

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
CORPORATE SCRUTINY COMMITTEE – 23 MAY 2024



Title of Report	PERFORMANCE MONITORING REPORT – QUARTER 4 2023/24	
Presented by	Mike Murphy Head of Human Resources and Organisation Development	
Background Papers	<p>Council Delivery Plan Council meeting held on 14 November 2023.</p> <p>Cabinet meeting held on 23 April 2024. Agenda for Cabinet on Tuesday, 23rd April, 2024, 5.00 pm - North West Leicestershire District Council (nwleics.gov.uk)</p>	<p>Public Report: Yes</p> <p>Key Decision: Yes</p>
Financial Implications	<p>There are no direct financial implications arising out of this report.</p> <p>Signed off by the Section 151 Officer: Yes</p>	
Legal Implications	<p>There are no direct legal implications arising out of this report.</p> <p>Signed off by the Monitoring Officer: Yes</p>	
Staffing and Corporate Implications	<p>The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications.</p> <p>Signed off by the Head of Paid Service: Yes</p>	

Reason Agenda Item Submitted to Scrutiny Committee	<p>To report the performance of the Council during the period January to March 2024 against the new Council Delivery Plan as agreed by full Council in November 2023.</p> <p>To request that Scrutiny Committee reviews the comments of Cabinet on the performance report and provides feedback on its response for Cabinet consideration.</p>
Reason for Decision	<p>To make Members aware of the early progress of the Plan and to consider Cabinet's response to the plan.</p>
Recommendations	<p>THAT CORPORATE SCRUTINY:</p> <p>NOTES THE CONSIDERATION OF THE PERFORMANCE REPORT BY CABINET AT THEIR MEETING ON 23 APRIL 2024 AND,</p> <p>PROVIDES COMMENTS AND FEEDBACK ON CABINET'S RESPONSE TO THE PERFORMANCE ACHIEVED. THESE COMMENTS WILL THEN BE FED BACK TO THE NEXT CABINET PERFORMANCE REPORT.</p>

1.0 BACKGROUND

- 1.1 The Council agreed a new Council Delivery Plan in November 2023. The Plan is intended to cover the lifetime of the Council administration for the period 2023/24 until a year beyond the next election in May 2027 (to ensure continuity after the election and to allow time for a new plan to be developed). The Plan was developed with input from the Corporate Scrutiny Committee and the opposition groups.
- 1.2 The Plan will be monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the performance management framework. This will involve quarterly reports to Cabinet, the outcomes of the reports will then be shared with the Corporate Scrutiny Committee. This approach enables Cabinet to consider performance data in a timely manner and to agree any actions or mitigations. The comments and views of the Corporate Scrutiny Committee on the actions and mitigations can then be fed back to the next Cabinet performance report for consideration. Further information on the progress of the set of plans that sit below the Council Delivery Plan, the directorate and service plans, are monitored at officer level by the Corporate Leadership Team.
- 1.3 The Council is at an early stage in the Council Delivery Plan's life cycle, the Plan having only been adopted in November 2023. Accordingly, the reporting

progress is inevitably going to be limited at this point in time. The reporting period for this report runs from 1 January 2024 to 31 March 2024.

1.4 The details in this report were considered by Cabinet at its meeting on 23 April 2024, and the following comments were made by Portfolio Holders:

In relation to the actions associated with the Housing service: -

Key aim 7 – We will provide a high-quality housing service to our tenants, and

Key aim 8 – We will provide an excellent repairs service.

It was noted that a number of actions are in place to address the documented issues in the Housing service including investment of over £4m in catch up repairs, an initial restructuring of resources to bring greater focus on repairs and compliance, a number of policy changes including repairs, Anti-Social Behaviour and compensation arrangements. These future improvements will be implemented through the cross-party Housing Improvement Board and its associated Improvement Plan.

In relation to Key Aim 12: We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.

- The Council has seen a drop in recycling rates in 2022/23 to 43% (within the baseline of the Key Performance Indicator). This was largely due to collecting 1836 less tonnage of garden waste owing to the hot summer months of 2022.
- Similar falls were seen in other Districts. NWLDC remains the second highest recycling rate amongst local authorities within Leicestershire and is the ninth highest authority in the East Midlands of 39 local authorities.
- Household waste (black bin) disposed of has reduced per person by 36.7kg which is the highest reduction in Leicestershire.
- The implementation of a weekly collection service for food waste is on track for district wide collections by April 2025.
- The Waste Services review on dry recycling collections is on track, following further investigation in the three selected methods. Public and Staff consultations are being completed and will be communicated. Operational requirements for cost, staffing and disposal contracts are now being completed through the Council's consultants Eunomia. These will be presented to Members via workshops and Scrutiny and Cabinet submission in Q3 ready in time for budget consideration.

