homelessness

Our commitment to tackling homelessness has yielded substantial results. Over the course of the previous plan period we have successfully saved 307 households from homelessness.

Huncote Leisure Centre

After the temporary closure of Huncote Leisure Centre in November 2021 due to the discovery of elevated landfill gas levels on the former landfill site, the Council invested in a significant amount of monitoring and remediation work. This initiative reduced gas levels, ensuring the safe reopening of the facility to the public.

Blaby District Plan 2024-2028



Glen Parva Local Nature Reserve



Active Referral Scheme



New Lubbethorpe

Our achievements from Blaby District Plan 2021-2024

A place to work

Secured Substantial Funding for Community Enhancements

The Council secured £4 million in funding that has contributed towards improvement in health and leisure programmes, air quality and toilet facilities. The Council also secured £96,000 in Welcome Back Funding to boost the look and feel of local areas and over £2 million as part of the UK Shared Prosperity Funding. These funds will support various projects over a span of three years, promoting prosperity and growth.

Boosting Local Business Resilience

In a significant show of support, we have distributed £6.5 million in Business Grants to local businesses. These grants have been a lifeline for our business community, aiding them in maintaining operations and securing their financial stability.

Collaboration with HMP Fosse Way

The Council played a key role in promoting collaboration within the local business community, spearheading various initiatives in support of the new prison. These efforts included the sourcing of local suppliers to provide goods and services to the prison, the establishment of apprenticeship programmes, and the creation of opportunities for work placements benefiting individuals under Release on Temporary Licence (ROTL) status.

A place to visit

New Walking and Cycling Route

The new Active Travel route from Lubbethorpe through Meridian Leisure Park to the City provides 2.5 miles of cycling or walking following an investment of £1 million, reducing the need for car usage.

Paving the Way for Cleaner Air

Three pollution hotspots in the district, including Narborough Road South, B4114 in Enderby, and Narborough and Enderby Road in Whetstone, are to be removed from the Air Quality Management Areas due to consistently improved air quality.

Tourism Trails

A tourism map has been developed and a series of 12 individual heritage trails around the district launched.

Latest figures show the economic value of local tourism has increased by £40 million in the past year and is now contributing £190 million to the local economy.



Active Travel route



Tourism Trails

Challenges facing the district

1 Climate Change The effects of climate change are one of the biggest challenges facing the district. Our ambition is for the Council to reduce carbon emissions and achieve net zero by 2030, with the district following suit by 2050.

2 Service Delivery The challenges in delivering services in light of budget constraints are a central concern. Due to reductions in public funding, resources are expected to remain limited throughout the implementation of this plan. The Medium-Term Financial Strategy provides a framework for the Council's budget, relying on government settlements for resource allocation while ensuring that funding aligns with key themes. Future funding is uncertain, and it is likely that there will continue to be funding reductions and increased demands on the Council. As a result, the Council foresees a budget deficit of £4.9 million by the financial year 2027/28.

3 Housing Growth, Affordable Housing and Homelessness Blaby District faces a significant housing delivery challenge with an emerging housing requirement of around 687 homes per year up until 2036. There is an increasing need for affordable housing, and there is concern that the required numbers are unachievable.

The impact of the pandemic, coupled with rising living costs, along with an increasingly unaffordable and small private rented sector, has led to a surge in homelessness in the district. This situation is exacerbated by the lack of affordable housing.

4 Health While many residents are in good health, it is essential to address the fact that 66% of adults in the district are overweight. This highlights the need for more proactive measures. We actively work with partners such as Active Together, Public Health and the NHS to respond to this challenge.

Contaminated land also poses a significant challenge as it has the potential to incur substantial costs to ensure our communities' safety. In light of recent events at Huncote Leisure Centre and the need to mitigate against rising methane levels, all contaminated land sites will be reviewed to ensure that the appropriate measures are still in place to protect and safeguard our communities.



Narborough Station



New Lubbesthorpe Fosse Fox

Our Vision

Our vision is to ensure that Blaby District is
A great place to live, work and visit

Our Organisational Values

Our organisational values define our culture, embody our beliefs and principles and provide guidance for our interactions with customers, colleagues and communities.

- 1 Put the customer at the heart of everything we do
- 2 Be innovative, adaptable and resourceful
- 3 Understand the needs of our communities and treat everyone fairly
- 4 Be open, honest and clearly communicate

Our Strategic Themes

Enabling our communities and supporting our vulnerable residents

What we want to achieve

- 1 We are dedicated to fostering communities where no one is left behind, especially our vulnerable residents. We aim to empower individuals to take control of their own futures and those of their families. This commitment extends to key areas such as young people, mental health, benefits, the provision of suitable housing, and supporting asylum dispersal and community integration.
- 2 Our initiatives go beyond traditional boundaries. Our Lightbulb Service encourages independent living, while our Housing Enabler Team accelerates hospital discharges, ensuring a speedy return home. Our Home Gadgets Service leverages assistive technology to support residents in managing health conditions, including dementia. While our initial goal was to eliminate homelessness, we acknowledge that it remains a challenge. We are committed to maintaining a zero rough sleeping rate. We recognise the need for specialised housing to meet the needs of the most vulnerable members of our community, and pledge to work closely with partners to make this a reality.
- 3 Our communities are diverse and so are their needs and preferences. We will do all that we can to meet these needs. We will embrace the positive power of technology to combat exclusion from services and communities, ensuring everyone has equal access to the information and help they need, regardless of their individual circumstances.



How we will achieve this

- Work in partnership to provide support for our homeless and most vulnerable residents
- Continually review services to ensure they are streamlined, fit for purpose and easy for the customer to understand and access
- Recognise the diversity of our customers' needs in the design of our services
- Provide our customers with the information or support they need at the first point of contact, through our website or other access channels
- Work with councillors, community groups and partner organisations to encourage and promote digital inclusion across Blaby District
- Utilise our Commercial Strategy to invest in ensuring appropriate accommodation is accessible to the most vulnerable
- By delivering the actions in the Homelessness and Rough Sleeping Strategy
- Strengthen partnerships to integrate comprehensive preventative offers into the Lightbulb service

Enhancing and maintaining our natural and built environments

What we want to achieve

- 1 We continue to address the challenges posed by climate change, supporting the Council's carbon emissions to be net zero by 2030 and supporting the district to become net zero by 2050.
- 2 In addition, our dedication extends to enhancing biodiversity in our parks and open spaces. We are actively working to implement biodiversity strategies that promote the growth and preservation of diverse ecosystems.
- 3 We are equally committed to ensuring sustainable development in the district, maintaining a clean and green environment. Our own parks will be sustainable, ensuring high quality and accessibility, while continuing to provide value to the local community and the natural world.
- 4 Our plan also includes efforts to reduce waste and increase recycling, aligning with the latest national waste packaging reforms. We are determined to deliver the actions outlined in the Leicestershire Resources and Waste Strategy.



How we will achieve this

- Deliver on our actions in the Climate Change Strategy
- Adopt a Local Plan to ensure environmentally friendly housing and promote biodiversity in new developments
- Increase biodiversity and improve access to green open spaces
- Reduce our impact on the environment by delivering sustainable development, working with our partners to reach a district-wide net-zero goal by 2050
- Expand electric vehicle infrastructure across the district to meet the demand for electric vehicles and the needs of the community
- Promote energy efficiency, sustainable construction, renewable energy sources, and behaviour change
- Implement actions outlined in the Leicestershire Resources and Waste Strategy
- Deliver the actions set out in the Parks and Open Spaces Strategy

Growing and supporting our economy

What we want to achieve

- 1 Our primary objective is to facilitate business growth and development, foster innovation, and promote overall prosperity within our district through economic recovery and growth.
- 2 Our focus extends to improving and broadening the skills of the district's workforce, thereby creating more opportunities for success. We are equally dedicated to attracting and retaining businesses in our district, cultivating a sense of pride in our district and pinpointing attractive investment prospects. Furthermore, we seek to highlight the unique attributes of our location and what it offers to businesses.
- 3 In addition to these priorities, our goal is for the district to be one of Leicestershire's leading and most welcoming and sustainable tourism destinations, attracting staying and day visitors from across the UK.

How we will achieve this

- Implement the actions set out in the Economic Development Framework
- Deliver the actions set out in the Tourism Growth Plan
- By providing a strong leisure and visitor economy with well-maintained and accessible attractions to encourage visitors to the district



Fosse Park Food Court

Keeping you safe and healthy

What we want to achieve

- 1 We take pride in providing the necessary infrastructure and services to empower individuals to feel safe and live happy lives. As a district, we are one of the healthiest places to live, and our goal is to ensure that residents can enjoy longer, healthier lives, both physically and mentally.
- 2 We want to foster active and healthier lifestyles among our residents, inspiring people to embrace lifestyles that promote physical and mental wellbeing.
- 3 We are dedicated to creating communities where every individual feels secure, and where issues such as antisocial behaviour and domestic abuse are actively addressed. Our goal is that no one in our community feels isolated or vulnerable, and that support is readily available when needed. Mental health is a growing concern as cases increase, particularly within the younger generation, and more needs to be done to increase awareness and access to support.
- 4 Furthermore, we are determined to continue our investments in leisure centres and suitable leisure provision, promoting accessible opportunities for recreation and wellness.
- 5 The district has several former landfill sites, and these will be reviewed to ensure that the appropriate measures are still in place to protect and safeguard our communities.



How we will achieve this

- Delivery of the Community Health and Wellbeing Plan
- Deliver the Playing Pitch Strategy
- Increasing the number of people undertaking physical activity
- Delivery of our Leisure Centre contract
- Deliver the actions of the Active Travel Strategy
- The Local Cycling and Walking Infrastructure Plan
- Working with partners to ensure effective delivery of the Community Safety Partnership work plans and objectives
- By implementing the actions in the Contaminated Land Strategy
- Raising awareness of mental health services available and provision of mental health services in rural communities

Ambitious and well-managed Council, valuing our people

What we want to achieve

- 1 We are fully committed to maintaining strong financial management, allocating resources wisely for what matters most. Our focus is on delivering high-quality public services that you can trust and rely on.
- 2 In pursuit of these goals, we will review our strategic assets to ensure they are delivering optimum value to the Council and wider community, increasing social capital.
- 3 We will continue to work in partnership with other local authorities and organisations, prioritising alignment with our business objectives and, most importantly, when such collaborations result in tangible benefits for our communities.
- 4 We aim for efficiency, tailoring services to meet customers' needs', and making them easily accessible. We will implement user-friendly digital processes, designed so customers choose to self-serve, allowing us more time to focus on those that need more support through our assisted access channels.
- 5 We are also dedicated to developing our workforce, helping them to reach their full potential and investing in our people development programmes. We will ensure fundamental management standards are embedded across the organisation, laying the foundation for success and growth.
- 6 Furthermore, we are dedicated to promoting openness and transparency in our actions and decisions. We aim to create an environment where everyone can participate equally, actively seeking feedback and being accountable for our actions. This commitment will strengthen our governance and enhance transparency. We also promise to increase our public visibility and actively promote our work.



Blaby District Council employee

How we will achieve this

- Ensuring our ICT service meets the needs of the business
- By delivering the Transforming Blaby Together Strategy and associated action plans
- Delivery of the Corporate Communications Strategy
- By delivering actions required to sustain the Council's longer-term financial position as identified in the Medium-Term Financial Strategy

References

- Population (ONS estimate June 2021)
- Average house price (HM Land Registry House Price Index August 2023)
- Average salary (ONS Earnings and hours worked, place of residence by local authority 2022)
- Reported criminal offences (ONS Recorded crime data by Community Safety Partnership area April 2022-March 2023)
- Working-age residents in employment (ONS Subnational indicators explorer April 2022-March 2023)
- Population 65 and over (ONS estimate June 2021)
- Healthiest area (ONS Health Index 2021)
- Overweight adults (ONS Subnational indicators explorer November 2021-November 2022)



The Tithe Barn

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Our general e-Newsletter is sent out twice month.

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You can find us on Facebook, X (formerly Twitter) and LinkedIn.

The Council has committees which make decisions about services, or which have delegated powers to make decisions based on law. Most committees are public meetings, so members of the public are welcome to attend. At certain meetings, like full Council Meetings, members of the public can ask questions by prior arrangement. Agendas, minutes and meeting dates are published on our website and members of the public can watch live meetings online.

More information can be found at www.blaby.gov.uk/committees



Fosse Park Food Central



Blaby District Plan 2024-2028

Blaby Golf Centre



Blaby Village



Helping vulnerable residents



Job Fair



A Place to Grow



Home care



Stoney Cove



Refuse collection fleet

Translation

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Blaby District Council

Cabinet Executive

Date of Meeting	20 November 2025
Title of Report	Blaby District Council Tenancy Strategy This is not a Key Decision and is on the Forward Plan
Lead Member	Cllr. Les Phillimore - Housing, Community Safety and Environmental Services
Report Author	Housing Strategy Team Leader
Strategic Themes	Enabling our communities and supporting our vulnerable residents

1. What is this report about?

- 1.1 The report is a summary of the need for, and the details of, an update to the Councils Tenancy Strategy

2. Recommendation(s) to Cabinet Executive

- 2.1 That approval is given to adopt the new strategy.

3. Reason for Decisions Recommended

- 3.1 To ensure that our current Tenancy Strategy reflects the needs of our residents and supports the aims of the Housing Services Team to ensure the provision of the most suitable tenures, tenancy agreements and rent levels in our affordable housing stock.

4. Matters to consider

4.1 Background

The Localism Act 2011 introduced the requirement for each Local Authority to produce a Tenancy Strategy setting out the matters that Registered Providers must regard when formulating policies covering ...

- the kinds of tenancies they grant,
- the circumstances in which they will grant a tenancy of a particular kind,

- where they grant tenancies for a certain term, the lengths of the terms, and
- the circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy.

The current strategy was adopted in 2012 following the ascension into law of the Localism Act and strongly reflects the introduction at that time of the new affordable housing tenure, 'Affordable Rent'.

The Affordable Rent tenure was introduced to give Registered Providers the ability to set rent levels for their affordable rented housing at 80% of current Private Rent levels in the local area. Prior to this, all affordable housing for rent was governed by the Social Rent tenure with rents set via a rent formula dictated by central government and were typically lower than the new proposed tenure.

The Localism Act sets out the presumption that the Tenancy Strategy would be reviewed every five years to make sure it still reflects the needs of the district. In previous reviews the Strategy was deemed to be acceptable in its current form. However, since 2020, Blaby District has seen a large increase in Private Rent Levels.

Although difficult to gauge effectively, the latest ONS estimates show Private Rent Levels in the East Midlands haven risen approximately 40% since 2020 (lower-level data is difficult to establish effectively due to the low number of Private rented properties in Blaby). For comparison, in the same period the Local Housing Allowance Rate for Leicestershire has only risen by 16%.

Prior to the production of the revised draft Tenancy Strategy, the Housing Services Team successfully mitigated the increase in rental costs in the 'Affordable Rent' tenure via goodwill agreements with Registered Providers to cap the affordable rent product at the LHA rate. However, it was felt as Private Rents continue to increase a more secure strategic position needed to be set and adopted by the Council.

As a result, the new Tenancy Strategy makes clear that the Social Rent tenure is the preferred tenure for all rented affordable housing and addresses the Affordable Rent tenure with the following summary of our position:

- Social rent is the preferred tenure for existing and new social housing in Blaby,
- The Council encourages providers to use their discretion to set Affordable Rents below 80% of the market rent and more in line with Local Housing Allowance to ensure developments are affordable
- The Council does not wish to see households facing financial difficulties because their income is insufficient for their housing costs and other essential expenditure.

- The Council also encourages registered providers to ensure that properties remain affordable for those subject to the benefit cap
- The Council seeks commitment from providers that a reasonable level of locally based reinvestment will result from charging Affordable Rent in the District
- The Council expects that providers will discuss their Affordable Rent conversion policy with us
- The Council does not wish to see an area experience a disproportionately high level of Affordable Rent conversions

Other Considerations

The Tenancy Strategy also seeks to ensure that Registered Providers provide tenants with secure, permanent tenancies and avoid the use of Fixed Term tenancies where possible unless agreed with the Council that a Fixed Term tenancy is the most suitable.

Where Fixed Term tenancies are utilised, there should be a presumption of renewal when the initial term ends and any variance of this should be discussed in writing with the Housing Services Manager.

The Council also highlights the need for tenants to be able to move between Social Housing Properties via mutual exchange schemes and when doing so should retain the security of tenure enjoyed in their previous property.

Lastly, the Tenancy Strategy highlights the need for Registered Providers to provide support and assistance where a social housing tenancy is coming to an end and provides details on what, in our view, this support should be.

4.2 Proposal(s)

To adopt the new Tenancy Strategy 2025, replacing the old Tenancy Strategy.

4.3 Relevant Consultations

- All active Registered Providers in the District were sent the draft strategy and given 5 weeks to respond with any changes or suggestions. No revisions were requested.
- Portfolio Holder for Environmental Health, Housing and Community Services
- Executive Director – Communities

4.4 Significant Issues

None

- 4.5 In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Equalities, Public Health Inequalities and there are no areas of concern.

5. Environmental impact

- 5.1 There is no environmental impact as a result of this report, the Environmental Impact of the delivery of the scheme has been considered as part of the Planning Application process.

6. What will it cost and are there opportunities for savings?

There are no costs associated with this Strategy.

7. What are the risks and how can they be reduced?

No risks identified

8. Other options considered

- 8.1 To retain the previous Tenancy Strategy.

9. Appendix

- 9.1 Appendix A – Blaby District Council Tenancy Strategy 2025

10. Background paper(s)

- 10.1 None

11. Report author's contact details

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Blaby District Council Policy

Blaby District Council Tenancy Strategy 2025

Original Publish Date	[01/04/2012]	Review Frequency	Every 5 Years	Current Version Publish Date	[01/04/2012]
Approved By*	Service Manager (Individual)	Approval Date*	[12/08/2025]	Version Number	[2]
Author Job Title	Housing Strategy Team Leader	Service Area	Housing Services	Document Register Reference	Request from iPlan Team

Review History			
2	Housing Strategy Team Leader	12/08/2025	Strategy updated to remove focus on Affordable Rent tenure and align with our need for Social Rented Tenancies

Document Definition / Approval & Review

Defining the document type and how it is approved and reviewed

Blaby District Council policies 'outline a set of rules or principles that govern how the council (or services within the council) will operate'.

Key published documents are approved for publication in line with the approval matrix illustrated in the [Key Published Document Procedure](#).

exception, key published documents must be reviewed at least **every 3 years** from the date of approval.

Significant updates/changes must also seek reapproval in line with the approval matrix.

Scope

To what and to whom this policy applies

This policy applies to all people who require temporary accommodation from the Council.

Terms & Definitions

Definition of any acronyms, jargon, or terms that might have multiple meanings.

Term	Definition
None	



**Blaby District Council
Tenancy Strategy
2025**

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INTRODUCTION

The Localism Act 2011 places a duty on local housing authorities to prepare and publish a Tenancy Strategy. These strategies set out the matters to which private registered providers of social housing are to have regard in formulating their policies on tenancies in terms of:

- The kinds of tenancies they grant
- The circumstances in which they will grant a tenancy of a particular kind
- Where they grant tenancies for a certain term, the length of the terms, and
- The circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy

The Localism Act introduced a radical reform of social housing tenure; social landlords are no longer required to let general needs homes on 'the most secure form of tenure' possible. They can now offer tenancies for shorter terms.

From 1st April 2012, the Localism Act introduced a new form of local authority Secure Tenancy: The Flexible Tenancy, which is a fixed term tenancy. For housing associations, the Tenancy Standard now allows them to grant Assured Shorthold Tenancies for general needs housing let at social rent.

The statutory minimum fixed term for both types of tenancy is two years, though this should only be in exceptional circumstances. Government guidance states the minimum term should be five years.

As a result of the Localism Act and the new funding model of Affordable Rent, there are now a range of tenancies on offer from social landlords. Local housing authorities may offer either a Secure or Flexible Tenancy at either social or Affordable rent. Housing associations may offer either an Assured or fixed term Assured Shorthold Tenancy at either social or Affordable rent.

Local housing authorities have a responsibility to provide a strategic lead on the use of tenure in social housing and to ensure that the way social housing is let supports the authority's vision for the local area.

PURPOSE OF THE STRATEGY

This strategy has been created in response to the requirements of the Localism Act 2011, the purpose of changes introduced by this Act are to:

- Make the best use of housing stock
- Ensure those in greatest need are prioritised through the lettings policy
- Promote and incentivise work
- Provide greater flexibility and simplicity within the lettings process

In addition, the Regulator of Social Housing's Tenancy Standard requires that registered providers offer tenancies that are compatible with the:

- Needs of the individual households
- Efficient use of the housing stock
- Purpose of the accommodation
- Sustainability of the community

The Tenancy Standard also requires that registered providers meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation.

