

MEETING OF THE CABINET

TUESDAY, 24 FEBRUARY 2026

ADDITIONAL PAPERS

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 24 FEBRUARY 2026

Title of Report	COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 3 2025/26	
Presented by	Allison Thomas Chief Executive	
Background Papers	Council Delivery Plan Council meeting held on 14 November 2023	Public Report: Yes
		Key Decision: Yes
Financial Implications	There are no financial implications.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None arising from the report.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To report the performance of the Council in quarter 3 for the financial year 2025/26 against the objectives and key performance indicators set out in the Council Delivery Plan as agreed by full Council on 14 November 2023.	
Reason for Decision	To make members aware of the progress of the plan.	
Recommendations	THAT CABINET CONSIDERS THE MONITORING REPORT AND HIGHLIGHTS THE ELEMENTS MAKING POSITIVE PROGRESS AND THOSE WHERE THERE IS A NEED FOR EARLY INTERVENTION.	

1.0 BACKGROUND

1.1 The Council approved a Council Delivery Plan during late 2023, and the plan is scheduled to cover the lifetime of the Council administration for the period 2023/24 until a year beyond the next election in May 2027 (to ensure continuity in the aftermath of that election and to allow time for a new plan to be developed. It is acknowledged that there is an element of uncertainty about this timescale given the Government's Local Government Reorganisation timetable). The plan was developed with inputs from the Corporate Scrutiny Committee and the opposition groups and was agreed by Council at its meeting on the 14 November 2023.

1.2 The plan is monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the Council's agreed performance management framework. This involves quarterly reports to Cabinet, the outcomes of the reports are then shared with the Corporate Scrutiny Committee. Further information on the progress of the set of plans that sit below the Council delivery plan, the directorate plans, are monitored at officer level by the Corporate Leadership Team.

1.3 The reporting period for this report runs from October to December 2025.

1.4 The Corporate Scrutiny Committee met on 4 December 2025. A copy of the minutes is attached at Appendix 3. The Committee raised the following issues for Cabinet to consider:

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C1	Annual targets: the lack of annual Key Performance Indicator (KPI) targets was raised as it was felt that progress was difficult to assess without them and funding needs could not be determined, especially for Zero Carbon ambitions.	Portfolio Holder acknowledged the challenge of setting targets due to uncertainties in funding and future decisions, especially with housing stock decarbonization but he agreed to consider the request for annual targets.	
C2	Performance scoring: It was asked who was responsible for the oversight of the performance table and whether a common methodology was used for scoring across the teams.	Officers clarified that Cabinet had political oversight while the management team was responsible for delivery. Performance scoring used a universal process managed by the performance team not individual services.	
C3	Staffing: Concerns were raised over staffing shortages, particularly in the planning service, and the impact it has on service delivery.	Officers confirmed that staffing issues were addressed by focusing management attention on areas of risk and underperformance.	

	Comments/recommendations from scrutiny	Advice provided by officers at the meeting	Cabinet response
C4	Housing repairs service satisfaction: Councillors questioned the improvements in customer satisfaction figures and asked what changes had led to recent positive monthly results in comparison to the annual results. Caution was given against over interpreting figures as the current rating was only one step above the lowest possible rating.	Officers and the Portfolio Holder explained that significant work had been undertaken over the past two years to improve the housing repairs service, including responding to the housing regulator feedback following the recent inspection which confirmed the service as one step below the highest grading. Ongoing monitoring and improvements were planned.	
C5	KPI for staffing: It was suggested that a KPI be added for agile manpower planning and staff retention. The importance of maintaining service levels was emphasized, along with supporting staff through upcoming changes.	Officers confirmed that a retention plan was being developed but there was currently no plans to include it as a KPI. However, the suggestion would be taken to Cabinet for consideration.	
C6	Customer service complaints: It was requested that more detailed breakdowns by department be provided regarding customer service complaints to identify areas needing support and to fairly recognise high performing teams.	Officers confirmed that this data did exist and was already used to target improvements.	

2.0 PERFORMANCE REPORT

- 2.1 Executive Summary – the Council Delivery Plan contains four key priority areas – notably “A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration”.
- 2.2 The table below shows the performance in quarter 3 overall against each of the four priority areas.
- 2.3 There are 18 key performance indicators (KPI’s) in the Plan. Six relate to Planning and Regeneration, five to Housing and Community Services, four relate to Clean and Green and three relate to a well-run Council.