In relation to key aim 13:

We will aim to be carbon neutral as a Council by 2030, and as a district by 2050.

The Council is progressing with the Electric Vehicle fleet plans and developing its whole approach to address the 2030 target. The focus at present is on calculating the baseline particularly around our buildings. Property services will see a new system introduced which will enable a more comprehensive view of Council assets including their carbon related costs. A similar approach is being taken with Council housing stock, which whilst is part of the 2050 target, this asset management information will be ready in Quarter 3 of this year. Once these are achieved, the plan for managing the zero-carbon programme going forwards will be updated to reflect this data.

In relation to Key Aim 15:

We will have produced a Tree Management Strategy to better manage our tree stock.

Work on developing the tree management strategy continues and will include how the Council will manage its trees and hedgerows. The cataloguing of the general fund tree stock is nearing completion.

Due to resource and procurement pressure work to catalogue and risk assess the trees in our housing portfolio has been delayed. This will be addressed over the coming year.

Due to the above the intention is to publish the Tree Management Plan in advance of having all data on all of Council trees and hedgerows. Whilst the two are linked, they can be developed independently. This is aimed to be published by Q3. The Key Performance Indicator will be updated accordingly.

2.0 PERFORMANCE REPORT

Executive Summary

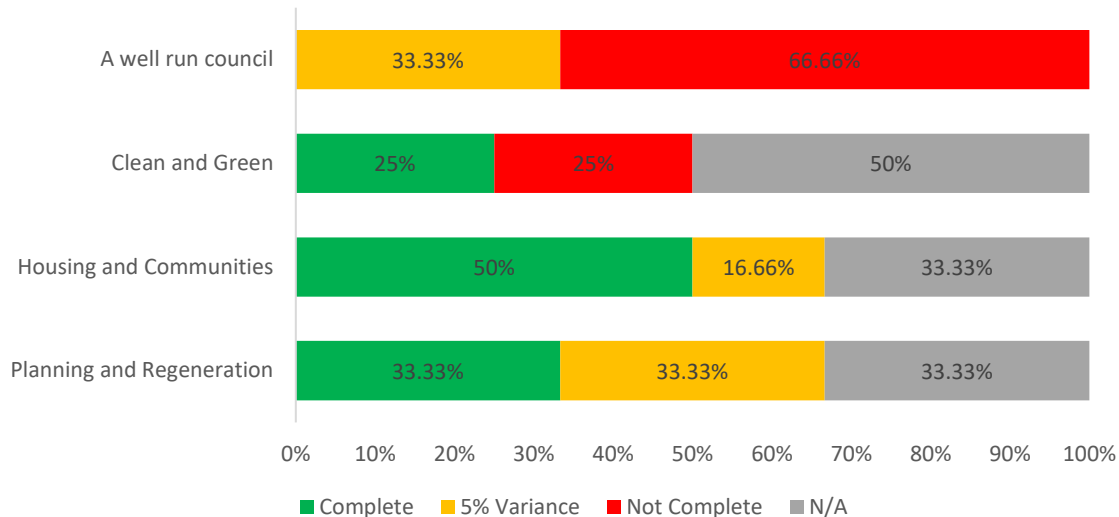
- 2.1 The Council Delivery Plan contains four key priority areas – notably “A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration.”
- 2.2 There are 18 Key Performance Indicators (KPIs) in the Council Delivery Plan.

Six relate to Planning and Regeneration, five to Housing and Community Services, four relate to Clean and Green and three relate to A Well-run Council.

The table below shows the performance overall against each of the four priority areas.

The table shows the priorities that have been completed, those that were within a 5% variance of being completed, those that were not completed at all and those that were not applicable (usually due to no data being available, because they are scheduled for completion at a later stage of the plan.)

Our Priorities



There are 18 Key Performance Indicators in the Council Delivery Plan.