The Regulator of Social Housing has 6 specific expectations of registered providers in achieving the tenure outcomes in the Tenancy Standard

1. Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:
 - a. The type of tenancies they will grant
 - b. Where they grant tenancies for a fixed term, the length of those terms
 - c. The circumstances in which they will grant tenancies of a particular type
 - d. Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period
 - e. The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property
 - f. The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term
 - g. Their policy on considering the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability
 - h. The advice and assistance they will give to tenants on finding alternative accommodation if they decide not to grant another tenancy
 - i. Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members
2. Registered providers must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a

minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period

3. Before a fixed term tenancy ends, registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy
4. Where registered providers use probationary tenancies, these must be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant has the opportunity to request a review
5. Registered providers shall grant those who were social housing tenants on the day on which section 154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms)
6. Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation

The Council has a responsibility to provide a strategic lead on the use of social tenure and to ensure that the way social housing is let supports the authority's vision for the local area.

As such, the aims of this strategy are:

- To ensure that social housing providers operating in Blaby offer the most secure form of tenure compatible with the purpose of the accommodation, the needs of the individual households, the sustainability of the community, and the efficient use of their housing stock.
- To ensure that social housing providers operating in Blaby support the Council in meeting its statutory obligations and vision for the district.

This Strategy is principally concerned with tenure issues; however, it supports and overlaps with several other strategies and consideration has been given to those concerning homelessness, allocations, the Council's tenancy policy and private sector enforcement in the development of this Strategy

FIXED TERM TENANCIES

The Council expects that social housing providers operating in Blaby will offer the most secure form of tenure compatible with the purpose of the accommodation, the needs of the individual households, the sustainability of the community, and the efficient use of their housing stock.

In particular, the Council expects that permanent tenancies will be granted to those households who need settled accommodation and whose situation is unlikely to change, such as households containing older persons or people with a long-term medical, support or care needs.

The Council expects that wherever possible, tenants moving through a mutual exchange scheme will be able to enjoy the same security of tenure in their new property.

Fixed term tenancies should not be used in place of introductory or starter tenancies.

The Council will only support the use of fixed term tenancies in exceptional circumstances, and this must be agreed in writing with the Housing Services Manager. This is because research has shown that people associate security of tenure with a settled and stable home, which is important for laying down roots and planning for the future, such as for those with children or vulnerable people.

Where social housing providers and the Council do agree to the use of a fixed term tenancy to grant fixed term tenancies, the Council encourage the offer of tenancies for longer than the five-year regulatory minimum, particularly where there are dependent children in the household.

Where fixed term tenancies are granted, the Council encourages social housing providers to operate with a presumption of renewal by issuing a new fixed term tenancy for a term at least equivalent to the current or previous fixed term, unless otherwise agreed in writing with the Housing Services Manager

The Council does not support registered providers allowing fixed term to run into insecure periodic tenancies.

Where the conduct of the tenant is a factor for not renewing a fixed term tenancy, it is important that it is not used as an alternative to the usual tools available to address breaches of tenancy. The Council therefore would only support the decision not to renew a fixed term tenancy due to a tenant's conduct where formal possession action is already underway or being considered.

The Council prefers to see issues such as under-occupancy, overcrowding and unemployment addressed through investment in incentives and support to move, additional waiting list priority, support to enter employment and increasing the supply of affordable housing across all tenures. It is acknowledged that social housing is a scarce resource and should focus on those who need it most. However, the use of fixed term tenancies, over the long term, may undermine the sustainability of a community by increasing the transience and social exclusion of neighbourhoods,

which in turn leads to the need for increased housing management resources. Additionally, the cost to administer tenancy reviews, to seek possession where households refuse to vacate and to re-let a property is likely to be significant. The Council believes this offers poor value for money and encourages social housing providers to instead make the above-described investments to achieve the same outcomes.

Each social housing provider must put in place a Tenancy Policy which must have due regard to this strategy. See the section below for further information on what this policy must set out.

Summary of the Council's position on tenancies:

- Social housing providers operating in Blaby should offer the most secure form of tenure possible
- The Council only supports the use of fixed term tenancies in limited circumstances and to operate with a presumption of renewal
- The Council prefers to see issues such as under-occupancy, overcrowding and unemployment addressed through investment in incentives and support to move, additional waiting list priority, support to enter employment and increasing the supply of affordable housing across all tenures.
- The Council does not wish to see an increase in homelessness as a result of fixed term tenancies coming to an end.
- Each social housing provider must put in place a Tenancy Policy which must have due regard to this strategy

AFFORDABLE RENT

Social rent is the preferred tenure for existing and new social housing in Blaby, in particular for larger family housing, older persons' housing and homes delivered through s.106 agreements.

The Council understands that providers may wish to choose Affordable Rent as a tenure in order to maximise income, however, registered providers have the flexibility to set these rents at *up to* 80% of the market rent and as such the Council encourages registered providers to utilise this discretion to ensure developments are affordable and to wherever possible set the Affordable Rent levels at or below the Local Housing Allowance rate.

The Council encourages providers to consider the average income of low-income households in Blaby when setting rents and to take steps when letting homes to ensure households will have sufficient funds for other essential expenditure after their housing costs. The Council does not wish to see households facing financial difficulties because their income is insufficient for their housing costs and other essential expenditure.

The Council also encourages registered providers to ensure that properties remain affordable for those subject to the benefit cap. In Blaby, this has mainly affected households with 3 or more children. As such, Affordable Rent properties with 3 or more bedrooms may result in households being subject to the cap. Registered providers should consider the affordability of such properties when they are looking to develop or convert them for Affordable Rent.

Whilst there is no legal or other requirement that sums generated in Blaby as a result of charging Affordable Rent will necessarily be used for reinvestment in Blaby, the Council seeks commitment from providers that a reasonable level of locally based reinvestment will result.

The Council requests that providers have regard to the overall mix of properties in areas where they are looking to convert properties from social rent to Affordable Rent. The Council does not wish to see an area experience a disproportionately high level of conversions to ensure that existing social tenants are able to transfer to their area of choice at the same rent level.

Providers must discuss with the Council any plans to convert older person's accommodation or properties that have been adapted to Affordable Rent

The Council expects that providers will discuss their Affordable Rent conversion policy with us and will provide information to the Council on a regular basis to monitor the number and location of Affordable Rent properties in the district.

The Council does not support conversions of social rent and shared ownership units which were delivered (or due to be delivered) through existing s106 agreements to Affordable Rent where the S106 agreement or other legal covenants state that the affordability/tenure of those units is to remain as social rent or shared ownership or where other similar legal restrictions apply.

The Council expects providers to seek our consent to convert existing social rent dwellings which have previously been developed using subsidy (grant and/or free/reduced land) only from the Council (e.g. with no additional public subsidy being forthcoming from Homes England). The Council may require either direct re-investment within the district or repayment of the subsidy.

The Council also expects providers to discuss plans to dispose of any existing social rent or Affordable Rent dwellings and where possible offer these to the Council for purchase.

Summary of the Council's position on Affordable Rent

- Social rent is the preferred tenure for existing and new social housing in Blaby,
- The Council encourages providers to use their discretion to set Affordable Rents below 80% of the market rent and more in line with LHA to ensure developments are affordable
- The Council does not wish to see households facing financial difficulties because their income is insufficient for their housing costs and other essential expenditure.

- The Council also encourages registered providers to ensure that properties remain affordable for those subject to the benefit cap
- the Council seeks commitment from providers that a reasonable level of locally based reinvestment will result from charging Affordable Rent in the District
- The Council expects that providers will discuss their Affordable Rent conversion policy with us
- The Council does not wish to see an area experience a disproportionately high level of Affordable Rent conversions

MOBILITY

The Council supports greater mobility in the social housing sector as a means of tackling under-occupancy, overcrowding and unemployment. The Council expects all registered providers operating in Blaby to have signed up to a national mutual exchange scheme as required by the Regulator of Social Housing.

The Council expects that wherever possible, tenants moving through the scheme would be able to enjoy the same security of tenure and rent model in their new property. However, the Council also recognises that this will not be possible in all cases, particularly where voluntary moves are made to housing which has been designated as Affordable Rent as part of a contract with Homes England.

RP TENANCY POLICIES

The Council expects that registered providers will have due regard to this strategy in developing their own Tenancy Policies and through this Policy will contribute to the Council's vision for the district. The Council particularly expects that those registered providers seeking support from the Council regarding Section 106 Affordable Housing submissions, applications for grant funding from Homes England or making applications to the Council for grant funding will meet the requirements of this strategy.

The Council considers that the 'reasonable advice and assistance' that must be offered by registered providers to tenants on finding suitable alternative accommodation at the end of a fixed term tenancy should include:

- At least six months' notice that the tenancy will not be renewed
- At least one home visit to the tenant
- Offers of alternative accommodation that meets their newly assessed need within the provider's own stock.
- Advice on low-cost home ownership options and other alternative affordable housing tenures.
- Specialist housing and or welfare-related advice and/or signposting to appropriate advice services; and

- Advice on renting in the private rented sector and assistance in identifying and securing a suitable property (this may involve assistance with a deposit where necessary)
- Additional assistance for vulnerable households
- Notifying the Council's Housing Options Team as early as possible if the tenant is facing homelessness, but as a minimum, within 56 days

It is expected that Registered Providers will allow a tenant to remain in their property at the end of the tenancy until a suitable alternative has been found.

Registered providers must consult with the Council regarding new and revised tenancy policies and should respond to the Council's requests for monitoring information.

CONSULTATION

Section 151 of the Localism Act 2011 requires that before adopting a Tenancy Strategy, or making a modification to it reflecting a major change of policy, a local authority must:

- Send a copy of the draft strategy, or proposed modification, to every private registered provider of social housing for its district, and
- Give the private registered provider a reasonable opportunity to comment on those proposals

The draft strategy was sent to all Registered Providers who have property in the district. The consultation included a timeframe of approximately five weeks to respond (15th of April to 9th of May). No responses were received.

MONITORING AND REVIEWING THE STRATEGY

The development and delivery of this strategy is overseen by the Housing Services Team. This monitoring will include:

- The use of fixed term tenancies in the district and any negative impact
- The use of the PRS to prevent and relieve homelessness and the sustainability of these tenancies
- Changing market conditions and their likely impact upon the demand for affordable housing now and in the future, such as housing need, affordability, homelessness, affordable housing completions, rent levels and welfare reforms.
- Number of Affordable Rent homes created, including conversions
- Bidding activity for fixed term and/or Affordable Rent properties
- The impact of this strategy on viability of new build sites
- The extent to which providers' tenancy policies reflect this strategy

Blaby District Council

Cabinet Executive

Date of Meeting	20 November 2025
Title of Report	Air Quality Action Plan 2025-2029 This is a Key Decision and is on the Forward Plan.
Lead Member	Cllr. Les Phillimore - Housing, Community Safety and Environmental Services
Report Author	Environmental Services Manager
Strategic Themes	All Themes: Enabling communities and supporting vulnerable residents; Enhancing and maintaining our natural and built environment; Growing and supporting our economy; Keeping you safe and healthy; Ambitious and well managed Council, valuing our people

1. What is this report about?

- 1.1 To seek approval for the Air Quality Action Plan 2025 – 2029.

2. Recommendation(s) to Cabinet Executive

- 2.1 To approve the Air Quality Action Plan 2025 – 2029 for publication.
- 2.2 To delegate authority to the Environmental Health, Housing & Community Services Group Manager, in consultation with the Portfolio Holder, to make minor amendments to Air Quality Action Plan 2025 - 2029 prior to publication.

3. Reason for Decisions Recommended

- 3.1 The Council is required to produce an Air Quality Action Plan following the declaration of an Air Quality Management Area
- 3.2 To allow for small changes to be made to the Air Quality Action Plan prior to submission to Defra and publication

4. Matters to consider

4.1 Background

The Council declared a new Air Quality Management Area (AQMA), AQMA 7 at Lubbesthorpe Road in Braunstone Town in November 2024. This was following an exceedance of the annual mean objective for nitrogen dioxide. AQMAs must be declared by local authorities in areas where Air Quality Objectives have been exceeded. There are two AQMAs in the district:

- AQMA 6: Mill Hill, Enderby
- AQMA 7: Lubbesthorpe Road, Braunstone Town

Under the Environment Act 2021, the Council is required to produce an Air Quality Action Plan (AQAP) within 18 months of declaring a new AQMA. An AQAP is a document that outlines actions the Council and other stakeholders will take to improve air quality within the AQMAs.

In June 2025, the draft Air Quality Action Plan 2025 – 2029 was approved by the Cabinet Executive to proceed to consultation. Since then, the draft AQAP was submitted to Defra for appraisal and an 8 week public consultation was conducted. A summary of the consultation can be found in section 4.3 of this report.

Following feedback from Defra and the consultation, amendments have been made to the AQAP, however these are largely technical. No changes have been made to the key priorities or proposed measures. No issues were identified with proposed measures during the consultation phase.

Once the finalised version of the AQAP has been approved by Cabinet, the document will need to be submitted to Defra for its final appraisal. Following approval from Defra, the Action Plan will be published publicly and come into effect.

4.2 Proposal(s)

- 4.2.1 Members to approve the Air Quality Action Plan to proceed to Defra submission and publication.
- 4.2.2 To delegate authority to the Environmental Health, Housing & Community Services Group Manager, in consultation with the Portfolio Holder, to make minor amendments to the draft Air Quality Action Plan 2025 - 2029 prior to publication.

4.3 Relevant Consultations

A public consultation was launched on 3rd September and concluded on 29th October. The following stakeholders were consulted:

- Parish Councils
- Residents within the AQMAs
- Local businesses within the AQMAs
- The Environment Agency
- National Highways
- Neighbouring Local Authorities
- Leicestershire County Council (Public Health and Highways)
- Leicestershire Police
- UK Health Security Agency
- Blaby District Licensing Authority
- Local Bus Operators
- Local Universities

The consultation was also posted on the Blaby District Council website, social media and newsletter. The responses received are summarised below:

- In total, 16 responses were received as part of the consultation from residents
- 56% of responses related to concerns on current and future planning applications.
- 19% of responses related to EV charging stations in the district and how these could be improved.

One of the existing measures addresses planning concerns through the local plan and feedback on the EV charging was forwarded to the Net Zero Programme Delivery Officer for consideration as part of the Flex D project.

More technical feedback was also received from Defra, Leicestershire Public Health and the UK Health Security Agency. Amendments have been made to the Action Plan to incorporate these recommendations.

Overall, however, the Action Plan is largely unchanged to the draft version submitted to Cabinet in June 2025.

Full details on the feedback received from the consultation and changes made following Defra feedback can be found within Appendix A on pages 51-58.

4.4 Significant Issues

- 4.5 In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Equalities, Public Health Inequalities and there are no areas of concern.

5. Environmental impact

- 5.1 There will be positive environmental impacts. Actions aimed towards improving air quality often also contribute to Net Zero targets.

No Net Zero and Climate Impact Assessment (NZCIA) is required for this report.

6. What will it cost and are there opportunities for savings?

- 6.1 Any costs associated with the publication of the AQAP are covered by existing budgets and grants. Cost implications for specific measures are included within the AQAP.

7. What are the risks and how can they be reduced?

7.1

Current Risk	Actions to reduce the risks
The Council does not submit the AQAP to Defra within the required timeframe.	Approve the AQAP to allow Defra submission and publication.

8. Other options considered

- 8.1 The Council is legally required to produce an Air Quality Action Plan following the declaration of a new Air Quality Management Area and therefore no other options have been considered.

9. Appendix

- ## 9.1 Appendix A – The Blaby District Council Air Quality Action Plan 2025 - 2029

10. Background paper(s)

- 10.1 There are no background papers for this report.

11. Report author's contact details

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APPENDIX A



Blaby District Council Air Quality Action Plan

In fulfilment of Part IV of the Environment Act 1995, as amended by the Environment Act 2021

Local Air Quality Management

2025-2029

Information	Blaby District Council Details
Local Authority Officer	Catherine Redshaw
Department	Environmental Services
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Telephone	0116 275 0555
E-mail	environmental.services@blaby.gov.uk
Report Reference Number	AQAP 2025-2029
Date	November 2025

Version	Date	Reason for issue	Status
1.0	01/07/2025	Draft for comment	Draft
2.0	20/11/2025	Final	Final

Executive Summary

This Air Quality Action Plan (AQAP) has been produced as part of the Council's statutory duties required by the Local Air Quality Management framework. It outlines the actions the Council will take to improve air quality in the district between 2025-2029, setting out how the local authority will exercise its functions to secure the achievement of the Air Quality Objectives.

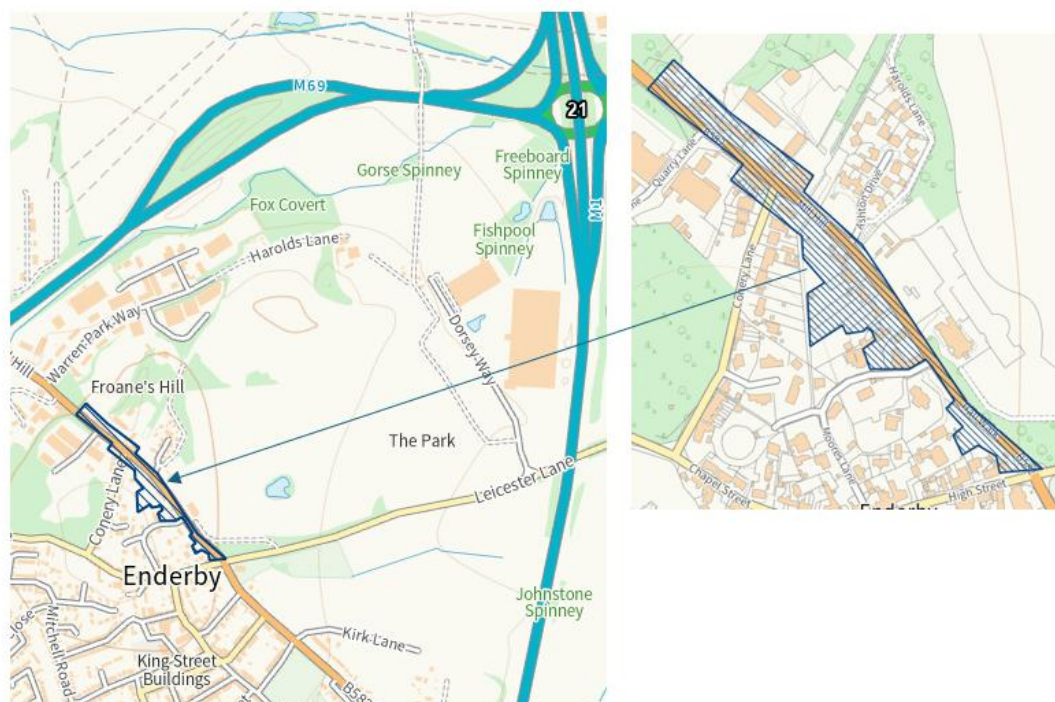
This AQAP is a final version and will be adopted upon acceptance by Defra. Implementation of the outlined measures will result in the relevant objectives being attained by 2029.

Part IV of the Environment Act 1995 (as Amended 2021) sets out the National Air Quality Objectives which should be considered as the maximum levels of air pollution to which people should be exposed. These objectives are:

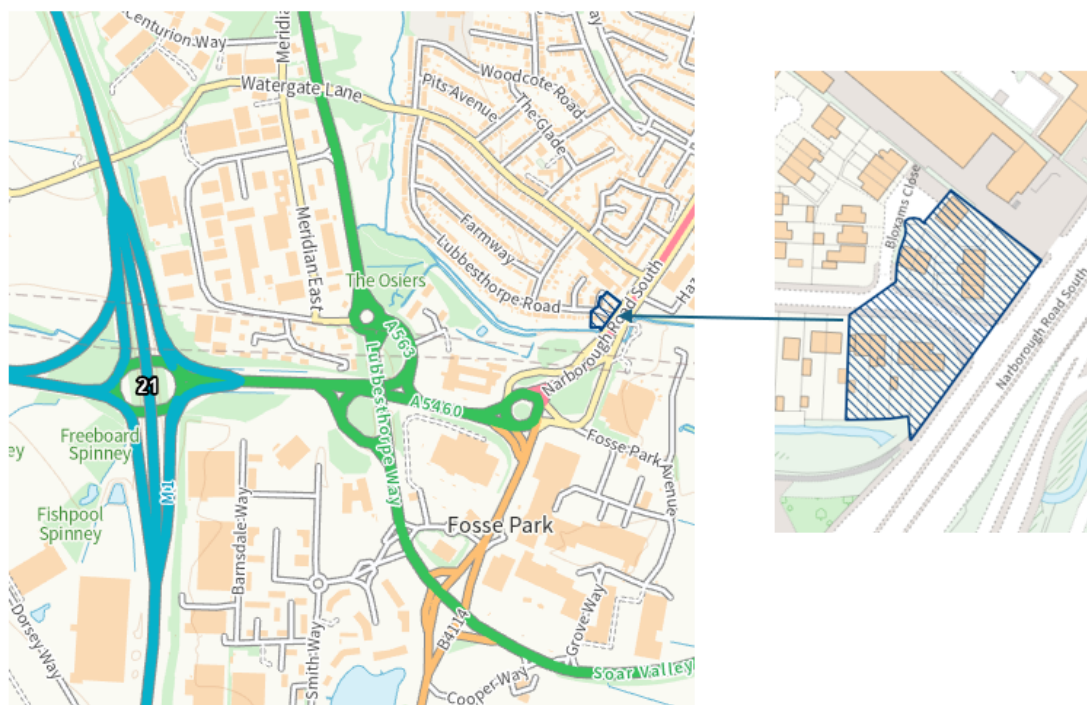
- the *annual* average level of Nitrogen dioxide (NO₂) in a location should be no higher than 40µg/m³, that is, 40 micrograms of NO₂ per cubic metre of air; and
- the *hourly* average level of Nitrogen dioxide (NO₂) in a location should be no higher than 200µg/m³.