3.0 KEY PROGRESS AREAS

- 3.1 Significant progress continues to be made across the Planning and Regeneration portfolio. The Planning and Development Team has performed exceptionally well in Q3, comfortably exceeding national determination targets across all application categories. Major applications were determined within target 100% of the time, with strong performance also recorded for minor (76.7%) and other applications (93.5%). This reflects effective capacity management and resilient operational performance.
- 3.2 Work to strengthen the quality of development across the district is also progressing well. Public consultation on the new Good Design Guide for North West Leicestershire was successfully completed between July and September 2025, and responses are now being used to refine the draft guide. Reports are scheduled for Cabinet in March 2026, with adoption anticipated in Q4. This represents a strong position in preparation for embedding consistent design standards ahead of Local Plan adoption.
- 3.3 The Council continues to manage unauthorised development in line with the adopted Local Enforcement Plan, with monitoring arrangements fully embedded. Performance against response time targets has been reported to Planning Committee, demonstrating transparency and assurance. Six-monthly reporting arrangements remain in place, strengthening oversight and accountability.
- 3.4 Delivery of regeneration objectives is progressing well. The Coalville Regeneration Framework has seen tangible progress across several flagship projects, including advancement of the Marlborough Centre towards construction, emerging proposals for Stenson Square and the Old Market Hall, and further planned investment in Wolsey Road. In parallel, district-wide regeneration activity continues, supported by community grants, leisure and sport infrastructure planning, improvements at Moira Furnace, and continued partnership working under the Heart of the Forest Masterplan.
- 3.5 Within Housing and Communities, there are notable strengths. Private sector housing compliance remains strong, with 100% of non-compliant landlords contacted within required timescales, and the Private Sector Landlords Charter successfully launched. Food safety performance exceeds target, with 82.2% of businesses holding the highest hygiene rating. Leisure services continue to demonstrate sector-leading performance, with Coalville and Whitwick Leisure Centre achieving the highest possible Quest “Outstanding” status, and Ashby Leisure Centre on track to retain its “Excellent” rating.
- 3.6 Significant progress has also been achieved in Clean and Green priorities. The waste service transformation programme remains on track, with key procurement milestones achieved for vehicles and containers ahead of the transition to a twin-bin system. Governance, staff engagement and delivery planning are robust. Carbon reduction work continues to deliver strong results, with an 80.9% reduction in Scope 1 and 2 emissions against the 2030 baseline and further progress on EV infrastructure, energy efficiency schemes and policy development. Biodiversity commitments are being implemented effectively, with all applicable planning permissions securing the required 10% Biodiversity Net Gain, and the Tree Management Strategy successfully adopted in Q1.
- 3.7 Finally, progress continues under the Well-Run Council theme. Complaint response performance shows improvement compared to earlier quarters following targeted training and leadership engagement. There is an Annual report which is taken to both Corporate Scrutiny and Cabinet, which provides a detailed breakdown in terms of complaints received and how they are being managed. Customer Services achieved full compliance in Quarter 3 across all 57 elements of an external Customer Service Excellence (CSE)

standard and secured six 'Compliance Plus' awards. The Council remains in a strong financial position, with the Finance Team on track to meet 2024/25 accounts backstop deadlines, a forecast underspend for the General Fund, a balanced HRA position, and a medium-term outlook that enables balanced budgets without further savings requirements.

4.0 AREAS REQUIRING IMPROVEMENT AND REMEDIAL ACTIONS:

- 4.1 Despite positive progress across many areas, some performance challenges remain. Tenant satisfaction indicators for housing services declined at the annual reporting point (April 2025), with overall satisfaction reducing to 55% and repairs satisfaction to 56% as reported in Q1 and Q2. This reduction has been driven largely by historic and complex repairs cases, which continue to affect perception measures. While encouragingly, monthly satisfaction figures now show upward trends (86% for overall satisfaction and 70% for repairs), sustained focus is required to embed recovery actions, reduce legacy cases and stabilise performance ahead of the next annual reporting cycle.
- 4.2 Customer complaint timeliness, while improving, remains below the 90% year-end target, with current performance at approximately 82% across both stages. Although complaints still pending remain within timescales and additional training has been delivered, further improvement is needed to ensure consistent compliance and meet the Council's ambition for customer-focused service delivery. This is a key strand of the developing Action Plan for the service.
- 4.3 Finally, while long-term environmental performance is strong, progress towards the 2050 carbon neutrality target remains more challenging, with a smaller reduction achieved to date. Ongoing effort will be needed to address harder-to-decarbonise areas such as the housing fleet, unmetered assets and external funding dependencies, particularly following the unsuccessful mine water heating grant application.
- 4.4 The following table provides detailed performance data for each priority area and associated KPIs.