Six relate to Planning and Regeneration, two are on track, two are within a five percent variance and two are scheduled for completion at a later stage.

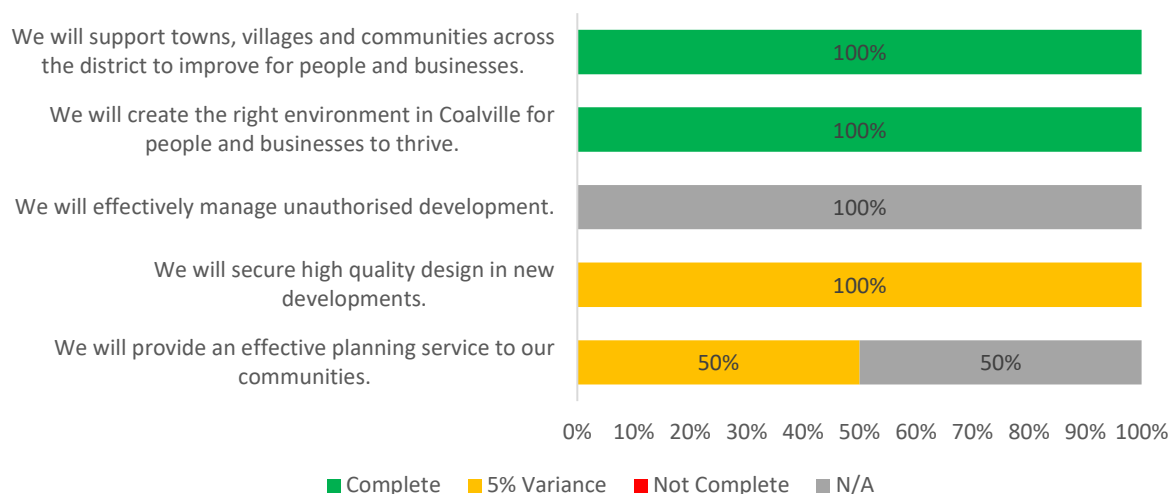
Five relate to Housing and Community Services - Two are on track, two are scheduled for completion at a later stage and the final one is split into two distinct elements- one of which is on track, and the other is scheduled for completion at a later stage.

Four relate to Clean and Green – One is complete, one is not complete and two are scheduled for completion at a later stage.

Three relate to A Well-Run Council. One is within a five per cent variance and two have not been completed.

The following four tables show the more detailed breakdown of the indicators as they relate to each of the priority areas using the same assessment scale in relation to percentage completed etc. For each of the priority areas more information is provided in the later stages of the report together with detailed commentary on the progress. The performance tables have been amended since Quarter 3 following feedback from the Corporate Scrutiny Committee who requested more explanation of the information behind the percentages.

Planning and regeneration



Planning and regeneration_ Overview of Performance in Percentage of KPI

As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
We will provide an effective planning service to our communities. (Split into two sections)		50%		50%
We will secure high quality design in new developments.		100%		
We will effectively manage unauthorised development.				100%
We will create the right environment in Coalville for people and businesses to thrive.	100%			
We will support towns, villages, and communities across the district to improve for people and businesses.	100%			

Planning and regeneration_ Overview of Performance in KPI numbers

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
We will provide an effective planning service to our communities. (Split Across 2 KPIs 1. Adoption of a local plan by 2026 and 2. Timely determination of planning applications- Major, Minor and other)		1		1
We will secure high quality design in new developments.		1		
We will effectively manage unauthorised development.				1