The relevant Air Quality Management Areas (AQMAs) addressed by this AQAP are outlined below, both of which are declared for exceedances of the NO₂ *annual* average Air Quality Objectives:

- AQMA 6: Mill Hill, Enderby:- A residential area located close to industrial sites linking the North-West area of the district to major road networks. The date of declaration for the NO₂ exceedance was 01/10/2018. The last exceedance was recorded in 2023.



- AQMA 7: Lubbethorpe Road, Braunstone Town:- A residential area located close to major road networks. The AQMA was declared for an annual NO₂ exceedance on 04/11/2024.



This AQAP replaces the previous Action Plan which was adopted in 2021 for the period 2021-2025. Projects delivered and achievements made as a result of the past Action Plan include:

- The revocation of four AQMAs due to ongoing compliance with NO₂ Air Quality Objectives for 5 years or more:

AQMA 1: A5460 Narborough Road South- Declared January 2001; Revoked November 2024.

AQMA 2: M1 corridor in Enderby and Narborough- Declared January 2001; Revoked November 2024.

AQMA 3: M1 corridor between Thorpe Astley and Leicester Forest East- Declared January 2001; Revoked November 2024.

AQMA 4b: Enderby Road, Whetstone- Declared October 2005; Revoked November 2024.

- Promoting Travel Alternatives: The Health and Leisure Team at Blaby District Council worked hard to promote active travel across the district, and so reduce the emissions associated with car journeys. A new Active Travel Strategy was approved and published in 2024: [Active Travel Strategy – Blaby District Council](#).
- Behavioural change project with businesses in vicinity of AQMA6: This involved Council Officers attending and delivering business breakfast sessions, hosted by Blaby District Council, to raise awareness on Air Quality and how businesses can make a positive difference through employee travel plans and incentives for green travel. This positive difference would extend to reduced emissions from vehicles.
- Behavioural change within schools: The Countdown to Clean Air project concluded in 2023, this involved educational sessions, assemblies and fun activities for children and parents to take part in to encourage active travel to and from schools. The aim was to reduce the impact of emissions associated with school traffic.
- Work was undertaken to develop a charging network across the district. Flex-D is a current project being run collaboratively with local authorities and Leicestershire County Council. The project will eventually see 63 Electric

Vehicle charging points installed across the county including a charging hub at Enderby Leisure Centre comprising of twelve 7kW Electric Vehicle charging points, due to be installed in 2026.

- Engaged with the taxi drivers to encourage the switch to Electric Vehicles: The Council approved The Hackney Carriage and Private Hire Licensing Policy for 2022 – 2027. The policy incentivises the use of Ultra Low Emission Vehicles (ULEV) and Electric Vehicles (EV). The Licensing Department offers reductions in the fees for operators and drivers who license a vehicle under either of these categories.
- Improved air quality information on the Blaby District Council website: The website was updated in 2025 and now has a link to a ‘live
- ’ which enables residents and business to view local air quality in real time. This is part of the Particulates Matter project in conjunction with Public Health Leicestershire, of which more detail can be read in below in additional measures. The project is drawing to a close and so the future of the ‘live portal’ is under consideration.

Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with equalities issues because areas with poor air quality are also often less affluent^{1,2}.

The UK Health Security Agency (formally Public Health England) has estimated that the costs of air pollution in England to health and social care services could reach between £5.3 and £18.6 billion between 2018 and 2035³. Blaby District Council is

¹ Environmental equity, air quality, socioeconomic status and respiratory health, 2010

² Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006

³ Public Health England. Estimation of costs to the NHS and social care due to the health impacts of air pollution: summary report, May 2018

committed to reducing the exposure of people in Blaby District to poor air quality in order to improve health.

The Council have developed actions that can be considered under six broad topics:

- Promoting the use of low/zero emission transport and supporting infrastructure
- Consistent application of Environmental Permitting and other regulatory measures
- Policy Guidance and Development Management
- Public Health and wellbeing education and behavioural change
- Reducing emissions from domestic heating, industry and services
- Air quality monitoring

In addition, the Council adopted a Climate Change Strategy in 2020 to cover six key themes:

- Reducing CO₂ emissions
- Protecting the environment and enhancing biodiversity
- Reducing waste and resource use and moving to a circular economy
- Support sustainable communities
- Behaviour changes and education
- De-carbonising travel and transport

This AQAP outlines how the Council plans to effectively tackle air quality issues within its control. However, it is recognised that there are many air quality policy areas that lie outside of local authority influence (such as vehicle emissions standards). Therefore, work will continue with other agencies and central government on policies and issues beyond the Council's direct influence.

Responsibilities and Commitment

This AQAP was prepared by the Environmental Services Team of Blaby District Council with the support and agreement of the following officers and departments:

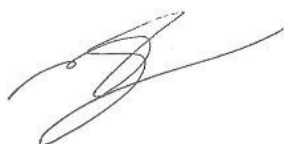
- Active Travel, Health and Leisure- Blaby District Council

Blaby District Council

- Communications, Consultation and Digital Services Team- Blaby District Council
- Economic & Community Development Team- Blaby District Council
- Environmental Health Team- Blaby District Council
- Information Technology & Transformation Team- Blaby District Council
- Licensing Team- Blaby District Council
- Neighbourhood Services and Assets Team- Blaby District Council
- Net Zero Programme Delivery Officer- Blaby District Council
- Parking Services- Blaby District Council
- Planning Teams- Blaby District Council

This AQAP has been approved by Caroline Harbour, the Group Manager for Environmental Health, Housing & Community Services (Environmental Services, Car Parking, HET & Lightbulb)

This AQAP has been signed off by a Director of Public Health at Leicestershire County Council.



Mike Sandys

Director of Public Health

The following Air Quality Partners / Stakeholders have contributed to the development of the draft AQAP and will be involved in delivery of the actions:

- Public Health - Leicestershire County Council
- Environment and Transportation - Leicestershire County Council
- Air Quality and Health Partnership- District Councils and Health bodies in Leicestershire.

Blaby District Council

This AQAP will be subject to Blaby District Council Cabinet approval, and an annual review. Progress each year will be reported in the Annual Status Reports (ASRs) produced by Blaby District Council, as part of statutory Local Air Quality Management duties. The ASRs are available on the Council website: [Air Quality – Blaby District Council](#)

If you have any comments on this AQAP, please send them to the Environmental Services team at:

Address: Council Offices, Desford Road, Narborough, LE19 2EP

Telephone: 0116 275 0555

E-mail: environmental.services@blaby.gov.uk

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1 Introduction

This Air Quality Action Plan (AQAP) outlines the actions that Blaby District Council and its partners will deliver between 2025-2029 to reduce concentrations of air pollutants and exposure to air pollution; thereby positively impacting the health and quality of life of residents and visitors to the Blaby District area.

The purpose of this report is to set out how the Council will exercise its functions to achieve the relevant Air Quality Objectives (AQOs).

It has been developed in recognition of the legal requirement on the local authority to achieve and maintain AQOs under Part IV of the Environment Act 1995, as amended by the Environment Act 2021, and to meet the requirements of the Local Air Quality Management (LAQM) statutory process.

This AQAP will be subject to an annual review. Progress will be reported in the Annual Status Report (ASR) produced by the Council as part of statutory LAQM duties. This Action Plan will be revised every five years.

This document is the final version, following consultation internally and externally in line with LAQM PG (22) guidance.

2 Summary of the Current Air Quality in Blaby District

Council Air Quality Management Areas

The main air pollutants of concern in Blaby District, as in most areas of the UK, are associated with road traffic, in particular Nitrogen dioxide (NO₂) and fine Particulate Matter (PM) at locations close to busy, congested roads where people may live or work. Other sources include domestic fuel burning, industrial processes and agriculture. Part IV of the Environment Act 1995 requires the Secretary of State to publish a National Air Quality Strategy which requires local authorities to assess air quality through a set of National Objectives as a statutory duty. These are set out via the LAQM framework.

The LAQM targets are as follows⁴:

- Nitrogen dioxide (NO₂) not to exceed an *annual* mean of 40µg/m³ or an *hourly* average level of Nitrogen dioxide (NO₂) in a location not to exceed 200µg/m³.
- Particulate Matter (PM): PM₁₀ not to exceed an *annual* mean of 40µg/m³.
PM_{2.5} not to exceed an *annual* mean of 20µg/m³.

The LAQM process places an obligation on the local authority to regularly assess and review, and to determine if the AQOs are likely to be achieved. The Council uses Air Quality Monitoring Stations (AQMSs), also known as Continuous Monitors (CM), and Diffusion Tubes to assess if AQOs have been met across the district. The Council has four AQMSs in total, measuring NO₂. Two of these also monitor Particulate Matter (PM). There are 28 Diffusion Tubes that measure NO₂ across the district which are exchanged monthly and sent off to an independent laboratory for analysis. Maps illustrating the locations of all of the air quality monitoring sites, can be viewed in 2.1, 2.2 and [Appendix C](#).

When an exceedance of the AQO occurs, the local authority must declare an Air Quality Management Area (AQMA).

⁴ [Air Quality Objectives Update 20230403.pdf](#)

In the district there are currently two AQMAs, both of which were declared for exceedances of the annual mean NO₂ AQO:

- AQMA 6: Mill Hill, Enderby
- AQMA 7: Lubbesthorpe Road, Braunstone Town

[Link to Blaby District Council website: Air Quality](#)

The trend for the past five years is encouraging, and air pollutant concentrations experienced an overall decrease across the district. This improvement over time has seen four out the five previously declared AQMAs remain compliant with the AQOs for five or more years. This has enabled the Council, with approval from Defra, to revoke the following AQMAs:

AQMA 1: A5460 Narborough Road South- revoked November 2024

AQMA 2: M1 corridor in Enderby and Narborough- revoked November 2024

AQMA 3: M1 corridor between Thorpe Astley and Leicester Forest East-
revoked November 2024

AQMA 4b: Enderby Road, Whetstone- revoked November 2024

Blaby District is crossed by 2 motorways (the M1 and M69) and the A5 runs along its southern boundary, all of which are part of the Strategic Road Network (SRN), and the responsibility of National Highways. The other public roads, including other A roads, are the Local Road Network (LRN) and are the responsibility of Leicestershire County Council.

The SRN is not currently a major direct contributor of NO₂ at the point of relevant exposure, primarily due to the separation distances to residential receptors resulting in NO₂ falloff (this is reflected in Table 1 below). However, it can have an impact on background pollution levels and behavioural actions using local roads when the SRN becomes congested and or blocked. Queuing traffic is particularly relevant at AQMA 6 when the SRN becomes congested.

Whilst it is important to consider the SRN, the AQAP measures presented in this report are intended to be targeted towards the predominant sources of emissions within the Council's local area, focusing on the LRN.

Table 1: Relevant Declared Air Quality Management Areas

AQMA Name	Date of Declaration	Pollutants and Air Quality Objectives	One Line Description	Is air quality within the AQMA influenced by National Highways roads?	Level of Exceedance: Declaration	Level of Exceedance: Current Year	Number of Years Compliant with Air Quality Objective
AQMA 6- Mill Hill, Enderby	Declared 2018	Nitrogen dioxide annual average	Residential properties along Hall Walk and Mill Hill, Enderby	No	43 µg/m ³ (Annual average exceedance during 2016)	35.6 µg/m ³	1
AQMA 7- Lubbethorpe Road, Braunstone Town	Declared 2024	Nitrogen dioxide annual average	Residential properties on and near to Lubbethorpe Road, Braunstone Town	No	43 µg/m ³ (Annual average exceedance during 2022)	36 µg/m ³	2

Notes:

There was a delay in the 2023 ASR being accepted, which caused a delay in the declaration of AQMA 7. The initial exceedance was during 2022, yet this was not formally declared until 2024. Data from 2023 and 2024 do not show an annual average exceedance and therefore, there have been 2 years of compliance effectively.

2.1 AQMA 6 – Mill Hill, Enderby

AQMA 6 is located in a high-volume traffic area, located on a through road that links New Lubbethorpe, Enderby Industrial Estates and the Parishes to the road networks in the west of Blaby District. Traffic often queues along the AQMA due to light sequencing and a busy crossroads which is made worse due to the historic nature of the road. It is narrow in places and was not originally built for the large traffic volumes it carries. It also has a high wall (to a historic house) on one side which makes dispersion of pollutants in the air more difficult (known as a canyon-effect). The former industrial nature of Enderby means that dwellings sit in close proximity to the roadside and represent sensitive receptors with regards to air pollution exposure.

Figure 1: Maps illustrating AQMA 6- Mill Hill in Enderby

The blue hatched box indicates the AQMA.

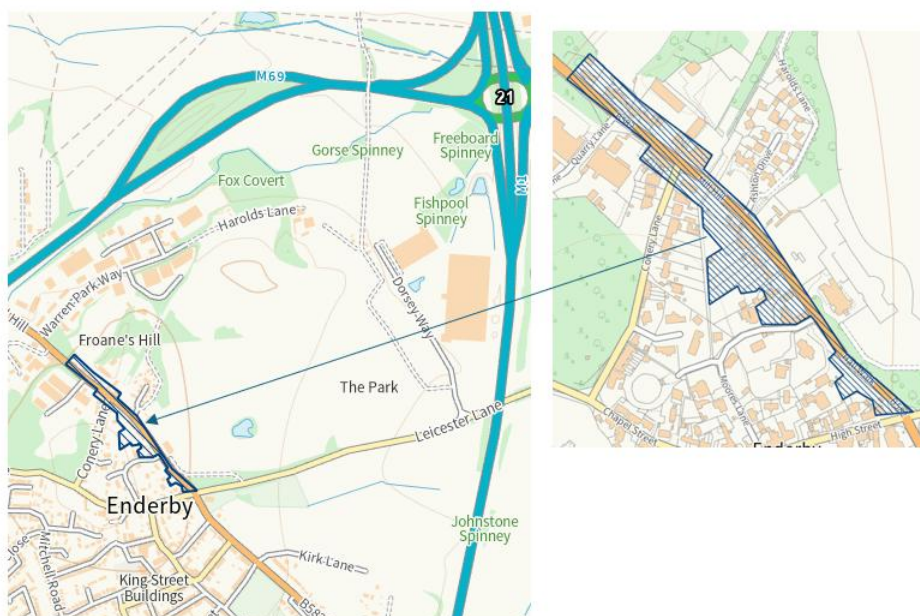
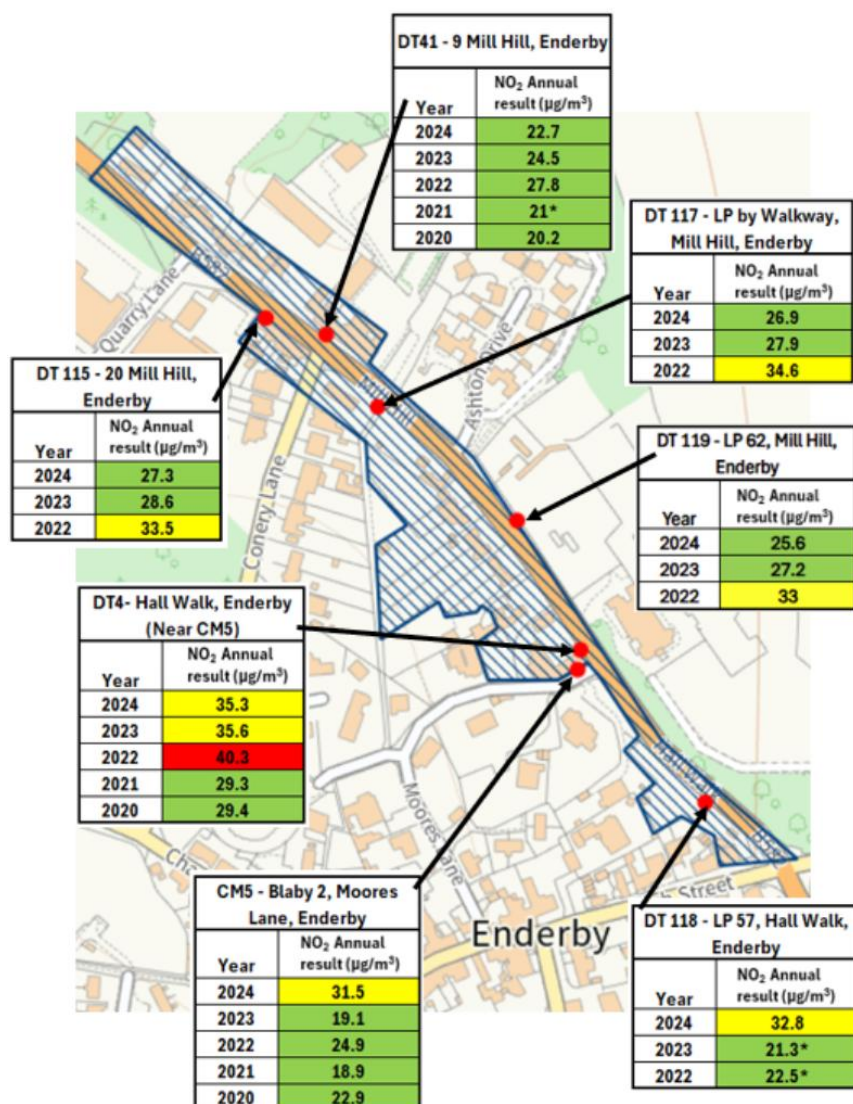


Figure 2: Close up map illustrating extent of AQMA 6- Mill Hill in Enderby



The blue hatched box indicates the AQMA. The red dots indicate CM5 and Diffusion Tube locations, annual averages of each are included in the adjoining tables.

40µg/m³ is the National Air Quality Objective for NO₂, Diffusion Tube results should be compared against 36µg/m³ to take account of the accuracy of this monitoring technique. Numbers with a * represent a figure that has been annualised and / or distance corrected. ©Crown Copyright. All rights reserved.

In 2024, there were six Diffusion Tube sites within AQMA 6 and one CM. Although levels of NO₂ are below the AQOs, it remains an area of concern due to existing and planned developments in the area and requires close monitoring. The last exceedance at the AQMA was in 2023 where an annual average of one of the Diffusion Tubes in the area was recorded at 40.3 µg/m³. The locations of these monitoring sites are also illustrated in Appendix C.

The AQMA will remain in place as advised by Defra and this AQAP will formulate actions to continue to tackle the issues in this area and the district as a whole.

Table 2: AQMA 6 Annual Mean NO₂ Concentrations

Site Name	Monitoring type	Site Type	X OS Grid Ref	Y OS Grid Ref	Annual mean NO ₂ concentration (µg/m ³)				
					2020	2021	2022	2023	2024
CM5, Moores Lane, Mill Hill, Enderby	Automatic Monitor	Roadside	453594	299549	22.9	18.9	24.9	19.1	31.5
Hall Walk, Enderby (near CM5)	Diffusion Tube	Roadside	453605	299564	29.4	29.3	40.3	35.6	35.3
9 Mill Hill, Enderby	Diffusion Tube	Roadside	453467	299735	20.2	21	27.8	24.5	22.7
20 Mill Hill, Enderby	Diffusion Tube	Roadside	453435	299743	/	/	33.5	28.6	27.3
LP by walkway, Mill Hill, Enderby	Diffusion Tube	Roadside	453495	299696	/	/	34.6	27.9	26.9
LP 57, Hall Walk, Enderby	Diffusion Tube	Roadside	453673	299481	/	/	43	40.3	32.8
LP 62, Mill Hill, Enderby	Diffusion Tube	Roadside	453571	299634	/	/	33.0	27.2	25.6

Exceedances of the NO₂ annual mean Objective of 40µg/m³ are shown in **bold**. Due to accuracy of method, Diffusion Tubes are considered compliant where results are below 36µg/m³.

2.2 AQMA 7- Lubbethorpe Road, Braunstone Town

In 2022, an exceedance of the AQOs was recorded around the junction of Lubbethorpe Road and Narborough Road South in Braunstone Town. The exceedance was for NO₂ with a measurement of 43 µg/m³* (*distance corrected), which reduced to 35.7µg/m³* in 2023. There was a delay in the approval of the 2023 ASR, which led to a delay in the official declaration of the AQMA. In November 2024, this area was declared as an AQMA and is known as AQMA 7- Lubbethorpe Road, Braunstone Town. Lubbethorpe Road area is relatively close to a major junction of the SRN where the M1 and M69 meet, and with junctions of the LRN. The junction

affects inter-urban travel and has a high occurrence of accidents which often leads to road closures and congestion which has a huge impact on the LRN in the district.