Appendix 1 RAG Rating Key for table

● Red – High Risk / Serious Issues

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

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□ Amber – Moderate Risk / Some Concerns

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

□ Green – Low Risk / On Track

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

○ **White- Work has not commenced yet/there is insufficient data to monitor progress.**

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

Appendix 2- Table of Performance against Key Performance Indicators.

Priority	KPI reference	Key Aim	Target	Q3 Progress	Commentary	Head of Service	RAG rating
Planning and regeneration	1	We will adopt a local plan by 2026	<p>2023-4 Submit local plan (Reg 18 consultation)</p> <p>2024/5 Pre-submission consultation (Reg 19)</p> <p>Submission of local plan and examination by December 2026.</p>		<p>Work on the review of the Local Plan continues.</p> <p>Local Plan Committee (19 November 2025) agreed strategic warehousing site allocations and also finalised some remaining housing allocations and policies.</p> <p>Work on key 'cross plan' evidential studies is progressing, namely transport modelling, infrastructure development</p>	Head of Planning and Infrastructure	

					<p>plan, viability assessment and Sustainability Appraisal.</p> <p>The Planning Policy and Land Charges Manager retired at the end of Q3 and the post has not been recruited to.</p> <p>Alternative arrangements to ensure the Local Plan timetable can be achieved are being put in place.</p>		
2	<p>We will deal with your planning applications for major, minor and other developments by consistently meeting and</p>	<p>Major- At least 60% of applications determined within 13 weeks.</p> <p>Minor- At least 65% of applications determined</p>	<p>Majors – 100%</p> <p>Minors – 76.74%</p> <p>Others – 93.5%</p>	<p>The Planning and Development Team has comfortably exceeded national targets for Q3.</p>	<p>Head of Planning and Infrastructure</p>		

		exceeding the government's targets of 60%, 65% and 80% respectively.	within 8 weeks. Other- At least 80% of applications determined within 8 weeks.				
3		We will have developed a new local design guide and new developments will comply with it.	2023-4 Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Government's National design guide. Undertake public consultation on the new Design Guide for North West	Consultation on the new Good Design Guide for North West Leicestershire took place between July and September 2025. The consultation responses have been reviewed, and the draft Design Guide is currently being reviewed in response to	The consultation responses and amendments to the document will be reported to Cabinet in March 2026 and to the next available Local Plan Committee for adoption in Q1, 26/27.	Head of Planning and Infrastructure	

			<p>Leicestershire.</p> <p>2024/5 Adopt the new design guide for North West Leicestershire.</p> <p>New development complies with the requirements of the adopted design guide.</p>	<p>consultee feedback.</p>			
4	<p>We will effectively manage unauthorised development</p>	<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</p>	<p>Local Enforcement Plan adopted October 2024.</p> <p>An update was given to Planning Committee in November 2025 on the</p>	<p>Monitoring against the targets in the Local Enforcement Plan was reported to Planning Committee in November 2025.</p>	<p>Head of Planning and Infrastructure</p>		

			<p>times against the targets set out in the adopted Local Enforcement Plan and report biannually to Planning Committee in Q3 and 4 24/25</p>	<p>performance of the Planning Enforcement Team during Q3 and Q4 - 2024/2025 and Q1 and Q2 – 2025/2026.</p> <p>Updates to Planning Committee will continue every six months, with the next report due in Q1 26/27 (May 2026).</p> <p>Monitoring and measuring of response times against the targets set out in the adopted Local Enforcement Plan has been</p>	<p>The next monitoring report is due to be taken to Planning Committee due in Q1 26/27 (May 2026).</p> <p>Monitoring and measuring of response times against the targets set out in the adopted Local Enforcement Plan has been ongoing during Q3.</p>		
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				ongoing during Q3. Reported to Planning Committee in November 2025.			
	5	We will have delivered our ambitious Coalville Regeneration Framework.	Quarterly progress statement plus an additional Annual Framework review in Q4	We continue to make progress on a number of projects set out in the Coalville Regeneration Framework. The Marlborough Centre project continues towards the commencement of construction in Q1 of 26/27. Detailed drawings setting out the proposals for Stenson		Head Of Property and Regeneration	