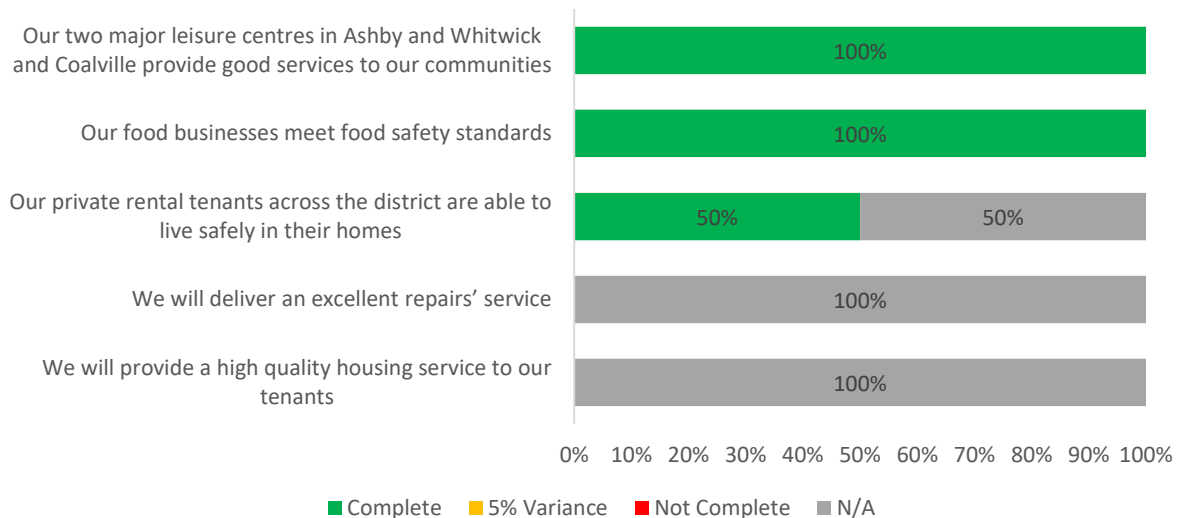
We will create the right environment in Coalville for people and businesses to thrive.

1

We will support towns, villages, and communities across the district to improve for people and businesses.

1

Housing and Communities



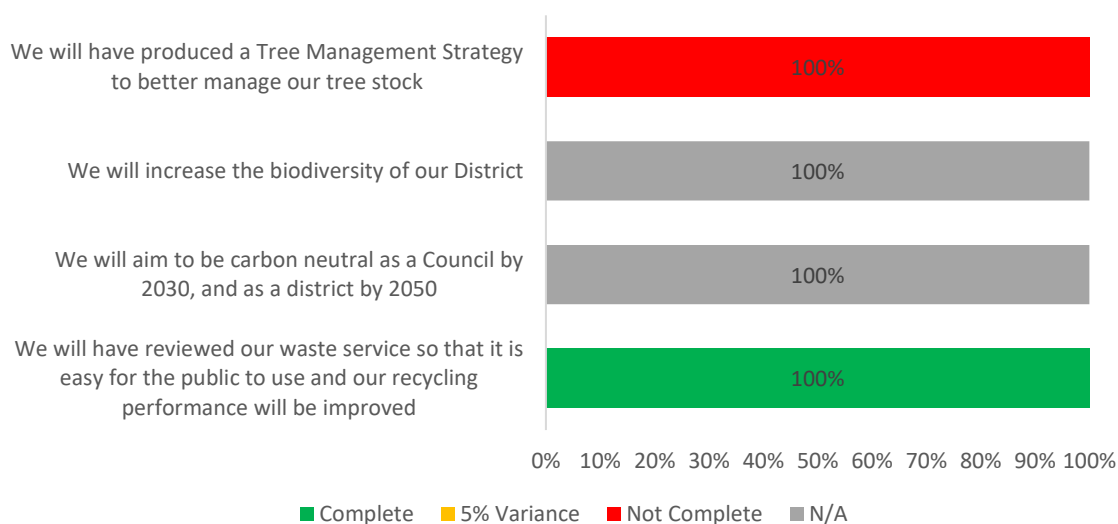
Housing and Communities- overview of Performance in Percentages of KPIs

As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
We will provide a high-quality housing service to our tenants				100%
We will deliver an excellent repairs' service				100%
Our private rental tenants across the district are able to live safely in their homes	50%			50%
Our food businesses meet food safety standards	100%			
Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities	100%			

Housing and Communities- overview of Performance in KPI numbers

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
We will provide a high-quality housing service to our tenants				1
We will deliver an excellent repairs' service				1
Our private rental tenants across the district are able to live safely in their homes (This KPI is split across two distinct Services- Private Landlord compliance with MEES standards which is dealt with Environmental protection Team and Private Landlord's charter which is dealt with by Housing)	0.50			0.50
Our food businesses meet food safety standards	1			
Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities	1			