In 2024, there were three Diffusion Tubes and one CM measuring NO₂ levels in AQMA 7. The last exceedance of the AQO was recorded in 2022, after which time the figures have continued to improve. In 2024, the CM recorded levels had decreased to 29.7µg/m³, which is a reduction of 13.3 µg/m³ of the annual mean.

Figure 3: Map illustrating AQMA 7-Lubbesthorpe Road, Braunstone Town

The blue hatched box indicates the AQMA.

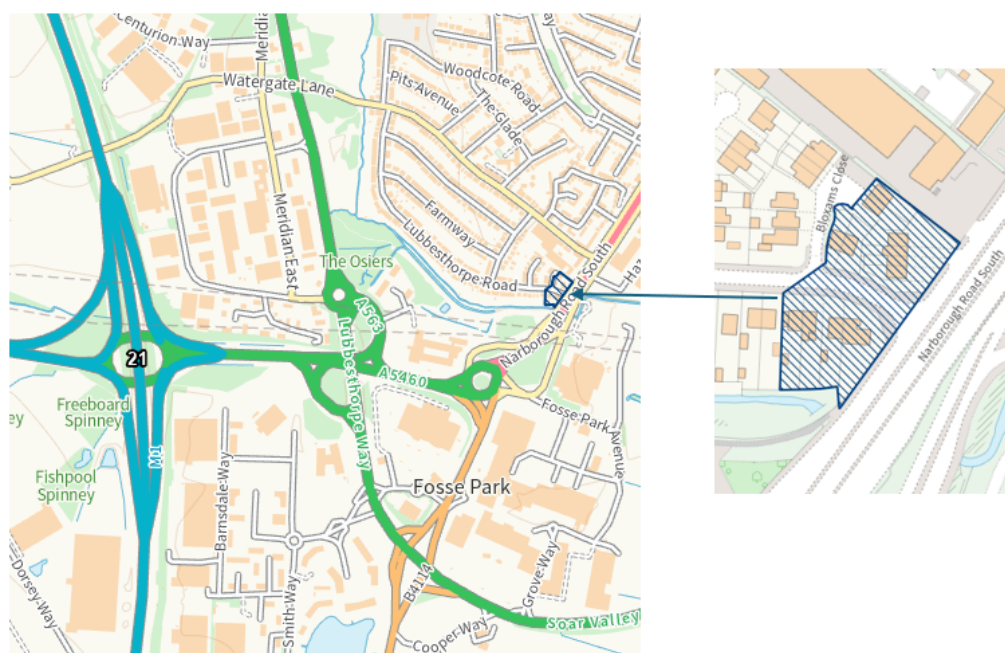
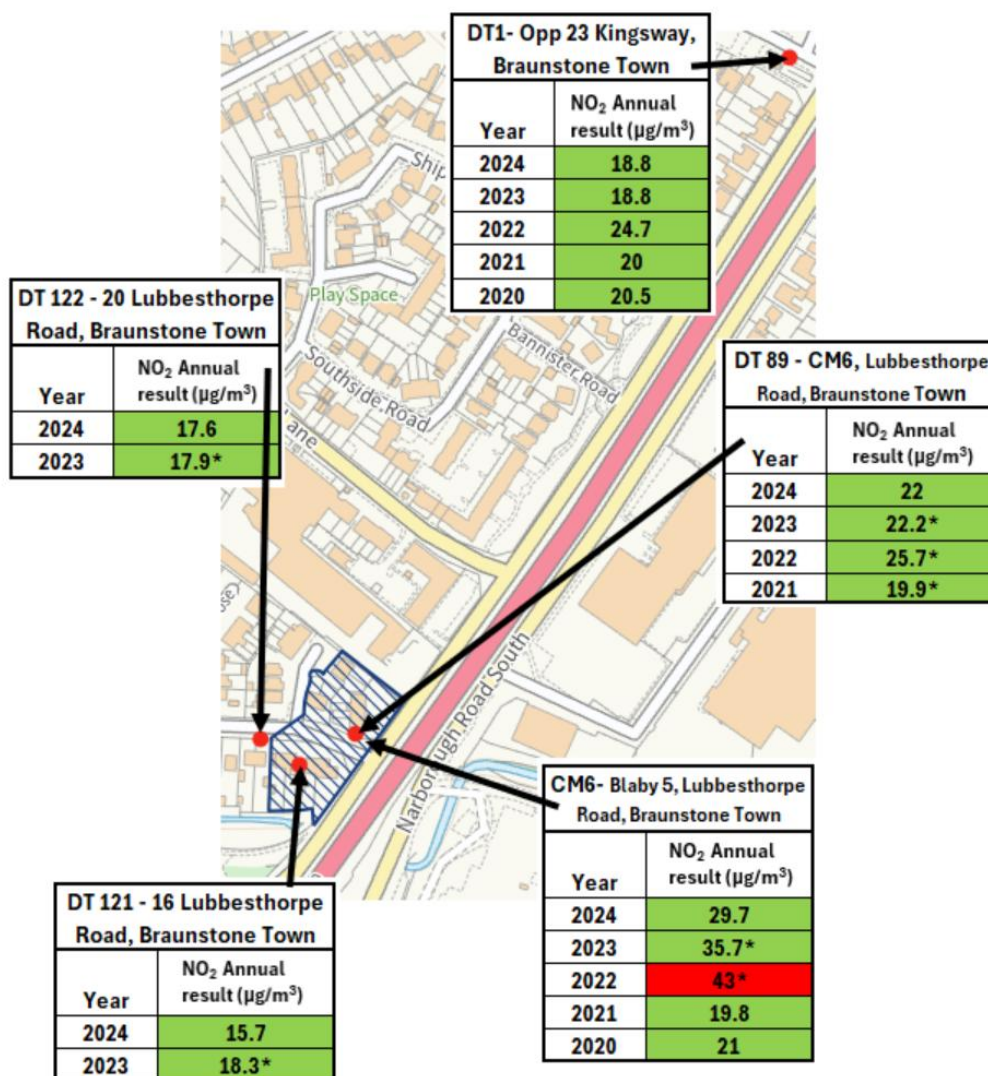


Figure 4: Close up map illustrating extent of AQMA 7 - Lubbesthorpe Road, Braunstone Town



The blue hatched box indicates the AQMA. The red dots indicate CM6 and Diffusion Tube locations, annual averages of each are included in the adjoining tables. 40µg/m³ is the National Air Quality Objective for NO₂, Diffusion Tube results should be compared against 36µg/m³ to account for the accuracy of this monitoring technique. Numbers with a * represent a figure that has been annualised and / or distance corrected. ©Crown Copyright. All rights reserved.

Table 3: AQMA 7- Annual Mean NO₂ Concentrations

Site Name	Monitoring Type	Site Type	X OS Grid Ref	Y OS Grid Ref	Annual mean NO ₂ concentration (µg/m ³)				
					2020	2021	2022	2023	2024
CM6, Lubbesthorpe Road	Automatic Monitor	Roadside	455722	300782	21	19.8	43*	35.7*	29.7
On CM6 Lubbesthorpe Road, Braunstone Town	Diffusion Tube	Roadside	455732	300762	/	19.9	25.7	22.2	22
16 Lubbesthorpe Road, Braunstone Town	Diffusion Tube	Roadside	455702	300762	/	/	/	18.3	15.7
20 Lubbesthorpe Road, Braunstone Town	Diffusion Tube	Roadside	455681	300776	/	/	/	17.9	17.6

*These figures have been distance corrected for relevant exposure.

Exceedances of the NO₂ annual mean Objective of 40µg/m³ are shown in **bold**. Due to accuracy of method, Diffusion Tubes are considered compliant when results are below 36µg/m³.

2.3 Additional Monitoring in the Blaby District

Blaby District Council has made an ongoing commitment to continue the monitoring and management of air quality throughout the district, to check compliance with the AQOs and that the current trend of improving air quality continues.

In 2022 and 2023, the Council successfully applied for air quality funding of 2 projects: Countdown to Clean Air and Particulates Matter. Additional 'low-cost' monitors were purchased as part of those projects, including a type called Zephyrs®. Although not currently an approved Reference Method, Zephyrs® and so data from them is indicative and should not be compared to AQOs to assess compliance. However they can be used to assess general trends and allow hotspot areas to be highlighted for further investigation. They record real time data for NO₂ and PM and are easy to move around. Thirteen of the Zephyrs® were installed in fixed locations in 2024. Two additional Zephyrs® are mobile and regularly moved around the district to investigate different locations. This monitoring is undertaken in conjunction with approved Reference Methods. The results for both NO₂ and PM monitoring to date do not indicate exceedance of current annual AQOs or highlight any areas of concern, as shown in Table 4 below.

Table 4: Zephyr® Monitoring results for Annual Mean NO₂

ID	Site Name	Site Type	X OS Grid Ref	Y OS Grid Ref	Annual mean NO ₂ concentration (µg/m ³)		
					2022	2023	2024
945	Narborough Rd South	Suburban	466102	301332	36.3	26.4	26.3
951	Leisure Centre, Enderby	Roadside	453942	298941	14.1	11.4	10.3
966	Playing Fields, Stoney Stanton	Rural	448856	294497	/	10.6	10.3
967	Pumping Station, Huncote	Roadside	451513	297318	/	15.9	17.0
970	Croft Quarry 1, Croft	Industrial	451509	296215	/	17.1	12.3
1020*	Croft Rec, Croft	Industrial	451760	295783	/	15.6	16.1
1020*	Sharnford School	Other	448098	292190	/	/	19.5
1045	Croft Quarry 2	Industrial	451435	296019	/	/	13.9
1046	Alyssum Way, Narborough	Roadside	452881	298059	17.0	14.8	16.0
1049	Osiers Nature Reserve, Braunstone	Other	455543	300718	/	/	23.8
1283	Stelle Way, Glenfield	Other	454709	306981	/	/	23.0
1324	Brierfield Road, Cosby	Roadside	454809	294565	/	18.6	15.9
1432	Hinckley Road, L.F.E	Roadside	452555	303013	/	21.7	21.6
1484	Mill Hill, Enderby	Roadside	453509	299687	/	27.4	31.9

*Where there are two results showing for Zephyr ID number 1020, the unit was moved within the year, and the results reflect the annual mean for the time in situ. The data has not been annualised and represents an average for the monitoring period.

Table 5: Zephyr® Monitoring results for Annual Mean PM_{2.5}

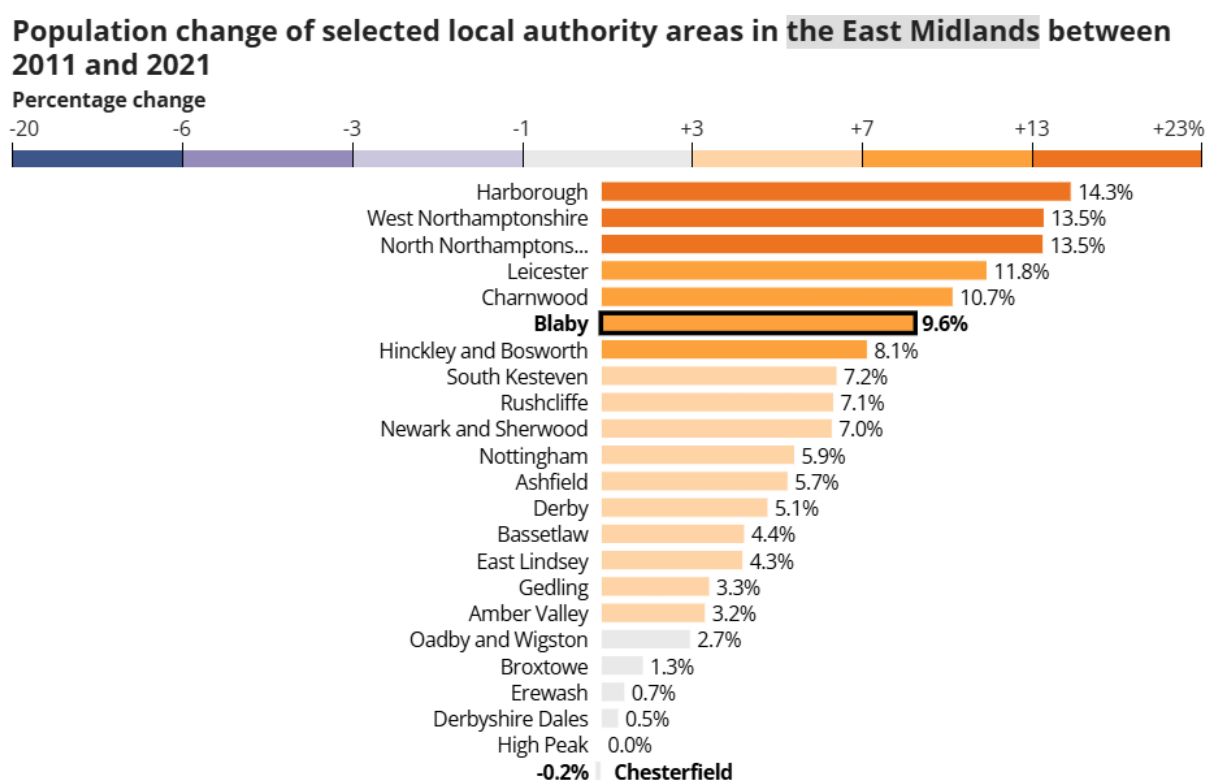
ID	Site Name	Site Type	X OS Grid Ref	Y OS Grid Ref	Annual mean PM _{2.5} concentration (µg/m ³)		
					2022	2023	2024
945	Narborough Rd South	Suburban	466102	301332	9.2	8.3	7.8
951	Leisure Centre, Enderby	Roadside	453942	298941	7.5	6.6	6.4
966	Playing Fields, Stoney Stanton	Rural	448856	294497	/	7.4	9.4
967	Pumping Station, Huncote	Roadside	451513	297318	/	6.2	6.1
970	Croft Quarry 1, Croft	Industrial	451509	296215	/	7.0	7.1
1020	Croft Rec, Croft	Industrial	451760	295783	/	3.4	4.4
1020	Sharnford School	Other	448098	292190	/	/	5.2
1045	Croft Quarry 2	Industrial	451435	296019	/	/	7.2
1046	Alyssum Way, Narborough	Roadside	452881	298059	7.7	8.2	5.7
1049	Osiers Nature Reserve, Braunstone	Other	455543	300718	/	/	4.1
1283	Stelle Way, Glenfield	Other	454709	306981	/	/	5.9
1324	Brierfield Road, Cosby	Roadside	454809	294565	/	6.1	6.1
1432	Hinckley Road, L.F.E	Roadside	452555	303013	/	6.1	2.6
1484	Mill Hill, Enderby	Roadside	453509	299687	/	5.6	5.6

*Where there are two results showing for Zephyr ID number 1020, the unit was moved within the year, and the results reflect the annual mean for the time in situ at each location. The data has not been annualised and represents an average for the monitoring period.

2.4 Public Exposure

In Blaby District, the population size was recorded at 102,900 in 2021⁵ and is estimated to be 105,278 in 2023⁶. During the last census period, the population of England and Wales grew by around 6.3% according to the Office for National Statistics (ONS). The population in the district grew by more than the national average and increased by 9.6%.

Figure 5: Population change in Blaby 2011 to 2021⁷



⁵ [Blaby population change, Census 2021 – ONS](#)

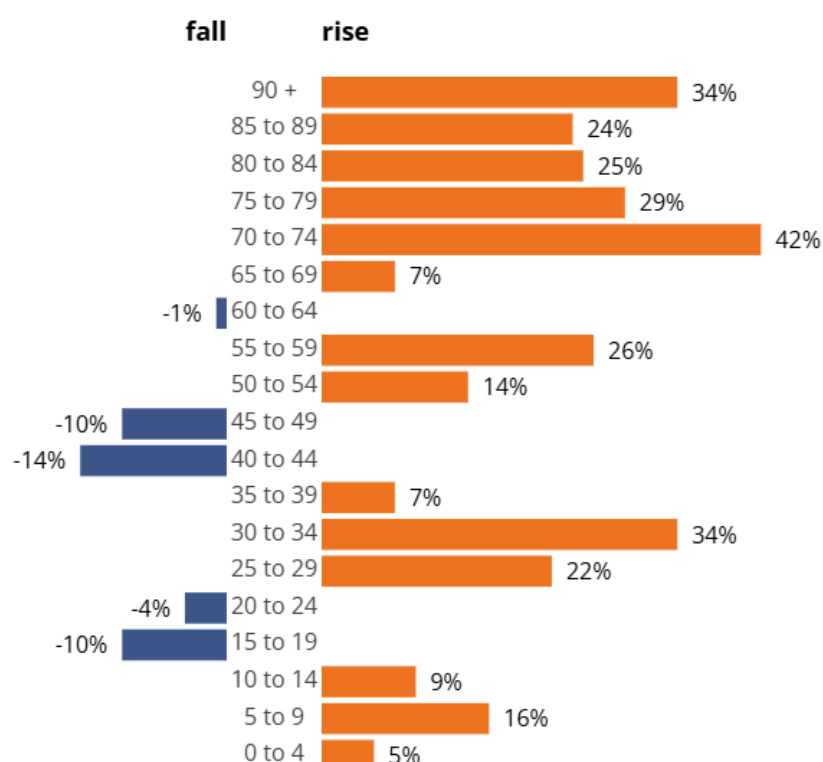
⁶ [Population - 2023 Mid-year estimates for Local Authorities | Tableau Public](#)

⁷ [Home - Office for National Statistics](#)

The local population is generally older than the national average with a higher growth experienced in older age groups due to the post war population boom. There has been an increase of 25% in people aged 65 and over⁸. This demographic shift towards an older population increases susceptibility to the health impacts of poor air quality. Older adults are particularly vulnerable to respiratory and cardiovascular conditions linked to air pollution, which highlights the need for targeted interventions to protect those most at risk.

Figure 6: Population change (%) by age group in Blaby District⁹

Population change (%) by age group in Blaby, 2011 to 2021



In order to understand the population that is exposed to poor air quality, a review of the estimated population of each AQMA has been undertaken. This has been done using the ONSs 'Lower Super Output Area' (LSOA) database¹⁰.

⁸ [Blaby population change, Census 2021 – ONS](#)

⁹ [Home - Office for National Statistics](#)

¹⁰ [- Office for National Statistics](#)

AQMA 6, Mill Hill Enderby covers approximately 40 residential properties, which is estimated to have an approximate population of 92 residents.

AQMA 7, Lubbesthorpe Road Braunstone Town is a small area comprising of 12 properties with an estimated population of 28 residents.

3 Blaby District Council's Air Quality Priorities

3.1 Public Health Context

Poor air quality represents the largest environmental risk to public health. Long-term exposure to air pollution can cause chronic conditions such as cardiovascular and respiratory diseases as well as lung cancer, leading to reduced life expectancy. According to Public Health England¹¹, it is estimated that long-term exposure to man-made air pollution in the UK has an annual effect equivalent to between 28,000-36,000 deaths.

Research shows that the most common pollutants of concern are NO₂ and PM. NO₂ is a gas that is produced from combustion processes. Defra estimates that the most common condition associated with NO₂ is thought to be asthma. Between 2007-2017, there was an increase of 25% in annual asthma deaths in the UK¹².

In 2013, a nine-year-old child died following an asthma attack in the London Borough of Lewisham. The girl, Ella Adoo-Debrah, lived in close proximity to a main road, and had been admitted to hospital 27 times in the three years prior to her death. An inquest in 2020 ruled that the girl had been exposed to excessive levels of pollution, that there had been a recognised failure to reduce the levels of NO₂ and that the lack of information provided to her mother possibly contributed to her death. This was the first case in the UK to have ruled air pollution as the cause of death (Coroner of Inner South London, 2021)¹³.