				<p>Square (post public engagement) are due to be presented to Scrutiny and Cabinet during Q4 25/26. An outline business case for remodelling and reuse of the Old Market Hall will be presented to cabinet during Q4 of 25/26 and proposals for phase 2 of the redevelopment of the Wolsey Road will be presented to Cabinet in Q4 25/26.</p>			
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	6	<u>We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages and communities across the district.</u>	Work begins in Q4 with the production of the NWL Regeneration Framework	The Council continues to progress delivery of projects within the District wide Regeneration Framework. A first draft of a report has been received identifying future sports and leisure infrastructure needs across the district. A programme of community grants has been launched across the major settlements in the district. Further improvements at Moira		Head Of Property and Regeneration	
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				<p>Furnace have been focused on fences, boundary treatments, signage and way finding. Preparatory works for phase 2 of the Moira furnace project are expected to be commissioned by the end of Q4 25/26. The Council has continued to support the National Forest with the delivery of the Heart Of The Forest Masterplan. Preparatory work for a number of capital projects set</p>			
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				out in the Regeneratio n framework has continued.			
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<p style="text-align: center;"></p> <p style="text-align: center;">Housing and Communities</p>	7	<p><u>We will provide a high quality housing service to our tenants.</u></p>	<p>2023/4 First data publication</p>		<p>The latest annual figure was published in quarter 4 and shows a 55% resident satisfaction level, representing a drop of 9% in comparison to the previous year. This reduction was driven by poor repairs measures and completion of historic cases, which pull the overall total down. A recovery plan for repair service as a whole is in train and has been reported to Scrutiny and Cabinet. More details can be found here https://www.nwleics.gov.uk/</p>	Head of Housing	
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					pages/tenant_satisfaction_measures As part of the annual figure, monthly monitoring is undertaken in the same way as the annual figure. The most recent monthly figure is 86% satisfaction, an improvement of 3% from the end of Q2		
	8	We will deliver an excellent repairs' service.	2023/4 First data publication		56% Satisfaction level reported annually in Q4. This has dropped since last year driven by poor repairs measures. A recovery plan for repair service as a whole is in train and has	Head of Housing	

					<p>been reported to Scrutiny and Cabinet. More details can be found here .</p> <p>https://www.nwleics.gov.uk/pages/tenant-satisfaction-measures</p> <p>As part of the annual figure, monthly monitoring is undertaken in the same Head of Housing way as the annual figure. The most recent monthly figure is 70% satisfaction a reduction of 4% from the end of Q2</p>		
	9	Our private rental tenants across the district are able to live	100% of Landlords contacted within the specified time-period within the		100% contacted within Q3	Head of Community Services	

		safely in their homes.	MEES policy for non-compliance				
			Creation of a Private Sector Housing Charter.		The Private Sector Landlords Charter was formally launched at the Landlords Forum in November.	Head of Community Services	
	10	Our food businesses meet food safety standards.	2024/25 81% of food businesses having a hygiene rating of 5 (very good)		82.2% for Q3 Food inspection programme ongoing.	Head of Community Services	

	11	Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities.	<p>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)</p>		<p>In July 2025, Whitwick and Coalville Leisure Centre successfully secured Outstanding status following a Quest assessment. This is the highest banding that can be achieved and there are only six leisure centres in the country that have achieved this standard. Strengths highlighted included:</p> <ul style="list-style-type: none"> • The centre has a clear net-zero strategy • There are specific and measurable 	Head of Community Services	
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					<p>e targets which support tackling inequalities</p> <ul style="list-style-type: none">• KPI's and measurable outputs have been developed to help meet the centre's objectives• The maintenance and upkeep of all fixtures and fittings within the centre was superb• Overall cleanliness and hygiene were excellent. <p>In addition, following an unannounced</p>		
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					<p>Directional Review visit at Ashby Leisure Centre and Lido in May 2025, Quest advised the centre was on track to retain its Excellent status.</p>		
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<p>Clean and Green</p> 	12	<p>We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.</p>	<p>43% Recycling rate 2023/4</p>		<p>Defra Recycling rates updates are issued annually in Quarter 4, although the exact release date is not confirmed. As of this update, DEFRA has not disclosed the recycling rate figures for 2024/25- In terms of the recycling project The project is progressing well. The achievement this quarter is the award of the contract for the supply of vehicles, with orders being placed to meet the required specifications. Cabinet has approved our</p>	<p>Head of Community Services</p>	
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					<p>request to initiate procurement of a three-year supplier contract for bins, boxes, and bags as the service transitions to the twin-bin system. This supplier will provide the new wheeled twin bins as we roll out the recycling container changes across the district. A strong governance structure is in place, covering key work strands such as procurement, communications, and engagement. Staff engagement</p>		
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					has progressed with regular updates on the dedicated notice board, and a dedicated staff Roadshow was run during Quarter 3, with another planned for March 2026. At these Roadshows have shared project progress and updates, also requested feedback		
	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		Paper presented to Corporate Scrutiny in Dec updating on progress on the Zero Carbon Roadmap. Emissions data was	Head of Community Services	