Clean and Green



Clean and Green- overview of Performance in Percentages of KPIs

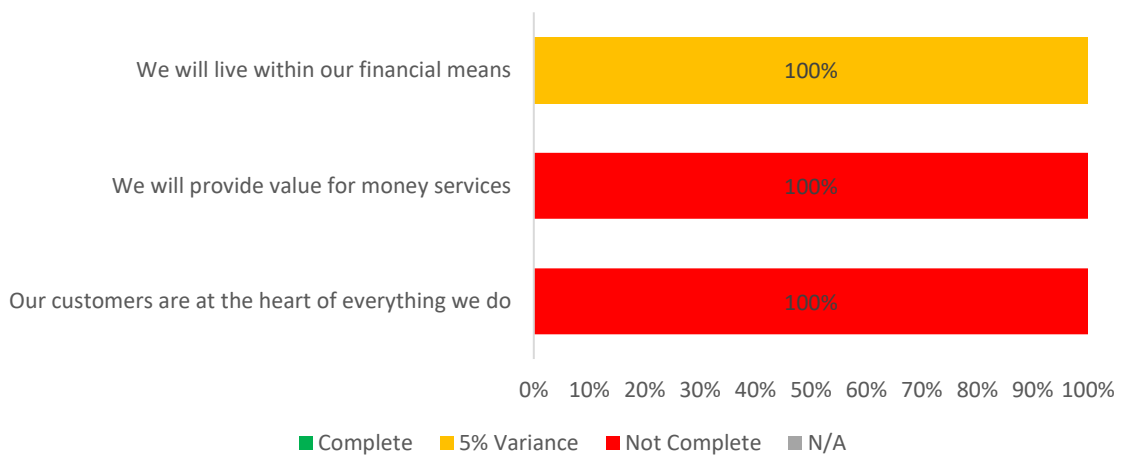
As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved	100%			

We will aim to be carbon neutral as a Council by 2030, and as a district by 2050	100%
We will increase the biodiversity of our District	100%
We will have produced a Tree Management Strategy to better manage our tree stock	100%

Clean and Green- overview of Performance in number of KPIs

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved	1			
We will aim to be carbon neutral as a Council by 2030, and as a district by 2050				1
We will increase the biodiversity of our District				1
We will have produced a Tree Management Strategy to better manage our tree stock			1	

A well-run Council.



Well, Run Council- overview of Performance in Percentages of KPIs

As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
Our customers are at the heart of everything we do			100%	
We will provide value for money services			100%	
We will live within our financial means		100%		

Well, Run Council- overview of Performance in numbers of KPIs

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
Our customers are at the heart of everything we do			1	
We will provide value for money services			1	
We will live within our financial means		1		

3.0 Detailed analysis of developments in the quarter.

Planning and Regeneration

3.1 The local plan consultations generated a healthy number of responses – over 600 have been received. The responses will be assessed and reported to the Local Plan Committee for consideration before a report is prepared for full Council.

3.2 Considering the performance indicators for handling the various types of planning applications: -

14 of the 16 Major applications received in the period were determined within 13 weeks (87.5% against a target of 60%)

28 of the 48 Minor Applications received in the period were determined within eight weeks (58% against a target of 65%) This minor fall against the target is attributable to staff absence and a vacancy. Arrangements are underway to recruit to the vacancy and absences are being managed in line with the Council's attendance policies to place the performance back on track in future quarters.

93 of the 104 "other" applications were determined within eight weeks (89.42% against a target of 80%)

3.3 A number of important stakeholders including Leicestershire County Council (LCC) Highways, National Forest Company, Active Together (formerly Leicester-Shire and Rutland Sport) and some selected developers were consulted in the period on the new draft local design guide and their feedback will be helpful in developing the final draft for public consultation. Public consultation will take place later in the year with adoption due by the end of Q4 2024/5.

Housing and Communities

- 3.4** There is acknowledgement that the Housing Repairs service needs improvement. A service improvement plan has been developed which has been considered by both Corporate Scrutiny Committee and Cabinet, contractors are being procured to assist the Council and there has been a focus on recruitment and a restructure to address this. The Housing Improvement Board is already overseeing the Improvement Plan in the service.

Clean and Green

- 3.5** Work is continuing on the review of the Council's waste services which will aim to both improve the service delivery for customers and the recycling rates in future years.
- 3.6** The target for food hygiene rates in businesses was exceeded 81.5% having a rating of 5 against a target of 80%. The Council continues to work with businesses to provide support and advice to those businesses with a lower rating to help them further improve.