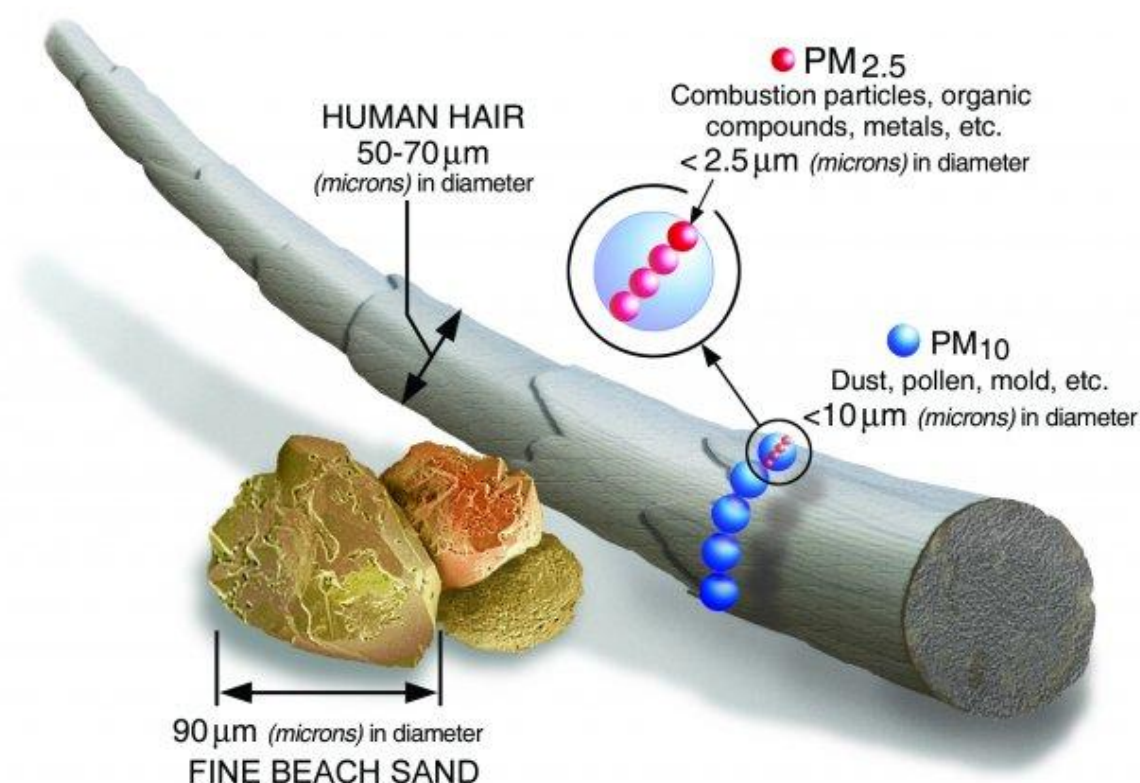
¹¹ [Health matters - air pollution - GOV.UK](https://www.gov.uk/health-matters/air-pollution)

¹² www.asthmaandlung.org.uk

¹³ [Committee on the Medical Effects of Air Pollutants \(COMEAP\): 2023 Annual Report](https://www.comeap.org.uk/2023-annual-report)

The other main pollutant of concern, PM, is thought to cause a wider range of conditions such as coronary heart disease, stroke and cancers. PM is a term used to describe a mix of solid and liquid particles of different size, shape and make-up. The main sources of man-made PM is caused by the combustion of fuels and brake and tyre wear. In addition, there are also natural sources of PM, which include wind-blown dust and soil, spray from the sea and fires that involve the burning of vegetation. There are different sizes of PM, but it is considered that PM_{2.5} (fine particles) have the strongest evidence for adverse effects on health. Public Health England predicted that a reduction in fine Particulate Matter of just 1µg/m³ could prevent around 50,900 cases of coronary heart disease, 16,500 strokes, 9,300 cases of asthma and 4,200 cases of lung cancer¹⁴.

Figure 7: Size Comparisons for Particulate Matter (PM)¹⁵

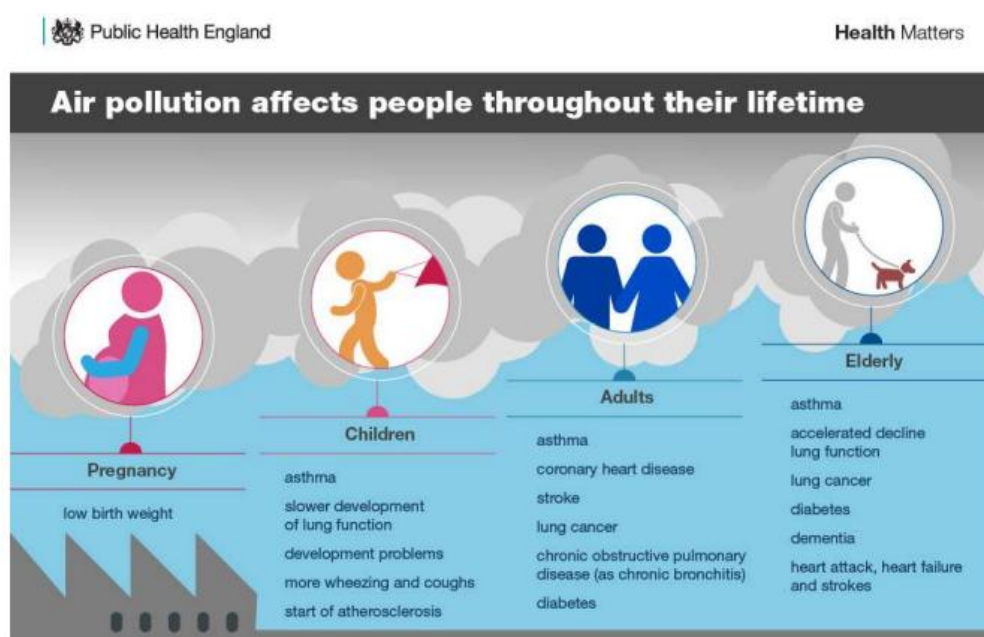


¹⁴ [Health matters air pollution - GOV.UK](https://www.gov.uk/health-matters/air-pollution)

¹⁵ [Particulate Matter \(PM\) Basics | US EPA](https://www.epa.gov/particlematter/particulate-matter-pm-basics)

Air pollution can be harmful to anyone, but some people are more impacted as a result of where they live, or their vulnerability to health problems caused by air pollution. This can include groups such as children, pregnant women, older adults and those with pre-existing health conditions:

Figure 8: How Air pollution affects people throughout their lifetime¹⁶



It is also important to consider when implementing measures to improve air quality, whether they could put low-income residents at an increased disadvantage as they may be less able to take individual action to reduce their exposure to air pollutants.

Some examples of this are as follows¹⁷:

Employment and Travel- Some workers may not be able to choose to work from home or be able to travel at non- peak times to avoid congestion. Those living on lower incomes are less likely to have choice over their transport options and therefore less capacity to change how they travel.

¹⁶ [Health matters air pollution - GOV.UK](https://www.gov.uk/health-matters/air-pollution)

¹⁷ [LAQM-Policy-Guidance-2022.pdf](#)

Fuel-Poverty- Those living in fuel poverty are less likely to choose environmentally friendly options if those incur significant additional cost.

Schools- People living on lower incomes are less likely to be able to choose where their children attend school and consequently the air pollution that they are exposed to.

It is therefore important to consider methods of communication and to think about how to reach all groups, including those most vulnerable.

This action plan aims to align with the priorities identified in the Leicestershire Joint Strategic Needs Assessment and the Health and Wellbeing Strategy to ensure air quality interventions contribute to reducing health inequalities and improving population health.

3.2 Planning and Policy Context

This AQAP outlines the Council's plan of actions to effectively tackle air quality issues that are within its control. This section provides an outline of the strategies and policies that have the most potential to impact upon pollutant concentrations.

3.2.1 Local Plan

A Local Plan is a document that outlines policies and proposals for future development in a specific area, such as Blaby District. It covers aspects such as housing, shops, employment and provides guidelines on where developments should take place and areas where it should be restricted.

Blaby District Council is currently in the process of preparing a new Local Plan taking account of the changes made to the National Planning Policy Framework (NPPF). The new Plan will include compulsory housing targets and revised policies. The next version (Regulation 19 version) is the final draft and is expected to be approved for consultation in April 2026. There is a prescribed legal process that the Local Plan has to go through before it's adoption. This includes Examination In Public by an independent inspector appointed by the Planning Inspectorate. A Strategic Air Quality Assessment is currently being undertaken of the potential impacts of the emerging plan, the results of which will be fed into the Local Plan, and will be relevant to this AQAP.

3.2.2 Leicestershire's Local Transport Plan 2026- 2040

The Local Transport Plan (LTP)¹⁸ is a statutory requirement of the Local Transport Act 2008. It is developed by Leicestershire County Council and sets out how transport can continue to play an important part in Leicestershire's success. It is on its fourth version (LTP4), which was adopted in November 2024. It sets out Leicestershire's vision for delivering integrated transport at a local level up until 2040.

One of the key points of LTP4 is the impact that transport has on air quality. Between 2005 and 2019, the emissions share generated by transport within Leicestershire grew from 24% to 35%. A significant contributor to air pollution is considered to be Heavy Goods Vehicles (HGV's), and that there will be an estimated 30% increase in freight demand across the county up to 2043.

Some of the transport demands can be met by investing county wide in the Electric Vehicle (EV) charging infrastructure. It is expected that the demand for EV's will grow from 13,100 cars in 2023 up to 415,800 in 2040, which in turn could reduce emissions by 29%. However, HGV's pose a bigger problem as electric power is not a currently a viable fuel for large vehicles. LTP4 is looking at ways to support alternative fuel options which will help to reduce the impact on air quality from these larger vehicle types.

The delivery of LTP4 is split into three phases with Phase 1 covering 2025-2030. This initial phase of the Transport Plan will focus on identifying challenges facing transport in Leicestershire. Specific measures will be introduced in later phases of the LTP4. The policy recognises that transport is one of the largest contributors to poor air quality.

¹⁸ [A Local Transport Plan for Leicestershire - Core Document 2026 - 2040](#)

3.2.3 Active Travel Strategy 2024-2034

The Blaby District Council Active Travel Strategy (ATS)¹⁹ focuses on actions that aim to increase the provision of infrastructure to encourage and promote the usage of non-motorized transport options such as walking and cycling. The ATS links to the Local Cycling and Walking Infrastructure Plan (LCWIP), which is a blueprint that outlines the methodology for identifying improvements to cycling and walking infrastructure at the local level. The goal of the strategy is: “... *to make transportation more accessible, lower carbon emissions, improve air quality, promote Active Travel options like cycling and walking, enhance road safety and maintain our transport assets*”.

3.2.4 National legislation: Zero Emission Vehicle mandate

The UK government and devolved administrations are taking action to meet Net Zero targets, specifically regarding speeding up the decarbonisation of road transport. Legislation and national targets for zero emission vehicles are determined at the national level, with local authorities responsible for implementing supporting measures within this framework. The UK is committed to ensure that all new cars and vans should be zero emissions from the year 2035. The Zero Emission Vehicle (ZEV) mandate²⁰ is the most ambitious regulation of its kind in any country and sets out a clear pathway to achieve the ending of the sale of non-ZEV cars and vans. This should help reduce pollution from NO_x in some areas, although it is noted that this does not include HGV's.

3.2.5 Climate Change

[The Blaby District Council Net Zero Action Plan](#) was adopted in December 2023 and sets out the Council's strategy for achieving Net Zero for its own operational emissions by 2030. The Action Plan sets out 50 completed, current and future Net Zero actions undertaken or potentially undertaken by the Council. A number of these

¹⁹ [Blaby District Council Active Travel Strategy](#)

²⁰ [Zero emission vehicle \(ZEV\) mandate consultation: summary of responses and joint government response - GOV.UK](#)

projects are directly linked to air quality and will be actioned in conjunction with air quality initiatives or will contribute to achieving AQOs. In particular, the Flex-D EV charging points project and 'Let's Go Electric' Defra funded project to purchase an electric road sweeper, and an electric refuse collection vehicle (eRVC) conversion kit are included in the air quality measures below.

The Council has also adopted a [Climate Change Strategy 2020-2030](#). Whilst this strategy covers the Council's own operations, it also focusses on where the Council can influence a reduction across the district. There are six key overarching aims of the strategy: reducing CO₂ emissions, protecting the environment, travel and transport, waste and resources, sustainable communities and behaviour change and education. Travel and transport and behaviour change, and education are the two aims which overlap most closely to proposed air quality measures. Therefore, these will provide the best opportunities for collaboration with the Net Zero Programme Delivery Officer.

3.3 Source Apportionment

Source apportionment is the gathering of information about the origin of a pollutant and the amount it contributes to ambient air pollution levels.

Due to the close proximity of the declared AQMAs to high-volume traffic areas and having major roads within the district, a Source Apportionment exercise focussed on traffic emissions was undertaken in May 2025. Traffic data was collected by Blaby District Council Officers and NO_x contribution determined using the Defra Emission Factor Toolkit v13.1. The traffic counts conducted at AQMA 6 captured vehicle numbers along Hall Walk (passing Moores Lane). Similarly, at AQMA 7, traffic counts captured vehicle totals along Narborough Road South (passing Lubbethorpe Road) and along Lubbethorpe Road.

Using the EFT traffic output and data from the Defra background maps (Local Authority: Blaby, Region: Midlands, Pollutant: NO_x and NO₂, Year: 2024), a source apportionment for the worst-case NO₂ was conducted for each AQMA. This follows the guidance from Chapter 7 (Box 7-5) of LAQM TG22. Further information on the methodology used for the source apportionment can be found in Appendix D.

Table 6: Source apportionment for NO₂ - May 2025

AQMA	Highest Measured Annual Mean NO ₂	Regional and Local background NO ₂	Local Traffic						
			Petrol Car	Diesel Car	Diesel LGV	HGVs	Buses	Coaches	Motorcycles
AQMA 6 - Mill Hill, Enderby	35.3	3.46 (9.82%)	1.76 (4.99%)	8.83 (25.01%)	5.33 (15.11%)	3.85 (10.90%)	3.75 (10.62%)	1.61 (4.56%)	0.03 (0.07%)
		6.68 (18.92%)							
AQMA 7 - Lubbesthorpe Road, Braunstone Town	29.7	3.43 (11.56%)	1.55 (5.23%)	7.78 (26.20%)	4.69 (15.80%)	1.16 (3.92%)	1.15 (3.86%)	0.51 (1.71%)	0.03 (0.11%)
		9.39 (31.60%)							

Detailed information and supporting calculations for the source apportionment can be found in Appendix D.

Figure 9: Source Apportionment of NO₂, AQMA 6: Mill Hill

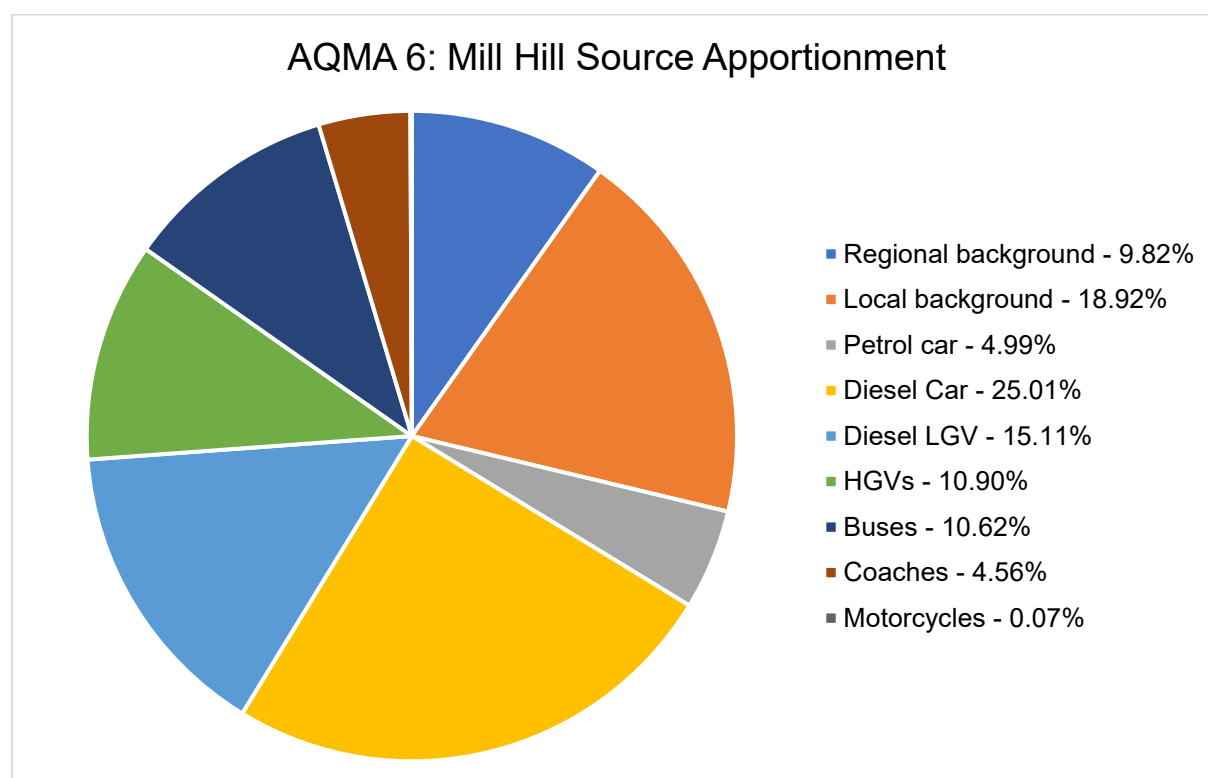
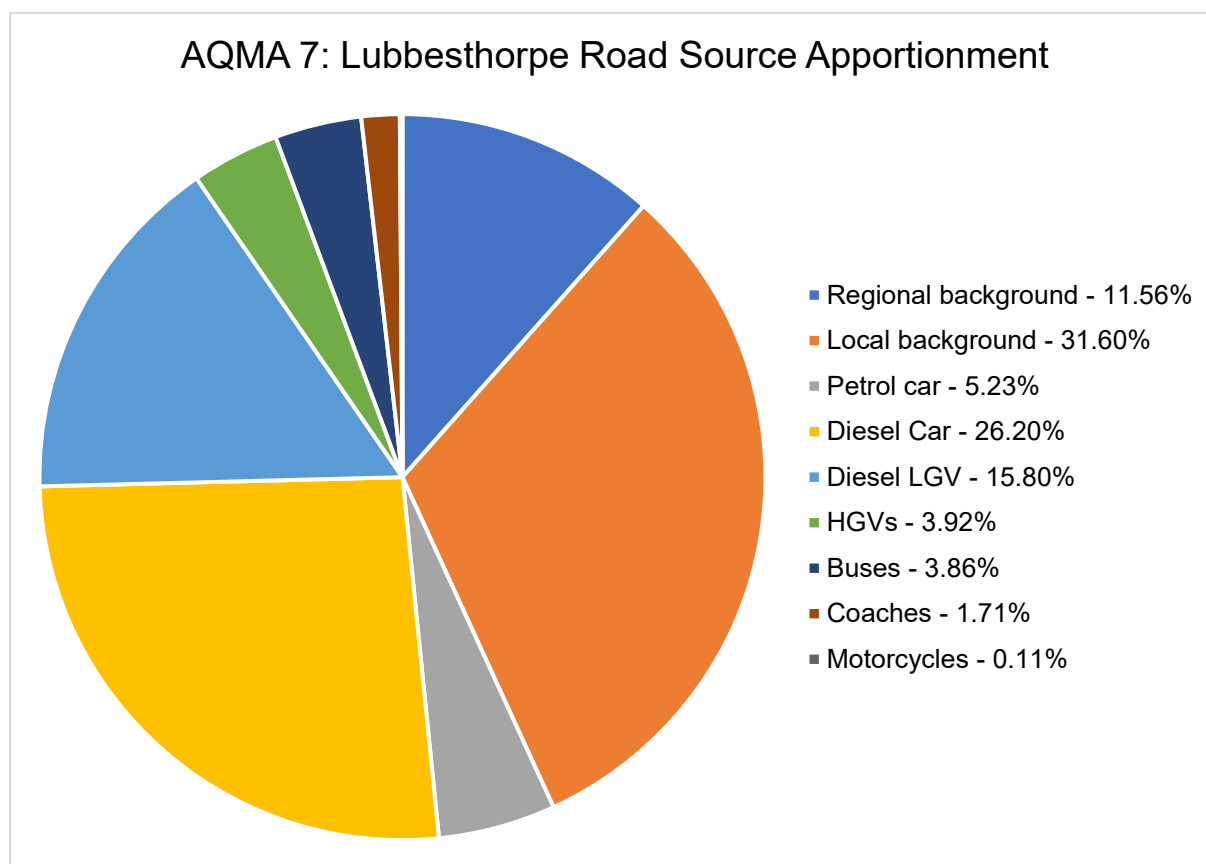


Figure 10: Source Apportionment of NO₂, AQMA 7: Lubbethorpe Road

As can be seen in Figures 9 and 10, over a quarter of NO₂ emissions at AQMA 6 and almost half of emissions at AQMA 7 can be attributed to background sources, which the Council is unable to influence directly.

However, diesel vehicles, both cars and LGVs, also contribute significantly to NO₂ pollution, collectively accounting for over 40% of total NO₂ at both locations. The proximity of AQMA 6 to several industrial estates and processes contributes to the higher percentage of HGVs at this location. Having several bus routes pass through AQMA 7 will increase the impact of this source, although it is acknowledged that significant work has been undertaken by the highway authorities to electrify buses in Leicester and Leicestershire, which should contribute to reductions in NO₂ from this source. This highlights the need for measures focussed on reducing diesel vehicle usage, encouraging EVs and working with businesses to implement greener practices. Some of the bus operators are using electric buses on routes in Blaby District.

Detailed dispersion modelling was not used to calculate the source apportionment above due to financial constraints. The process used is limited and therefore the results are largely indicative. Given the current situation in terms of exceedance of AQOs (as discussed earlier in this AQAP), this less complex approach is considered reasonable.

The main risk to exposure from air pollution in both AQMAs will be to residents and those working in those areas. In addition, some people will be exposed, albeit for a short period of time, by walking, biking, scooting and driving through the areas.

3.4 Required Reduction in Emissions

In 2024, both AQMA 6 and AQMA 7 were compliant with the annual mean AQO for NO₂. The most recent exceedance in AQMA 6 was in 2023, where DT118 recorded an exceedance of 40.3 µg/m³. The most recent year of exceedance for AQMA7 was in 2022 where CM6 recorded 47.8 µg/m³, once distance corrected this exceedance was 43.0 µg/m³.