					<p>reported split by 2030 and 2050.</p> <p>Scope 1 and 2 2030 emissions were 257 tCO₂e in 2024/25 versus 1346 tCO₂e 2019/20 – a reduction of 80.87%</p> <p>Scope 1 and 2 2050 emissions were 586 tCO₂e in 2024/25 versus 669 tCO₂e 2019/20 – a reduction of 12.41%.</p> <p>Property remains a key focus with asset management plans across GF and HRA.</p>		
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					<p>Housing fleet replacement plan being developed.</p> <p>Utility automatic meters down to last three to complete with focus now on faults to ensure accurate usage, alongside a review of unmetered supplies.</p> <p>Environmental policy drafted, discussed at Corporate Scrutiny and paper to Cabinet in January 2026.</p> <p>Energy Switch scheme ran to support residents with utility costs</p>		
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					<p>and switching to green electricity.</p> <p>Application made for grant funding to progress mine water heating project was unfortunately unsuccessful – alternative funding is being sought.</p> <p>Working with partners, under LCAN, the Leicestershire Local Area Energy Plan was published alongside the associated, free to access, Lens visualisation tool</p> <p>Money Hill EV charging hub work is progressing</p>		
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					<p>with final designs underway. 2 fully funded EV charge points have been approved at community facilities along with a EV Car Club in Coalville.</p> <p>Warm Homes Local Grant scheme, to improve energy efficiency of private homes, contract awarded and initial planning underway.</p>		
14	We will increase the biodiversity of our District.	10% Biodiversity Net Gain on large developments with planning permission	10% Biodiversity Net Gain (BNG) secured on planning applications where it is required or	118 planning applications have been determined in Q3. Of these, 10.2% (12) were subject to mandatory 10% BNG,	Head of Planning and Infrastructure		

				<p>applications refused if the required 10% BNG is not provided.</p>	<p>with 89.8% (106) being exempt or where BNG was not applicable.</p> <p>None of the applications subject to BNG were refused due to not satisfactorily demonstrating that 10% BNG could be provided.</p> <p>National legislation sets out the circumstances where applications are exempt from mandatory 10% BNG, which include householders, those where de minimis applies (where less than 25</p>		
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					<p>sqm of habitat is affected), self/custom-builds, some variation of conditions, reserved matters and retrospective applications.</p> <p>Only planning applications are included above, as other types of applications are not subject to mandatory BNG, e.g. permission in principle, advertisements, discharge of conditions, prior notifications/prior approvals for permitted development and listed building consent.</p>		
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					In Q3, eight discharge of condition applications have also been determined that relate to the mandatory Biodiversity Gain Plan condition, other details relating to BNG or a mix of both. All of these applications were approved.		
	15	We will have produced a Tree Management Strategy to better manage our tree stock.	2024/25 Publication of updated tree management strategy		Strategy adopted in Q1	Head of Community Services	

<p>A well-run Council.</p> 	16	<p>Our customers are at the heart of everything we do.</p>	<p>2025-6 90% of Complaints responded to on time by end of year</p>	<p>82% overall across both stages Stage 1- 82% Stage 2 – 83% At the time of reporting 2 complaints still pending a response but within timeframe</p>	<p>Performance shows improvement compared to Q1 and Q2. Additional complaints training has been delivered to key services, alongside bespoke sessions for the Corporate Leadership Team and Extended Leadership Team. The Customer Services Team Manager continues to collaborate closely with other team</p>	<p>Customer Services Team Manager</p>	
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					managers and service areas to drive further progress		
	17	We will provide value for money services.	Unqualified Opinion to be provided		The Finance Team continues to focus on completion of the 2024/25 Statement of Accounts to ensure compliance with future financial reporting requirements. The team are on schedule to ensure the Statement of Accounts are published in compliance with the backstop date of February 2026.	Head of Finance	
	18	We live within our means	Zero funding gap		A forecast underspend as at Quarter 2 in respect of	Head of Finance	

					<p>the General Fund and a break-even position was for the HRA was reported to Cabinet in November 2025. The Provisional Finance Settlement published on 17 December 2025 indicates that the Council can set a balanced budget in each of the next three years without the need for savings.</p>		
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Appendix 3: Scrutiny Minutes

The Scrutiny minutes relevant to the discussion of Quarter 2 performance can be found [here](#).