A Well-Run Council


- 3.7** The percentage of customer complaints being completed within the time frames were slightly below target for both Stage 1 and Stage 2 complaints. The feedback team continues to work with individual services to help them process complaints in line with the time frames set out in the Council Delivery Plan. Some service areas receive higher numbers and higher complexity complaints in line with the types of services that they deliver – a notable example being the Housing Service. Cabinet has already agreed a number of actions in this service all of which will assist in the processing of complaints in a timelier fashion. This includes reorganising resources to deliver a better outcome for our tenants. This work is on-going and is actively addressing these issues.
- 3.8** The difficulties in obtaining sign off of the 2021/22 Statement of accounts have been previously shared with Council, Cabinet, Audit and Governance and the Scrutiny Committees. This is a national issue for many councils due to capacity issues in the external audit teams. This Council is doing everything it can to progress this to a conclusion, but this situation is a wider external issue.
- 3.9** The final objective relating to the Council's financial performance and demonstrating that the Council is Well Run, relates to having a zero-funding gap in the longer term. Details of the Council's financial position at quarter 3 2023/24 were considered by Cabinet on 26 March 2024 which demonstrated an overall overspend of £333k. However, it is important to note that these

overspends are largely attributable to one-off activities or temporary measures that have been implemented. For example:

- Industrial action within the waste collection services necessitated additional expenditure to maintain service continuity.
- A delay in the delivery of new vehicles led to increased costs due to the need for extended vehicle hire.
- Earlier in the year, there was a deficit due to the loss of rental income; however, this has been partially mitigated as some previously unoccupied units are now tenanted.


The report indicated that these are not recurring costs and are associated with unforeseen circumstances or investments that will not persist into future budgets.

Policies and other considerations, as appropriate	
Council Priorities:	This report measures progress against all the new Council priorities
Policy Considerations:	Council Delivery Plan
Safeguarding:	No direct considerations
Equalities/Diversity:	No direct considerations, the Plan impacts across all the district's communities.
Customer Impact:	The plan seeks to improve customer impacts and interactions with the Council's many customers. An indicator around customer response times is included.
Economic and Social Impact:	The plan seeks to improve the economic and social impact of the Council's activities in the district.
Environment, Climate Change and Zero Carbon:	The plan contains the Council's commitments to a clean, green and zero carbon district.
Consultation/Community/Tenant Engagement:	No current or planned consultations.
Risks:	Consideration has been given to the corporate risk register when compiling the plan.
Officer Contact	<p>Mike Murphy Head of HR and OD Mike.murphy@nwleicestershire.gov.uk</p> <p>Allison Thomas Chief Executive Allison.thomas@nwleicestershire.gov.uk</p>

Priority	KPI reference	Key Aim	Q4 Progress	Target	Commentary	Head of Service	RAG rating
 Planning and regeneration	1	We will adopt a local plan by 2026	Six-week consultation completed- 5 February-17 March 2024.	<p>2023-4 Submit local plan (Reg 18 consultation). 2024/5 Pre-submission consultation (Reg 19)</p> <p>Submission of local plan and examination.</p>	Consultation generated over 600 responses. These are being assessed before being reported to Local Plan Committee who will consider the need for changes before a report to Council to agree the Regulation 19 Plan.	Chris Elston	
	2	We will deal with your planning applications for major, minor, and other developments by consistently meeting and exceeding the government's targets of 60%, 65% and 80%, respectively.	The team have exceeded the national targets for major and other applications but have fallen beneath the 65% target for minor applications this quarter. This has been due to the team carrying a number of vacancies and some unforeseen staff absences.	<p>Major- At least 60% of applications determined within 13 weeks.</p> <p>Minor- At least 65% of applications determined within 8 weeks.</p> <p>Other- At least 80% of applications determined within 8 weeks.</p>	<p>87.5% 14 out of 16 major determined in time.</p> <p>58.33% 28 out of 48 minors determined in time.</p> <p>89.42% 93 out of 104 other applications determined in time</p>	Chris Elston	