The required reduction in NO₂ and NO_x is shown below in Table 7 based on the most recent exceedances of the AQOs. Guidance from Chapter 7 in TG22 and the NO_x to NO₂ calculator were used to determine these figures. The applicable input parameters were applied on the general inputs tab when using the NO_x to NO₂ calculator (Version 9.1).

Further supporting technical information on how these reductions were calculated can be found in Appendix D.

Table 7: Required reduction in NO₂ and NO_x

AQMA	Most recent exceedance (µg/m ³)	Required reduction in NO ₂ (µg/m ³)	Required reduction in NO _x (µg/m ³)	Percentage decrease required in NO _x (%)
AQMA 6	40.3	0.3	1.07	1.3
AQMA 7	43.0	3.0	10.75	13.3

3.5 Key Priorities

Based on the information provided overleaf, the following key areas have been defined for action, although there is some overlap between the categories. The focus is to achieve and maintain compliance with the National Air Quality Objectives and this is proposed to be achieved through the following priorities:

- **Priority 1: Promoting the use of low/ zero emission transport and infrastructure**
 - Installation of EV charging infrastructure throughout the district through collaboration with partners.
 - Leading by example and continuing to improve the Council's own vehicle fleet using alternative fuel options and upgrading to EV's where possible. Seeking out additional funding sources to assist when available.
 - Encouraging the use of sustainable travel options, such as on demand bus services, EV bus services, Park and Ride, and car sharing. The Choose How You Move webpage has resources and information on active travel in Leicester and Leicestershire (<https://www.choosehowyoumove.co.uk/>).
 - Incentivising and promoting the benefits of using EV's for Hackney Carriage and Private Hire Licence holders.
 - Ensuring existing Section 106 agreements are adhered to, such as the building of bypasses and bridges to divert traffic away from potential areas of concern.
- **Priority 2: Environmental Permitting and other regulatory measures**
 - To use legislation and enforcement actions to control air pollution.
 - To ensure all inspections are completed within statutory timeframes and actions followed up and addressed.
- **Priority 3: Policy Guidance and Development Management**
 - To use the Local Plan to shape the future development of the district's towns and villages, whilst considering the impacts on air quality.

- Using Section 106 agreements to require developers to contribute towards the mitigation of adverse air quality impacts and contribute positively to the district's infrastructure.
- To continue collaborative work to build a strong network of air quality advice and support within the district and neighbouring authority districts.
- Working with LCC Highways to advise on traffic management projects to improve air quality e.g. alterations to traffic light signalling and junction improvements.
- Scrutinizing planning applications to ensure any air quality impact of development is minimised and aligns with actions within this AQAP.
- Working closely with Public Health colleagues to ensure use of Health Impact Assessments when appropriate.
- **Priority 4: Public Health and wellbeing education and behavioural change**
 - To continue actively contributing to the Air Quality and Health Partnership, led by the Leicestershire County Council Public Health team. This multi-agency group delivers a shared action plan based on the 2024 Health Needs Assessment, targeting air quality and health improvements across the county.
 - To engage with schools and businesses across the district to promote active travel.
 - To promote Clean Air Day activities and lead by example.
- **Priority 5: Reducing emissions from domestic heating, industry and services**
 - To conduct a review of the district's Smoke Control Areas and update the enforcement policy to ensure compliance.
 - To educate residents and businesses through website, newsletters, business events and social media.
- **Priority 6: Air Quality Monitoring**

- To continue to assess and review NO₂, NO_x and PM levels throughout the district in order to achieve and maintain compliance with the AQOs.
- To carry out additional investigatory works to help identify any new areas of concern in order to take proactive actions to prevent levels exceeding the AQOs.
- To proactively seek out funding options and grants to enable further improvements to air quality within the district.

4 Development and Implementation of Blaby District Council's AQAP

4.1 Consultation and Stakeholder Engagement

In developing this AQAP, the Council have worked with other local authorities, agencies, businesses and the local community. Schedule 11 of the Environment Act 1995, as amended by the Environment Act (2021), requires local authorities to consult the bodies listed in Table 8.

The following stakeholders were consulted on the draft version of this document:

- Parish Councils and elected members
- Other interested parties that have previously contacted us regarding air quality
- Local businesses
- Universities
- All district residents, with particular focus on those living and working within AQMA6 and AQMA7

The 8-week consultation began on 3rd September 2025 and finished 29th October 2025. Public consultation was conducted through the publishing of a draft version of this AQAP on the Council's website and notifying relevant stakeholders and interested parties of consultation commencement via email, letter or the Councils social media and newsletter (as appropriate).

The response to the consultation stakeholder engagement can be found in [Appendix A: Response to Consultation](#). All feedback received has been reviewed and, where relevant, incorporated into this AQAP and ongoing strategy.

Table 8: Consultation Undertaken

Consultee	Consultation Undertaken
The Secretary of State	Yes
The Environment Agency	Yes

Consultee	Consultation Undertaken
National Highways	Yes
All neighbouring local authorities	Yes
Leicestershire County Council	Yes
Other public authorities as appropriate, such as Public Health officials	Yes
Bodies representing local business interests and other organisations within the AQMAs	Yes

4.2 Steering Group

A working group of officers, including representatives from Environmental Services (Blaby District Council); Highways and Public Health (Leicestershire County Council), Leicester City Council, and representatives from the seven districts within Leicestershire is established. The group is known as the Air Quality and Health Partnership and meets every 6 months to discuss concerns, actions, share ideas and any information relating to air quality and health, as well as co-ordinated work on shared projects. The key roles of the partnership are as follows:

- To provide strategic direction for reducing air pollution and its harmful effects on health.
- To provide clear leadership and vision in activities that seek to improve air quality in Leicestershire.
- To identify actions that prioritise and respond to local need and the groups most vulnerable to the impact of poor air quality.

The partnership has a joint action Plan that was developed as part of the Leicestershire Health Needs Assessment: Air Quality and Health 2024, which sets priorities for collaborative efforts to improve air quality and health throughout the County.

Recently, 2 subgroups of the Partnership have been established to focus on specific topics and take the related elements of the partnership action plan forwards: Transport & Communities (Children & Families, Schools) and Data & Mapping (Industry & Agriculture).

Although the Partnership will assist in co-ordinating the delivery of some of the Actions in this AQAP, it is likely that a separate Steering Group will be needed dedicated to the AQAP. Such a Steering Group will include colleagues from Leicestershire County Council, as well as from Blaby District Council. The Steering Group will meet on a quarterly basis, but the frequency of meetings would be appropriate to the Actions that were actively being pursued at the time.

5 AQAP Measures

Table 9 shows Blaby District Council's AQAP measures. It contains:

- A list of the actions that form part of the plan;
- The departments/organisations responsible for delivering this action;
- Estimated cost of implementing each action;
- Expected benefit in terms of pollutant emission and/or concentration reduction;
- The timescale for implementation; and
- How progress will be monitored.

NB: Please see future Annual Status Reports (ASRs) for annual updates on implementation of these measures.

Table 9 – Air Quality Action Plan Measures

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Date	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments/Potential Barriers to Implementation
1	Publication of updated Local Plan	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	2025	2026	BDC	BDC	NO	Funded	< £10k	Implementation	The aim of this measure is to ensure air quality is thoroughly considered in future development	Introduction of new Local Plan with air quality addressed	The new Local Plan is currently being developed, with a draft expected April 2026. Environmental Services have been involved to ensure air quality is thoroughly considered	
2	Continued installation of EV Charging Points and improving EV charging infrastructure	Promoting Low Emission Transport	Other	2025	2026	BDC, LCC, neighbouring local authorities	Partial government fund and remaining from local authorities	NO	Funded	£1 million - £10 million	Implementation	Up to 1µg/m ³	EV Chargers installed	Harborough District Council secured funding in 2023. The contractors have been appointed and the planning application approved. Works are expected to commence in 2026 to install EV Chargers across the County	
3	Increase and improve air quality information and advice	Public Information	Via the Internet	2025	2026	BDC	BDC	NO	Funded	< £10k	Planning	Not quantifiable	Information improved	A review is scheduled for the information available to the public. Particular attention will be paid to information on what the public can do to improve air quality	

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Date	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments/Potential Barriers to Implementation
4	Review and increase enforcement of existing Smoke Control Areas (SCAs)	Policy Guidance and Development Control	Other policy	2025	2026	BDC	Defra, BDC	YES	Funded	£10k - 50k	Planning	Up to 0.5 µg/m³	Increase of enforcement action in SCAs	BDC has received a grant from Defra to review our current Smoke Control Policy. Officers are currently in the planning stage for this project	
5	Implementation of Active Travel Strategy 2024	Promoting Travel Alternatives	Intensive active travel campaign & infrastructure	2024	2034	BDC	BDC	NO	Funded	£50k - £100k	Implementation	Up to 1µg/m³	Strategy Actions implemented	Both an Active Travel Strategy and Active Travel Action Plan were introduced in 2024	
6	Collaborative partnership working and Information sharing	Policy Guidance and Development Control	Regional Groups Co-ordinating programmes to develop Area wide Strategies to reduce emissions and improve air quality	2025	Ongoing	BDC, LCC, neighbouring local authorities	BDC, LCC, neighbouring local authorities	NO	Funded	< £10k	Implementation	Not quantifiable	Continued collaboration and effective information sharing	BDC regularly meets with other stakeholders	
7	Control of Industrial Emissions	Environmental Permits	Measures to reduce pollution through IPPC Permits going beyond BAT	2025	Ongoing	BDC	BDC	NO	Funded	< £10k	Planning	0.5µg/m³	Inspections completed and a decrease in risk rating for processes	BDC currently conducts EPR inspections, a review will be conducted to ensure these are all up to date	

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Date	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments/Potential Barriers to Implementation
8	Promote uptake of sustainable transport, such as EVs and buses	Promoting Travel Alternatives	Intensive active travel campaign & infrastructure	2025	Ongoing	BDC, LCC	BDC, LCC, s106 agreements	NO	Not Funded	£10k - 50k	Planning	0.5µg/m³	Alternatives promoted and provided	Enderby Hub s106 agreement in place to provide all Hub employees with a bus pass. Other ways to promote alternative travel will be explored	
9	Promote benefits of car sharing schemes/buses routes and alternative modes of transport to local businesses	Alternatives to private vehicle use	Car & lift sharing schemes	2025	2026	BDC	BDC	NO	Funded	< £10k	Planning	Up to 0.5 µg/m³	Meeting attended and alternatives promoted	Intention to engage with local businesses through the BDC Business Breakfasts	
10	Complete anti-idling campaign	Public Information	Via other mechanisms	2026	2026	BDC	BDC	NO	Not Funded	< £10k	Planning	Not quantifiable	Campaign delivered	Currently in early planning stages	
11	Delivery of highway improvements associated with the Lubbesthorpe Development	Traffic Management	UTC, Congestion management, traffic reduction	2025	Ongoing	BDC Planning, LCC, local developer	LCC, s106 agreements	NO	Not Funded	£1 million - £10 million	Planning	Up to 1µg/m³	Highway improvements delivered resulting in a decrease in traffic and queuing	Lubbesthorpe Development s106 agreement to improve junctions at Foxhunter roundabout, Desford road junction and to build a bridge over M69.	

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Date	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments/Potential Barriers to Implementation
12	Encourage / Facilitate home-working	Promoting Travel Alternatives	Encourage / Facilitate home-working	2025	Ongoing	BDC	BDC	NO	Funded	< £10k	Planning	Not quantifiable	Less journeys into work	BDC currently has a flexible working policy in place that allows for home working	
13	Taxi Licensing schemes and promotion	Promoting Low Emission Transport	Taxi emission incentives	2025	2028	BDC	BDC	NO	Funded	< £10k	Planning	Up to 0.5µg/m³	Increase in number of PHVs/HCVs using scheme	Current Hackney Carriage and Private Hire Policy 2022-2027 provides financial incentives. Ways to promote this scheme will be explored and a new policy will need to be published for 2027	
14	Upgrading of the Council's own vehicle fleet to greener alternatives	Vehicle Fleet Efficiency	Vehicle Retrofitting programmes	2024	Ongoing	BDC	Defra, BDC	YES	Funded	£100k - £500k	Implementation	0.5µg/m³	New vehicles in operation	Electric road sweeper is now operational and the retro-fitted electric RCV is expected to be operational in 2025. A vehicle naming competition was held with prizes given out between November 2024 - February 2025	
15	Air quality monitoring; including investigatory indicative monitoring and detailed	Other	Other	2025	2026	BDC	BDC	NO	Funded	£10k - 50k	Implementation	Not quantifiable	Monitoring completed and information gained	The Council currently monitors across the district however more investigatory monitoring and a detailed source apportionment	

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Date	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments/Potential Barriers to Implementation
	source apportionment													exercise at more locations would be beneficial	

Notes:

Measures are presented in priority order, based on cost-benefit analysis. The potential effectiveness of the measure was weighted against the potential cost and timescale of the measure.

More information on each measure can be found in [Timescales](#) of the AQAP measures section below.

5.1 Timescales for the AQAP Measures

Measure 1 – Publication of updated Local Plan

The new Local Plan is currently being produced. The Plan sets out the future for Blaby District development and where future housing, retail and employment sites can expect to be built. A full draft is expected in April 2026, which will be consulted on with residents, businesses and communities asking their views on the proposals.

The Environmental Services Team has been consulted during the drafting process to comment on the potential effects to air quality, and a Strategic Air Quality Assessment is currently being undertaken.

Measure 2 – Continued installation of EV Charging Points and improving EV charging infrastructure

Flex-D is a project led by Harborough District Council which includes installation of solar powered charging hubs in each district or borough in Leicestershire. As part of this scheme, an EV charging hub will be installed at Enderby Leisure Centre.

Enderby Leisure Centre is situated very close to AQMA 6 so it is hoped this will help to reduce vehicle emissions. This project is partially funded through a government grant, which was awarded in 2023.

The planning application for the installation has been approved and works are expected to commence at Enderby Leisure Centre during 2026. The charging points are expected to be operational for the public to use by 2026/2027.

Measure 3 – Increase and improve air quality information and advice

To protect and improve population health, the Council will strengthen the provision of clear, actionable advice on air quality. While the Council's air quality webpages are routinely reviewed by Environmental Services and Communications teams, current content offers limited guidance on steps residents can take to reduce exposure and contribute to cleaner air.

Following adoption of the AQAP, the Environmental Services Team will undertake a comprehensive review of the information available to residents. This review will ensure advice is evidence-based, accessible, and supports behaviour change that

reduces health risks associated with poor air quality. The review is scheduled for completion in 2026.

Measure 4 – Review and increase enforcement of existing Smoke Control Areas (SCAs)

Both AQMAs are also within Smoke Control Areas (SCAs) and therefore ensuring the Smoke Control Orders are enforced appropriately is essential to improving air quality. In 2024, the Council received a grant from Defra known as a ‘New Burdens’ fund. The grant was awarded to provide support to improve the enforcement and management of smoke emissions in SCAs. It is expected this review of the Councils SCAs will be conducted and implemented through 2026.

Measure 5 – Implementation of Active Travel Strategy 2024

Both the [Active Travel Strategy](#) and [Active Travel Action Plan](#) were published in 2024. They contain actions the Council will implement through to 2034 to increase active travel infrastructure and to promote an increase in active travel.

Measure 6 – Collaborative partnership working and information sharing

The Council already regularly meets and collaborates with neighbouring local authorities and stakeholders including through the Air Quality and Health Partnership and the Children and Young People Respiratory Working Group. This measure will be ongoing and the Council will continue to explore additional ways to collaborate with these groups and to build on existing information sharing.

Measure 7 – Control of Industrial Emissions

Blaby District Council Environmental Services Team currently conduct Environmental Permit Regulation inspections for 34 active processes. This measure aims to go beyond Best Available Technique (BAT) for emission controls within these processes. Five of these processes are located off Mill Hill in Enderby (AQMA6). These inspections will be ongoing however it is anticipated that all inspections will be up to date by March 2026.

Measure 8 – Promote uptake of sustainable transport, such as EVs and buses

Encouraging the use of sustainable transport and therefore reducing the number of petrol and diesel cars on the road will directly reduce NO₂ emissions in the district. The Council will explore campaigns to promote the EV charging bays already in existence in the district and the bus routes available for residents to use.

In addition, the Council will look to promote ownership of EV's through social media, campaigns and promoting incentive schemes that become available. It is estimated 67.2% of households in the UK have a driveway and that 5.26% of those households have an EV charging point installed. It is therefore estimated that in the district (of 44,105 households), 29,640 have a driveway and of those approximately 1,560 households will have an EV charger installed²¹. The Council will use these statistics as a baseline to measure future success.

It is expected initial projects can be completed in 2026 however this will be an ongoing measure.

Measure 9 – Promote benefits of car sharing schemes/bus routes and alternative modes of transport to local businesses

The Council regularly hosts breakfast meetings with local businesses. The aim of the measure is to attend one of these breakfasts and interact more closely with local businesses to inform them on the benefits of car sharing schemes for their employees. The Environmental Services Team expect to attend a local business meeting in 2025.

Measure 10 – Complete anti-idling campaign

The Council will complete an anti-idling campaign to encourage drivers to turn off their engines when queuing for long periods in traffic or waiting in their vehicle. It is expected this work will commence and be completed in 2026.

²¹ [Home and community EV charging stats](#)

Measure 11 – Delivery of highway improvements associated with the Lubbethorpe Development

The Lubbethorpe Development is a large sustainable urban development, proposing over 4,000 new residential dwellings along with other infrastructure such as schools, businesses and retail units. An S106 agreement is in place, meaning the developers have committed to provide funds to improve both the Foxhunter roundabout junction and the Desford Road junction. This should help alleviate congestion, particularly for AQMA 6. The developers have also committed to building a new M69 link and bridge which should also ease congestion and therefore emissions locally.

These commitments are not expected until Phase 3 and Phase 4 of the development. Phase 1 is now close to completion.

Measure 12 – Encourage and facilitate home working

Blaby District Council has already adopted a Flexible Working Policy which allows employees hybrid-working, enabling them to work at both the office and at home. Home working reduces the number of commuters and journeys. This measure will be ongoing as the Council continues to explore ways to expand and promote this policy.

Measure 13 – Taxi Licensing schemes and promotion

The current Hackney Carriage and Private Hire Policy 2022 – 2027 provides financial incentives for both EVs and ULEVs for licensed drivers and operators. EVs receive a 50% discount on licensing fees and ULEVs receive a 25% discount on licensing fees. The uptake for the scheme has been low and no more than two EVs or ULEVs have been licensed at one time. It is thought this is because of the high upfront costs of purchasing an ULEV or EV. The Council will explore ways to promote this scheme to increase its uptake. An updated Hackney Carriage and Private Hire Policy will be due in 2027 and therefore increased incentives can be explored during the drafting of this policy.

Measure 14 – Upgrading of the Council's own vehicle fleet to greener alternatives

In 2024, the Council's own fleet travelled approximately 264,794 miles delivering services to the residents and businesses in the district. The refuse vehicles already use Hydrogenated Vegetable Oils (HVOs) as a fuel source, which is a greener form

of diesel and accounts for 198,130 of those miles (74.8%). The Council aims to convert the remaining fleet vehicles to HVOs where possible.

In 2023, the Council was awarded an air quality grant from Defra of £573,701 for the 'Let's Go Electric' project. The project used the grant monies to purchase an electric road sweeper and to convert an existing diesel Refuse Collection Vehicle (RCV) to fully electric. The road sweeper is already in use in the district, and the Council took receipt for the converted RCV in December 2024.

A vehicle naming competition was held for both the road sweeper and the RCV to increase awareness of the project. Local children were asked to submit potential names for each vehicle in November 2024, with winners announced in December 2024.

It is planned that the converted RCV will be used within the AQMAs to help reduce emissions in these areas. This project is expected to be completed with the final report submitted to Defra in 2025.

Measure 15 – Air quality monitoring, including investigatory indicative monitoring and detailed source apportionment

The Council currently measures air quality across the district through Continuous Monitors (CM), Diffusion Tubes and using indicative, low-cost monitoring devices, Zephyrs®.

The Council works closely with the Air Quality and Health Partnership to share information and reports produced using all types of monitoring including mobile and fixed devices. The Council is working in partnership with Public Health Leicestershire to explore improving public access to real-time air quality data, and communications to help residents make informed decisions.

The Council will continue to conduct investigatory monitoring to identify any new areas of concern with the use of Zephyrs®, CM's and Diffusion Tubes and officers will monitor source apportionment on a bi-annual basis.

This is a continuous action and will be achieved throughout the lifetime of the AQAP and beyond.

5.2 Maintaining Safe Air Quality

It is important to ensure that the district remains compliant with AQOs even after the revocation of the AQMAs. Several of the proposed measures in this AQAP will ensure AQOs are maintained in the long term.

Specifically, the introduction of the Local Plan (measure 1) will ensure that air quality is considered when deciding where future development will be located. The continuation of air quality monitoring, particularly investigative monitoring (measure 15), will ensure the Council will be aware of any exceedances of the AQOs in the future. This will then allow for immediate action to improve air quality levels again.