			<p>However, performance on the minor category exceed the national target for the whole of the financial year at 76.31%.</p> <p>Performance on majors for the whole of the financial year was 87.50% and others was 89.42%.</p>				
3	<p>We will have developed a new local design guide, and new developments will comply with it.</p>	<p>Work continues on the new Good Design Guide for North West Leicestershire.</p>	<p>2023-4</p> <p>Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Governments National design guide.</p> <p>Undertake public consultation on the new Design Guide for North West Leicestershire.</p> <p>2024/5</p>	<p>Although public consultation was not undertaken in Q4, a number of important stakeholders including LCC Highways, National Forest Company, Active Together (formerly Leicester & Rutland Sport) and some selected developers were consulted on the draft document and their feedback will be helpful in developing the final draft for public consultation.</p> <p>Public consultation will take place later in the year and with adoption due by the end of Q4 2024/5.</p>	Chris Elston		


				<p>Adopt the new design guide for North West Leicestershire.</p> <p>New development complies with the requirements of the adopted design guide.</p>			
	4	We will effectively manage unauthorised development.	N/A	<p>Work begins in 2024/5. Adopt a new local enforcement plan by the end of Q2 24/25</p> <p>Monitor and measure response times against the targets set out in the adopted Local Enforcement Plan and report biannually to Planning Committee in Q3 and 4 24/25</p>	Work on this KPI has not yet begun, the next key milestone for this project is Q2 24/25- so nothing to report currently.	Chris Elston	

	5	We will have delivered our ambitious Coalville Regeneration Framework.		Quarterly progress statement plus an additional Annual Framework review in Q4	Refresh will commence Q1 April/May/June 2024/25.	Paul Wheatley	
	6	We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages, and communities across the district.		Work begins in Q4 with the production of the NWL Regeneration Framework	Framework to be published in Q1 24/25- currently awaiting the input of the scrutiny committee.	Paul Wheatley	
 Housing and Communities	7	We will provide a high-quality housing service to our tenants.		2023/4 First data publication	Our overall Tenant Satisfaction Measure for the Housing service is 64% (annually updated) The regulator has indicated it will be late summer/early autumn 2024 before benchmarking data from across the sector will be available and published which will enable us to set targets. Actions to address this are: - Investment of over £4m in catch up repairs.	Jane Rochelle	

					<ul style="list-style-type: none"> - Initial restructuring of resources to bring greater focus on repairs and compliance. - Number of policy changes including repairs, ASB and compensation. - Instigation of cross-party Housing Improvement Board and associated Improvement Plan. 		
	8	We will deliver an excellent repairs' service.		2023/4 First data publication	<p>Our overall Tenant Satisfaction Measure for the repairs service is 62% (annually updated).</p> <p>The regulator has indicated it will be late summer early autumn 2024 before benchmarking data from across the sector will be available and published which will enable us to set targets. Actions to address this are:</p> <ul style="list-style-type: none"> - Investment of over £4m in catch up repairs. - Initial restructuring of resources to bring greater focus on repairs and compliance. 	Jane Rochelle	

					<ul style="list-style-type: none"> - Number of policy changes including repairs, ASB and compensation. - Instigation of cross-party Housing Improvement Board and associated Improvement Plan. 		
	9	Our private rental tenants across the district are able to live safely in their homes.	100%	100% of Landlords contacted within the specified time-period within the MEES policy for non-compliance	<p>All landlords were contacted within the specified time.</p> <p>The number of non-compliant properties following enforcement intervention in Q4 has reduced from 64 in Q3 to 47 in Q4.</p> <p>The baseline number in September 2023 was 118 non-compliant properties.</p>	Paul Sanders	
				Creation of a Private Sector Housing Charter.	This is a target that will be reported annually in quarter four.		


	10	Our food businesses meet food safety standards.	81.5%	2023/24 80% of food businesses having a hygiene rating of 5 (very good)	81.5% of food businesses in the district currently have a food hygiene rating of 5. Rating breakdown: 5 – 674 4 – 106 3 – 38 2 – 4 1 – 4 0 – 1	Paul Sanders	
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	11	Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities.	Achieved	The leisure centres will be assessed independently against a national standard and achieve a 'good' or higher rating. (This will be provided annually in Q3.	As reported in Q3 Quest is the national Sport England recommended independent assessment to assess levels of customer service in leisure centres. Full assessments are undertaken biennially with a direction of travel review being undertaken in the interim year. Both assessments include a mystery customer visit. Facilities are ranked as either Excellent, Very Good, Good, Satisfactory, or Unsatisfactory. In June 2023 Whitwick and Coalville Leisure Centre had a full assessment and was classed as 'Excellent'. Ashby Leisure Centre and Lido had a full assessment in May 2022 when it was classed as 'Very Good'. Consequently, a Direction of Travel Review was undertaken in May 2023 where the assessment of 'Very Good' was upheld.	Paul Sanders	
 Clean	12	We will have reviewed our waste service so that it is easy for the public to use	Baseline KPI 43 % - achieved	46.6% Recycling rate 2021/22	- We have seen a drop in recycling rates in 2022/23 to 43% (within baseline of KPI). This was due to collecting	Paul Sanders	