Several measures, specifically measures 2, 3, 4, 5, 6, 7, 8, 9, 10, and 12 are aimed at changing behaviour of the public and therefore these measures are expected to reap long term benefits.

Once both of the current AQMAs achieve compliance and have been revoked, the Council will develop and adopt an Air Quality Strategy. A local Air Quality Strategy, in conjunction with continued monitoring, should ensure that air quality levels within the district remain below the AQOs.

It is expected that AQMA 6 will be revoked by 2028, following three years compliance with the AQOs. Should current trends continue, the AQMA will be compliant in both 2025 and 2026. As shown in Table 7, only a 1.3% decrease in NO_x is required to achieve compliance and the proposed measures in this AQAP are expected to achieve this. Once the data for 2026 has been ratified and the ASR accepted in 2027, the AQMA should be revoked late 2027 / 2028.

Revocation of AQMA 7 is expected by 2027. Compliance in 2025, consistent with the current downward trend, will mean three years consecutive compliance with AQOs. The annual average for NO₂ has been significantly below the AQO in 2023 and 2024 since the initial exceedance in 2022. A 13.3% reduction in NO_x is required from the 2022 exceedance, and it is expected this will be achieved given the current downward trend. The data will need to be ratified in 2026 and submitted for approval through the ASR. Therefore, AQMA7 can expect to be revoked either late 2026 or in 2027.

It should be noted both revocations of AQMA6 and AQMA7 are subject to current trends continuing.

6 Quantification of Measures

Blaby District Council expects the implementation of the outlined measures will result in the relevant objective(s) being attained by:

- 2028 within AQMA 6: Mill Hill
- 2027 within AQMA 7: Lubbethorpe Road, Braunstone Town

The table below discusses the potential impact each proposed measure will have and, where possible, provides an estimation of the potential NO₂ reduction in each AQMA. Due to the difficulty in quantifying potential emission reduction of soft measures, Officer's professional judgement has largely been used.

Table 10 – Estimated impact of proposed measures

Measure	Qualitative assessment of impact	Assumptions/limitations for Quantitative assessment of impact	Potential reduction in NO ₂ : AQMA 6	Potential reduction in NO ₂ : AQMA 7
1	The publication of the new Local Plan will ensure air quality is thoroughly considered during future development in the district.	It is not possible to quantify the potential reduction in NO ₂ as a result of the publication of the new Local Plan. The measure is proposed to ensure compliance with AQOs in the future opposed to reducing current NO ₂ levels.	Not applicable	Not applicable
2	Installing more EV charging points in the district will encourage and enable the move to hybrid and electric vehicles which is hoped to contribute to a reduction in petrol and diesel vehicles on the road and reduce NO ₂ emissions.	An additional 8 charging points are due to be installed at Enderby Leisure Centre, which is relatively close to both AQMAs. The additional chargers are likely to only have a negligible direct effect on the reduction in emissions, however it encourages the move to EVs in general. The potential reduction is based on officers' professional judgement. NO₂ and other tailpipe emissions should reduce with increased EV use however consideration should be made to emissions associated with wear of tyres and brakes.	Up to 1µg/m ³	Up to 1µg/m ³

Measure	Qualitative assessment of impact	Assumptions/limitations for Quantitative assessment of impact	Potential reduction in NO ₂ : AQMA 6	Potential reduction in NO ₂ : AQMA 7
3	An improvement of the information available to the public can lead to residents making better decisions for air quality.	This measure having an impact is dependent upon the number of individuals that choose to change their behaviour to improve air quality. It is not possible to accurately estimate a potential reduction.	Not applicable	Not applicable
4	A review and increase in SCA enforcement could result in a reduction in log burner use and domestic bonfires. Enforcement action could encourage behaviour change.	Both AQMAs are within Smoke Control Areas and therefore this measure would contribute to AQMA compliance with AQOs. It is difficult to assess the effects of this measure, however an assessment has been made using officers' professional judgement	Up to 0.5 µg/m ³	Up to 0.5 µg/m ³
5	The Active Travel Strategy and Action Plan proposed several initiatives to encourage use of active travel alternatives, increase the number of cycle routes in the district and empower each school in the district to adopt an Active Travel Plan.	The measures within the Active Travel Action Plan are wide ranging and many of them rely on other stakeholders taking action with support from the Council. It is therefore difficult to assess the impact, however an assessment has been made using officers' professional judgement.	Up to 1 µg/m ³	Up to 1 µg/m ³
6	Collaborating with other local authorities and stakeholders will allow more information to be gained and explore additional overlap of projects and initiatives.	This measure focusses more on information gaining and partnership building rather than directly causing a reduction in NO ₂ emissions.	Not applicable	Not applicable
7	Ensuring all inspections are up to date and encouraging processes go beyond BAT will reduce NO ₂ emissions. It is also expected the measure will allow processes to look at other areas of their operations to reduce emissions.	There are several industrial processes with environmental permits adjacent to AQMA 6 and therefore potential reductions are expected at AQMA 6. However, AQMA 7 is not in close proximity to any permitted processes. The estimated reduction has been made by officers' professional judgment.	Up to 0.5 µg/m ³	Negligible
8	An increase in the number of people using sustainable	This measure resulting in a reduction in NO ₂ is dependent on the number of individuals that choose to move to sustainable transport and therefore the	Up to 0.5 µg/m ³	Up to 0.5 µg/m ³

Measure	Qualitative assessment of impact	Assumptions/limitations for Quantitative assessment of impact	Potential reduction in NO ₂ : AQMA 6	Potential reduction in NO ₂ : AQMA 7
	transport will result in less vehicles.	potential reduction has been made using officer's professional judgement.		
9	Providing businesses with the benefits of car schemes and other air quality initiatives could have a direct impact on NO ₂ emissions. It is also hoped this will encourage businesses to assess their operations as a whole to find additional methods of reducing NO ₂ emissions.	Similar to measure 10, this measure is dependent on how many businesses decide to act on the advice and options provided. There are no businesses within AQMA 7 and therefore this measure is expected to have a negligible effect. However, there are several businesses within and adjacent to AQMA 6 and therefore the Council will attempt to work with these businesses specifically.	Up to 0.5 µg/m ³	Negligible
10	An awareness campaign on the effects of vehicle idling is hoped to reduce the amount of idling a reduce the levels of NO ₂ in the district.	A study on current idling levels in the district and the effects of this on NO ₂ levels has not been carried out. The effects of the campaign would also depend on the number of individuals who decide to reduce the amount of time idling. Therefore, is not possible to quantify an accurate potential reduction in emissions from this measure.	Not applicable	Not applicable
11	Junction improvements and an additional flyover for the M69 would reduce the amount of traffic driving through the AQMAs and therefore reduce emissions.	The s106 agreements are dependent on a significant number of additional houses being built and occupied and therefore it is difficult to accurately assess the potential reduction in emissions from the proposed junction improvements. The estimations have therefore been made using officers' professional judgement. Whilst emissions in the area of concern should reduce with road / junction improvement, there is potential for emissions to increase in other areas that become affected by the resulting re-routing and / or relocated traffic queues.	Up to 1 µg/m ³	Up to 1 µg/m ³

Measure	Qualitative assessment of impact	Assumptions/limitations for Quantitative assessment of impact	Potential reduction in NO ₂ : AQMA 6	Potential reduction in NO ₂ : AQMA 7
12	Encouraging employees to work from home would reduce the number of vehicle journeys to the Council Offices and therefore reduce NO ₂ emissions.	A study has not been carried out to assess the current number of journeys to the Council offices at present and therefore it is difficult to estimate the potential reduction. Additionally, the effect on the AQMAs would depend on how many employees drive through AQMA 6 or AQMA 7 and therefore this is work that can be explored in the future.	Not applicable	Not applicable
13	If the majority of Taxis and Private Hire Vehicles transferred to ULEV or EVs, this would have a direct reduction in NO ₂ emissions.	This measure having an impact is dependent upon operators and drivers choosing to upgrade their vehicles to electric and therefore the exact reduction is difficult to quantify. It is currently unknown how many journeys Taxis and Private Hire Vehicles currently do, and therefore this information would be needed too. An estimate has been made using officers' professional judgement.	Up to 0.5 µg/m ³	Up to 0.5 µg/m ³
14	Upgrading the Council's own vehicle fleet will have a direct impact on NO ₂ emissions. Whilst current upgrades are limited to a road sweeper and RCV, it is anticipated in the future all Council vehicles will be upgraded. The Council also hopes to lead by example and that this measure will encourage other businesses and individuals to change to EVs.	The current number of Council vehicle journeys within the AQMAs is not known. It is also unknown how many vehicles will be upgraded and in what timescale. Therefore, the potential reduction has been made using officers' professional judgement.	Up to 0.5 µg/m ³	Up to 0.5 µg/m ³
15	Investigatory indicative monitoring and detailed source apportionment across the district will allow the Council to gain insights and better target measures.	This is an information gathering measure to support other projects and works and is therefore not expected to directly cause a reduction in NO ₂ .	Not applicable	Not applicable

Measure	Qualitative assessment of impact	Assumptions/limitations for Quantitative assessment of impact	Potential reduction in NO ₂ : AQMA 6	Potential reduction in NO ₂ : AQMA 7
		Total potential reduction in NO ₂	Up to 6.0 µg/m ³	Up to 5.0 µg/m ³

The Cost-Benefit Analysis below has been produced using professional judgement. Using the above assumptions and measure impact quantification, an impact level has been assigned to each measure.

Cost Level

Cost level has been assigned to each measure, assessing the cost implications. The categories have been given the following criteria:

- Low is less than £10,000
- Medium is between £10,000 and £50,000
- High is greater than £50,000

The exact costs associated with measures are often unknown and therefore an approximate estimation has been made.

Impact Level

The impact level relates to the anticipated reduction in concentrations of local pollutants or the expected impact the measure will have on maintaining concentrations below the AQOs. The categories have been given the following criteria:

- Low – impact on pollutant concentration levels is expected to be small or negligible. Measures assigned this impact level tend to be soft measures more focussed on information sharing.
- Medium – anticipated reduction in NO₂ concentrations of up to 0.5 µg/m³.
- High - anticipated reduction in NO₂ concentrations of above 0.5 µg/m³.

Table 11 – Estimated Cost-Benefit Analysis of proposed measures

No.	Measure Description	Cost Level	Impact Level
1	Publication of the new Local Plan ensuring air quality is considered in development.	Low	High
2	Installing more EV charging points in the district.	High	High
3	Improve public information to aid better decisions for air quality.	Low	Low
4	Review and increase in SCA enforcement to reduce log burner use/bonfires.	Medium	Medium
5	Active Travel Strategy: more cycle routes, school travel plans, promote active travel.	High	High
6	Collaborate with other authorities/stakeholders to align and share info.	Low	Low
7	Ensure inspections are up to date and encourage going beyond BAT (Best Available Techniques).	Medium	Medium
8	Increase use of sustainable transport to reduce vehicles.	Medium	Medium
9	Support businesses with car schemes and air quality initiatives.	Medium	Medium
10	Awareness campaign on vehicle idling.	Low	Low
11	Junction improvements and M69 flyover to reduce AQMA traffic.	High	High
12	Encourage employees to work from home.	Low	Low
13	Transition majority of taxis/private hire vehicles to ULEV/EV.	Medium	Medium
14	Upgrade Council's vehicle fleet (e.g. road sweeper, RCV, full EV transition).	High	Medium
15	Investigatory monitoring and detailed source apportionment.	Medium	Low

Appendix A: Response to Consultation

Response to Defra appraisal comments

Several comments were received by Defra as part of the draft AQAP Appraisal Report. These have been listed below with the response or action taken for each comment.

Appraisal Comment	Response/Action
The AQAP contains a good overview of the remaining AQMAs 6, 7. However it is unclear from the data presented in Tables 1 and 2 whether each monitoring location is an automatic monitor or a diffusion tube (DT). Due to the differing levels of accuracy and precision in these methodologies, compliance should be considered at automatics where an annual average NO₂ concentration is value is below 40 µg/m³, and below 36 µg/m³ at DTs.	Tables 1 and 2 have been updated to include the monitoring type and an advisory note on Diffusion Tube compliance level added beneath.
There are figures including the extent of the AQMAs. These are currently in Appendix C but would be good to include in the main body of the report to provide context of the AQMAs Location and extent early on.	The maps have now been moved to earlier on in the report.
Data has been presented in the AQAP from Low Cost Sensors (Zephyrs). This data has been directly compared to the Air Quality Objectives to demonstrate compliance. These Low Cost Sensors cannot be directly compared to the Air Quality Objective for compliance but can be used to support trends and hotspots. The final AQAP should make this distinction clearly. If further support is required, please refer to FAQ148 or contact the LAQM Helpdesk.	The wording has been amended in this section to address these comments and make the distinction clearer.
The AQMA summary Table from the template has been used, however has not been completed accurately, i.e. AQMA 7 states it was declared in 2024, but has two years of compliance. This Table needs to be updated to include what pollutants and periods the AQMAs are declared for (i.e. annual average) and include the concentration at which the AQMA was declared. The data should be outlined more clearly in this section's structure, ideally presenting Table 5 before Tables 1 and 2.	The table has been updated to what pollutants and periods the AQMAs are declared for, including the concentration at which the AQMA was declared. Additionally, text has been

Appraisal Comment	Response/Action
	added underneath the table to clarify the compliance timelines.
Some public health context has been provided; however, this is limited to a generic national view. Additional information on local and regional issues surrounding Nitrogen Dioxide would be beneficial to give a greater context and understanding to the issues faced in Blaby.	Additional wording has been added to this section.
There is a statement on the Local Transport Plan that this considers Air Quality, however this does not explain how. The information should go beyond the statistics to outline any specific measures within the transport plan which influences the AQAP and vice versa. a clear statement on the proposed approach for integration of the Local Transport Plan and the AQAP should be included within the AQAP if this is the council's approach.	Additional wording has been added to this section.
A source apportionment exercise has been undertaken however this is a basic approach using the EFT and not detailed dispersion modelling. An appropriate caveat is included to caution against the reliability of using this approach. It is not clear from the presented data the source of the data used (i.e. DfT traffic counts) and what inputs have been used in the Emissions Factors Toolkit (EFT). Therefore, it is difficult to understand if these are a snapshot of one location in each AQMA, or an average of multiple points across the AQMAs. This is required to be updated in further detail in accordance with TG(22) for the final AQAP to be accepted.	Additional text and calculations have been added to the source apportionment section and an Appendix D has been added to include additional technical information on the source apportionment.
The source apportionment section also contains text discussing a report from Leicester City Council regarding capacity issues on the strategic road network. The relevance of this in the source apportionment section is questioned and it is recommended that either an analysis of queuing vehicles as they contribute to total emissions is completed or this text is moved elsewhere, e.g., to the local air quality context.	Sections of this text have now been moved earlier in the report and other sections have been removed and they were deemed irrelevant.
Background concentration sources have not been considered within the source apportionment exercise. There is no justification for excluding	Additional text and calculations have been added to the source

Appraisal Comment	Response/Action
these. To present a rounded approach, regional and local background concentrations should be considered, and other relevant sources (i.e. Industrial, domestic) should be included. Where not considered relevant these should be justified for exclusion. This information can be obtained from review of the Defra Background Maps. This is required to be updated in further detail in accordance with TG(22) for the final AQAP to be accepted. It is recommended that consideration is given to Regional Background, Local Background, Industrial, Commercial/ Domestic, and Other Transport sources.	apportionment section, and an Appendix D has been added to include additional technical information on the source apportionment. This includes information on the background concentrations.
Calculations of the required reductions in NO₂ and NO_x to meet compliance have been presented in Table 6. It is unclear if these are correct as the methodology for calculation is not shown, though the appropriate section of TG(22) is referenced. Compliance should be considered at automatic monitoring sites where an annual average NO₂ concentration is value is below 40 µg/m³, and below 36 µg/m³ at DTs to account for the greater uncertainty of this monitoring method. The calculations should be revised as required to account for the relevant monitoring method used at the exceedance locations. This must be completed accurately for the final AQAP to be accepted.	The methodology used has now been added into section 3.4 and additional calculations are included in Appendix D.
It is stated that many stakeholders will be consulted as part of the AQAP development, however no information on how they have been involved or contacted to date has been provided. This must be included within the final AQAP.	Additional wording has now been added to section 4.1.
A steering group has been established, named the Air Quality and Health Partnership. This group includes Blaby District Council, Highways and Public Health (Leicestershire County Council) and representatives from the other seven Leicestershire districts. It is stated they meet every six weeks. No information on the roles, engagement, actions, activities and ways in which the steering group will push forwards the AQAP are mentioned. All of the above must be included in the final AQAP.	Additional wording has been added to this section.

Appraisal Comment	Response/Action
Quantified reductions in NO₂ for some measures have been presented in Table 9. The methodology used to calculate these figures is based solely on professional judgement. Attempts should be made to quantify the reduction of likely emissions as a result of some of the measures through more rigorous approaches in line with LAQM Supplementary Guidance: Determining the impact of air quality improvement measures (https://laqm.defra.gov.uk/air-quality/aqap-guidance/supplementary-guidance-determining-the-impact-of-air-quality-improvement-measures/) The methodology used should be outlined in the final AQAP.	These have been reviewed however, professional judgement has still been deemed the best way to predict reductions in pollutants. There are too many unknowns to accurately calculate the potential reduction.
A cost benefit analysis has not been undertaken and therefore the measures cannot be prioritised appropriately. A cost benefit analysis must be undertaken as part of the final AQAP as this will help to support the prioritisation of measures to achieve and sustain compliance with the relevant objectives.	A cost benefit analysis has now been included (Table 11).
No calculation or statement on when compliance will be achieved has been included within the AQAP. This must be included in the final AQAP. This should draw on the conclusions of the required reductions in pollutant concentrations required the effectiveness of proposed measures and the timescales across which these will be implemented.	A statement of when compliance will be achieved has now been included.
Measures which are not being progressed, and the reasons why have not been included in the draft AQAP. These should be included in the final AQAP, but if there are no measures to include here, a statement to the effect that all measures considered are being implemented would be sufficient.	All measures are being progressed following the consultation, and this has been made clear in Appendix B.
The AQAP is required to outline how compliance with the relevant objectives will be maintained once compliance with the objectives has been achieved, i.e. through the development and adoption of an Air Quality Strategy.	Additional wording has been added to outline how compliance will be maintained in 5.2.

Appraisal Comment	Response/Action
Defra recommends that Directors of Public Health approve AQAPs. Sign off is not a requirement, however collaboration and consultation with those who have responsibility for Public Health is expected to increase support for measures to improve air quality, with co-benefits for all. Please bear this in mind for the submission of your final AQAP and future iterations.	Director of Public Health signature has been added and approval gained.

Summary of Responses to Consultation and Stakeholder Engagement on the AQAP

The following table details responses received as part of the AQAP consultation and a summary of the feedback.

Consultee	Response
Leicestershire County Council Public Health	The Council have worked closely with Public Health on the development of this AQAP and have received several comments on various drafts. These comments are largely technical, and grammar related and therefore did not alter the main priorities or measures proposed.
Leicestershire County Council Transport Strategy and Policy Team	A few suggested amendments to the text which were made.
Parish Councils	Responses were received from two Parish Councils and the contents of the AQAP has been noted.
UK Health Security Agency	A response was received from the UKHSA. This advised on new technologies the Council could incorporate into data collection and linking data to local healthcare data.
Residents in AQMAs	In total, 16 responses were received from residents either through email or social media. Most of these related to air quality concerns in general opposed to feedback on specific

Consultee	Response
	measures. 56% of resident responses related to concern on current and future planning permissions and how these may affect air quality in the district. 19% of responses related to EV charging units.
NHS ICB	The Leicester, Leicestershire and Rutland Integrated Care Board (LLR ICB) responded and is supportive of measures listed within the Action Plan and believes it will result in measurable health benefits for the local population. LLR ICB is keen to continue to collaborate in the future.
Environment Agency (Local Authority Unit)	No comments made, but forwarded to local regulation team for them to make any comments

Appendix B: Reasons for Not Pursuing Action Plan Measures

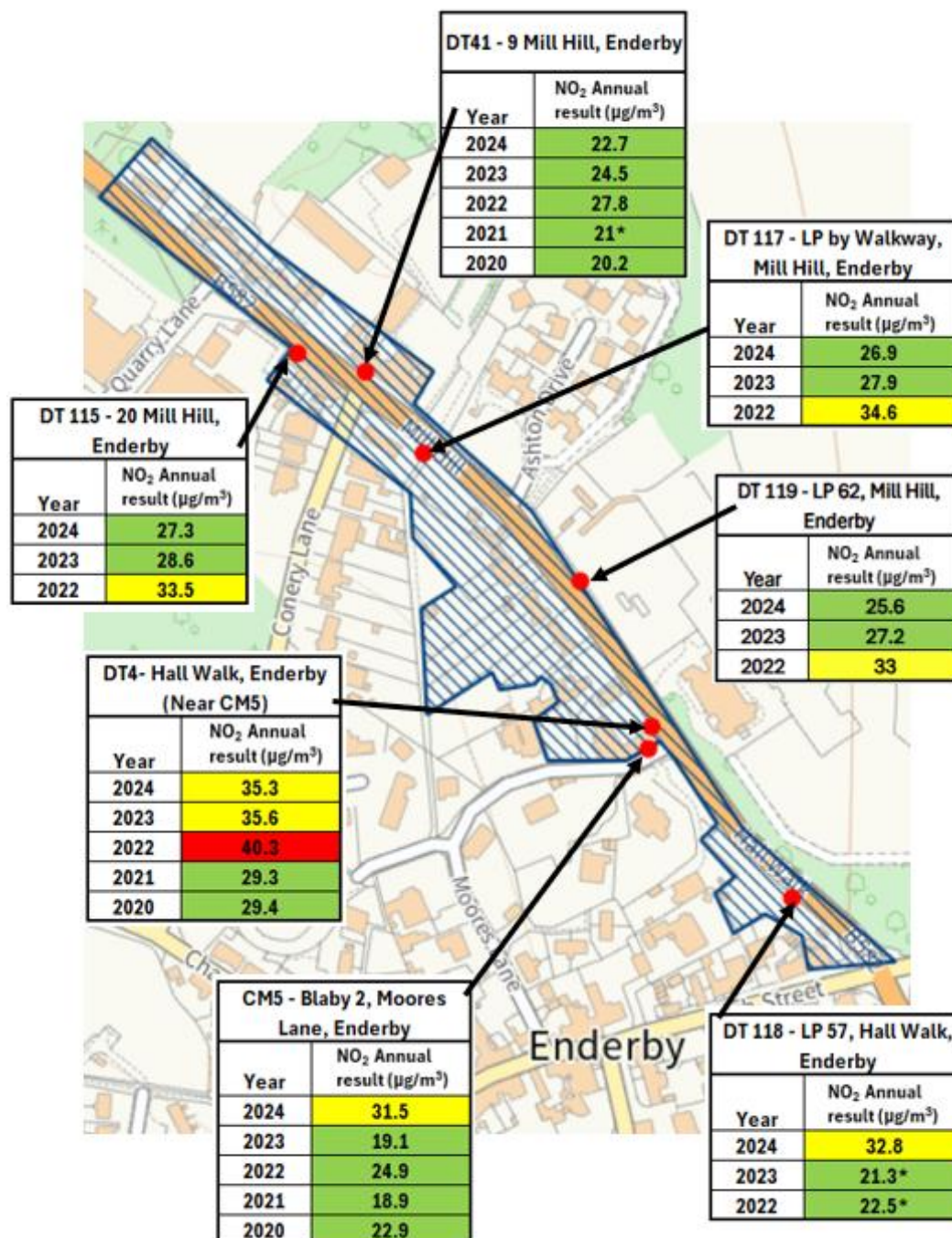
Action Plan Measures Not Pursued and the Reasons for that Decision

Action category	Action description	Reason action is not being pursued (including Stakeholder views)

Following consultation of the draft AQAP, Blaby District Council intend to progress all measures detailed in this AQAP unless unforeseen circumstances prevent their implementation.

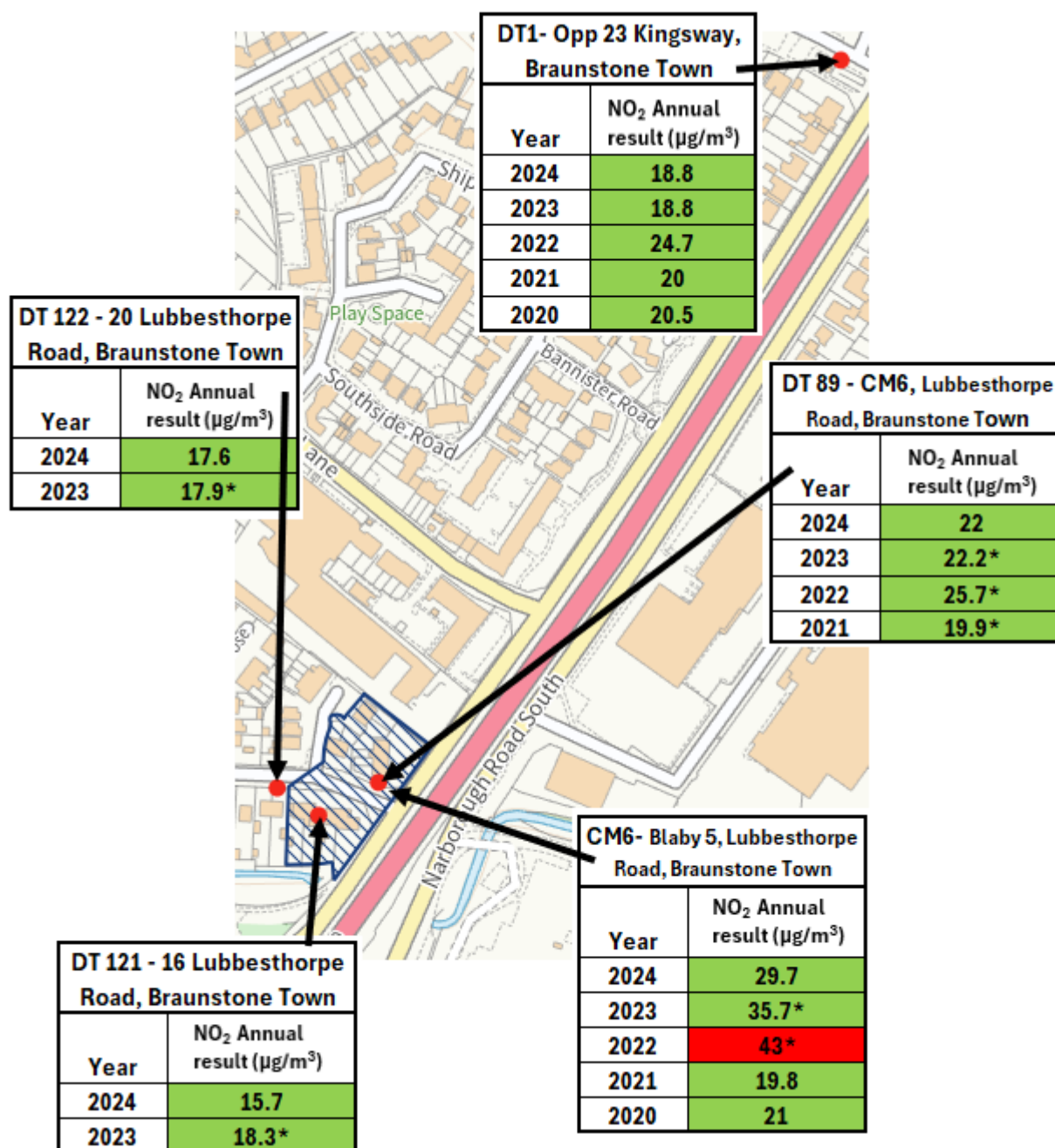
Appendix C : Maps of Air Quality Monitoring

Figure 11: AQMA 6- Mill Hill in Enderby



The map shows the locations and results of the Diffusion Tubes and CM5 in AQMA 6, Mill Hill, Enderby. The AQMA boundary is represented by the blue grid lines. 40µg/m³ is the National Air Quality Objective for this pollutant. Numbers with a * represent a figure that has been annualised and/or distance corrected. ©Crown Copyright. All rights reserved.

Figure 12: AQMA 7 – Lubbesthorpe Road, Braunstone Town



The map shows the locations and results of the Diffusion Tubes and CM6 in AQMA 7, Lubbesthorpe Road, Braunstone Town. The AQMA boundary is represented by the blue grid lines. 40µg/m³ is the National Air Quality Objective for this pollutant. Numbers with a * represent a figure that has been annualised and/or distance corrected. ©Crown Copyright. All rights reserved.

Appendix D: Supporting Technical Calculations

Source Apportionment Methodology and Calculations

A traffic emission-focussed source apportionment was carried out by Blaby District Council officers in May 2025. Officers conducted a manual traffic count at these locations so an accurate snapshot of the specific locations within the AQMAs. The manual count spanned several weeks and covered the hours 7am to 7pm, to match methodology used for manual traffic counts conducted by the Department for Transport²². This manual count data was then used calculate the percentages required to be input into the Emissions Factor Toolkit.

For the Primary Inputs in the EFT, the Basic Split Traffic Format was selected; the traffic flow and % HDV from the traffic count were input into the spreadsheet. The selected pollutant was NO_x for the emission rates (g/km), with source apportionment selected as an additional output. The NO_x outputs from the EFT illustrating relative contribution from each vehicle type can be viewed in Figure 13 for AQMA 6 and in Figure 14 for AQMA 7.

²² Department for Transport (2025) <https://roadtraffic.dft.gov.uk/about>

Figure 13: AQMA 6- Mill Hill vehicle type NO_x contribution

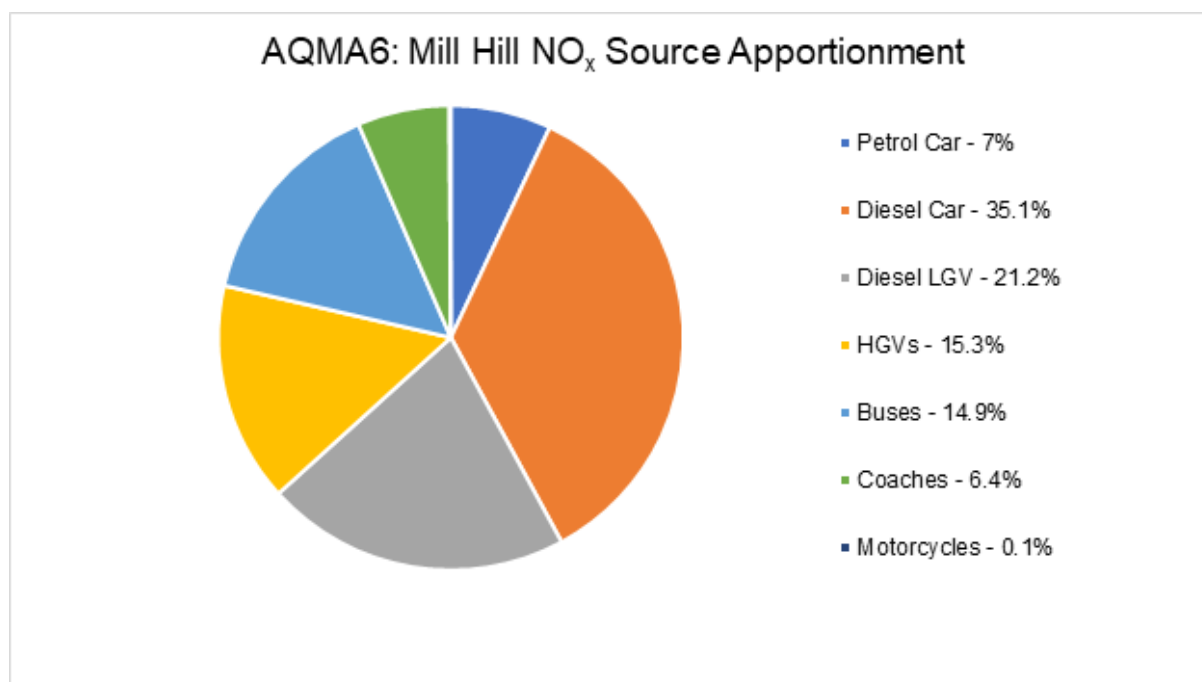
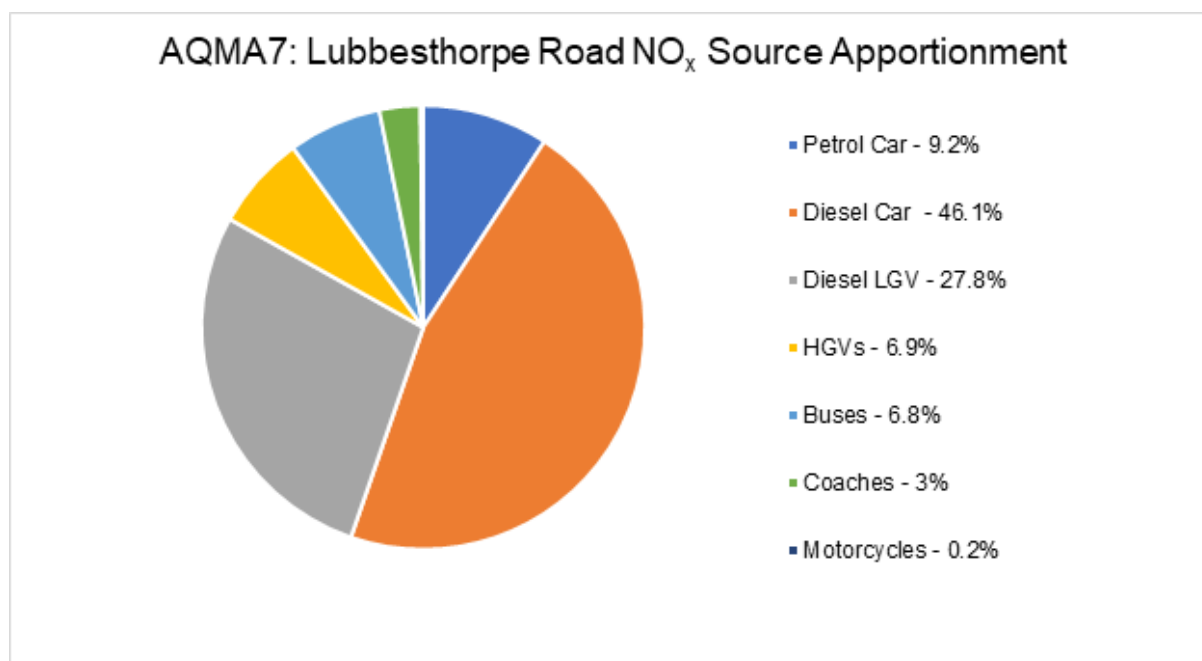


Figure 14: AQMA 7- Lubbethorpe Road vehicle type NO_x contribution



Defra background maps were used to obtain data on background NO_x and NO₂ using the criteria: Local Authority - Blaby, Region - Midlands, Pollutant - NO_x and NO₂, Year - 2024). Source apportionment undertaken following guidance from Chapter 7, Box 7-5 of TG22. Calculations are detailed in the table below.

Table 12: Source Apportionment Calculations for AQMA 6 and AQMA 7

AQMA	X Grid Ref	Y Grid Ref	Measured annual mean NO ₂ [T-NO ₂]	Total Background NO _x [TB-NO _x] / NO ₂ [TB-NO ₂]	Regional Background NO _x [RB-NO _x] / NO ₂ [RB-NO ₂]	Local Background NO _x [LB-NO _x] / NO ₂ [LB-NO ₂]	Local NO ₂ Contribution [L-NO ₂] [T-NO ₂] - [TB-NO ₂]	Local Traffic						
								Petrol Car	Diesel Car	Diesel LGV	HGVs	Buses	Coaches	Motorcycles
AQMA 6 - Mill Hill, Enderby	453500	299500	35.3	13.26 / 10.14	4.53 / 3.46 (9.82%)	8.73 / 6.68 (18.92%)	25.16	1.76 (4.99%)	8.83 (25.01%)	5.33 (15.11%)	3.85 (10.90%)	3.75 (10.62%)	1.61 (4.56%)	0.03 (0.07%)
AQMA 7 - Loughthorpe Road, Braunstone Town	455500	300500	29.7	17.11 / 12.82	4.58 / 3.43 (11.56%)	12.53 / 9.39 (31.60%)	16.88	1.55 (5.23%)	7.78 (26.20%)	4.69 (15.80%)	1.16 (3.92%)	1.15 (3.86%)	0.51 (1.71%)	0.03 (0.11%)

AQMA 6 – Mill Hill, Enderby

The below steps show how the source apportionment was calculated for AQMA6, following steps in Box7-5 of TG22.

Step 1: Using the co-ordinates X: 453500 Y: 299500 on the Defra background maps, the local background NO_x was determined to be 8.73µg/m³ ([LB-NO_x] = [TB-NO_x] – [RB-NO_x]).

Step 2: Following this, the regional background NO₂ and local background NO₂ were determined to be 3.46 µg/m³ ([RB-NO₂] = [TB-NO₂] × ([RB-NO_x] / [TB-NO_x]) and 6.68 µg/m³ ([LB-NO₂] = [TB-NO₂] × ([LB-NO_x] / [TB-NO_x]) respectively.

Step 3: With the highest annual mean concentration for NO₂ being recorded as 35.3µg/m³ (Hall Walk Diffusion Tube - near to CM5), the worst-case local NO₂ contribution was calculated to be 25.16 µg/m³.

Step 4: Apportioning local traffic contribution to the worst-case location required the above NO_x contributions (Figure 13) to be recalculated relative to the contribution percentage not attributable to background sources. Table 12 details the NO₂ source apportionment relating to traffic at the worst-case location for AQMA 6 - Mill Hill.

AQMA 7 – Lubbesthorpe Road, Braunstone Town

The below steps show how the source apportionment was calculated for AQMA7, following steps in Box7-5 of TG22.

Step 1: From Defra background maps data for X: 455500 Y: 300500, local background NO_x was calculated to be 12.53µg/m³ ([LB-NO_x] = [TB-NO_x] – [RB-NO_x]).

Step 2: Subsequently, it was possible to determine regional background NO₂ ([RB-NO₂] = [TB-NO₂] × ([RB-NO_x] / [TB-NO_x]) and local background NO₂ ([LB-NO₂] = [TB-NO₂] × ([LB-NO_x] / [TB-NO_x]) - 3.43µg/m³ and 9.39 µg/m³ respectively.

Step 3: The worst-case location recorded for this AQMA was CM6 (29.7 µg/m³). Using this value as T-NO₂, 16.88µg/m³ was determined to be the local NO₂ concentration.

Step 4: Local traffic contribution by vehicle type was calculated by applying relative contribution percentage factor (using data from Figure 14) to the NO₂ concentration not attributable to background sources. Table 12 details the NO₂ source apportionment relating to traffic at the worst-case location for AQMA 7 - Lubbesthorpe Road.

Required reduction in emissions Methodology and Calculations

The methodology found in Box 7-6 of TG22 was used to calculate the required reductions in NO₂ and NO_x. The calculations used are shown below:

AQMA 6

The Defra background maps show the background NO₂ level to be 10.50168 µg/m³ at AQMA6. The Road NO_x was calculated at 80.35, and for 40 µg/m³ this is 79.28. This means a 1.07 NO_x µg/m³ is required, which corresponds to a 1.3 % reduction (to 1 decimal place).

AQMA 7

The Defra background maps show the background NO₂ levels as 13.87116 µg/m³ at AQMA7. The 9.1 version NO_x to NO₂ calculated the Road NO_x as 81.03 for AQMA7. Continuing the methodology in Box 7-6 in TG22, the Road NO_x was calculated using a total NO₂ of 40 µg/m³ as 70.28 µg/m³. 81.03 – 70.28 = 10.75, which corresponds to a 13.3 % reduction (rounded to 1 decimal place).

AQMA	X Grid Ref	Y Grid Ref	Latest exceedance	Local Background NO ₂ (µg/m ³)	Road NO _x Concentration (exceedance) (µg/m ³)	Road NO _x Concentration (compliance) (µg/m ³)	Road NO _x reduction [exceedance - compliance] (µg/m ³)	Road NO _x reduction (%)
AQMA 6 - Mill Hill, Enderby	453500	299500	40.3 (2023)	10.50168	80.35	79.28	1.07	1.3%
AQMA 7 - Lubbesthorpe Road, Braunstone Town	455500	300500	43 (2022)	13.87116	80.51	69.87	10.64	13.3%

Glossary of Terms

Abbreviation	Description
AQAP	Air Quality Action Plan - A detailed description of measures, outcomes, achievement dates and implementation methods, showing how the local authority intends to achieve air quality limit values'
AQMA	Air Quality Management Area – An area where air pollutant concentrations exceed / are likely to exceed the relevant air quality objectives. AQMAs are declared for specific pollutants and objectives
AQO	Air Quality Objective
AQS	Air Quality Strategy
ASR	Air Quality Annual Status Report
BDC	Blaby District Council
CM	Continuous Monitor
Defra	Department for Environment, Food and Rural Affairs
DT	Diffusion Tube
EV	Electric Vehicle
HGV	Heavy Goods Vehicle
LAQM	Local Air Quality Management
LCC	Leicestershire County Council
LGV	Light Goods Vehicle

LRN	Local Road Network
LTP	Local Transport Plan
NO ₂	Nitrogen dioxide
NO _x	Nitrogen oxides
PM	Airbourne Particulate Matter
PM _{2.5}	Airborne Particulate Matter with an aerodynamic diameter of 2.5µm (micrometres or microns) or less
PM ₁₀	Airborne Particulate Matter with an aerodynamic diameter of 10µm (micrometres or microns) or less
RCV	Refuse Collection Vehicle
SCA	Smoke Control Area
SO ₂	Sulphur dioxide
SRN	Strategic Road Network
ULEV	Ultra Low Emission Vehicle
LEV	Low Emission Vehicle

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