		and our recycling performance will be improved.		We saw the reduction of our recycling rates by 3.6% during 2022/23 to 43% however this meets our planned target as set out in the KPI	<p>1836 less tonnage of garden waste owing to the hot summer months of 2022. Similar falls were seen in other Districts. NWLDC remains the second highest recycling rate amongst local authorities within Leicestershire and are the 9th highest authority in the East Midlands of 39 local authorities.</p> <ul style="list-style-type: none"> - Householdwaste (black bin) disposed of has reduced per person by 36.7kg which is the highest reduction in Leicestershire. - The implementation of a weekly collection service for food waste is on track for district wide collections by April 2025. - Waste Services review on dry recycling collections is on track, following further investigation in the three selected methods. Public and Staff consultations are 		
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					being completed and will be communicated. Operational requirements for cost, staffing and disposal contracts are now being completed through our consultants Eunomia. These will be presented to Members vis workshops and Scrutiny and Cabinet submission in Q3 ready in time for budget consideration.		
	13	We will aim to be carbon neutral as a Council by 2030, and as a district by 2050.		2023/4 Development of assessment work and target setting	We are progressing our EV fleet plans and developing our whole approach to address the 2030 target. The focus as present is on calculating the baseline particularly around our buildings. A similar approach is being taken with our housing stock, which whilst is part of the 2050 target this asset management information will be ready in Q3 of this year. Once these are achieved, we will be able to address the plan for managing our zero-carbon programme going forwards.	Paul Sanders	

	14	We will increase the biodiversity of our District.	<p>Major Developments now subject to BNG target affecting applications from 12/2/24. New target and therefore data not currently available.</p> <p>Temporary exemption for non-major development (until April 2024).</p> <p>Development which is not defined as major development under Article 2 Town and Country Planning (Development Management Procedure) (England) Order 2015 is exempt until 2 April 2024.</p> <p>The exemption will continue to apply to section 73 permissions where the original permission which the section 73 relates to was subject to this temporary exemption.</p>	10% Biodiversity Net Gain on large developments with planning permission	<p>Biodiversity net gain requirements for all planning application types other than householder and other similar sized developments are now in force as of the 2nd of April.</p> <p>Since BNG became live, only one application has been submitted which is subject to the BNG requirements and it has yet to be determined, so therefore there is no data to currently present on the performance of the team in relation to the delivery of BNG.</p>	Chris Elston	
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	15	We will have produced a Tree Management Strategy to better manage our tree stock.		<p>2023/24 Cataloguing of Housing tree estate complete.</p>	<p>Work on developing the tree management strategy continues and will include how the Council will manage its trees and hedgerows. General fund is all catalogued, risk assessed and being managed in line with best practice.</p> <p>Due to resource and procurement pressure work to catalogue and risk assess the trees in our housing portfolio has been delayed. This will be addressed over the coming year.</p> <p>Due to this we are changing our approach to this target and will publish our Tree Management Plan in advance of having all data on all our trees and hedgerows. Whilst the two are linked, they can be developed independently. This is aimed to be published by Q3. The KPI will be updated accordingly.</p>	Paul Sanders	
	16	Our customers are at the heart of everything we do.		<p>2023-4 70% of Complaints responded to on time by end of year</p>	<p>Stage 1 – 66% Stage 2- 56%</p>	Nichola Oliver	

	17	We will provide value for money services.		Unqualified Opinion to be provided	It was intended to have the 2021/22 Statement of Accounts signed off by Audit and Governance Committee on 10 April 2024. However, this is no longer feasible as there is insufficient capacity in the external audit team.	Anna Crouch	
	18	We live within our means.		Zero funding gap	A deficit of £333k reported at Quarter 3 for the General Fund. The funding gap has reduced over the medium term as a result of budget options proposed for 2024/25.	Anna Crouch	