

Meeting Cabinet
Portfolio Area All
Date 17 September 2025



CORPORATE PERFORMANCE QUARTER ONE 2025/26

KEY DECISION

Authors Chloe Pullen
Daryl Jedowski
Contributor Strategic Leadership Team
Lead Officers Tom Pike
Richard Protheroe
Contact Officer Richard Protheroe

1 PURPOSE

- 1.1 To highlight the Council's performance across key priorities and projects for Quarter 1 2025/26 and provide an update on progress against current strategic risks.
- 1.2 For Member's information, a presentation will be provided at the Cabinet meeting which will cover updates in relation to delivery against Corporate Plan Priorities and the key themes emerging from the Quarter 1 performance data.

2 RECOMMENDATIONS

- 2.1 That the service performance against 53 corporate performance measures and progress of key projects in Quarter 1 2025/26 through the Making Stevenage Even Better Programme (Appendix A) be noted.
- 2.2 That the issues with the Repairs fixed first time measure are noted (section 4.3.2).

- 2.3 That the work to create a new suite of Damp & Mould measures to support the introduction of AWAAB's law be noted (section 4.3.6).
- 2.4 That the Regulator of Social Housing Provider Improvement Plan (PIP) be noted (section 4.4.5).
- 2.5 That the strategic risk updates (section 4.7) be noted.
- 2.6 That the revised Risk Management Policy (Appendix D), with formal approval to be given by the Chief Executive and the Portfolio Holder following consideration of any further comments from Cabinet, be noted.

3 BACKGROUND

- 3.1 In January 2024, the Cabinet agreed the new Making Stevenage Even Better (MSEB) Corporate Plan until 2027. This includes five strategic priorities:

- Transforming Our Town
- More Social, Affordable & Good Quality Homes
- Thriving Neighbourhoods
- Tackling Climate Change
- Balancing the Budget

The plan also includes three Cross-cutting themes:

- Equality, Diversity & Inclusion
- Health & Wellbeing
- Technology & Innovation

- 3.2 The plan was subsequently approved at Full Council in February 2024. The corporate performance suite was also updated to reflect existing and future programmes of work, resident priorities and regulatory and legislative housing requirements.
- 3.3 The Council's approach to performance management demonstrates a clear link between service delivery and the strategic objectives in the MSEB Corporate Plan. By aligning performance measures and projects under the 5 strategic priorities, a 'golden thread' linking what the Council delivers to the fulfilment of its strategic outcomes can be clearly seen. By taking this approach, the Council can simplify and streamline how performance monitoring and progress are communicated to Members and residents.

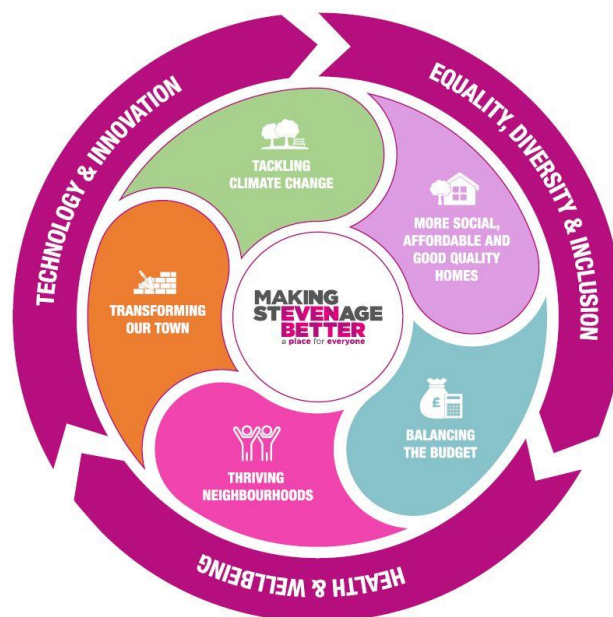


Fig 1.

- 3.4 The Corporate Performance Suite for 2025/26 contains 53 measures which are aligned with the 5 MSEB strategic priorities. The 53 measures are complemented by statutory and local measures which are managed internally with performance overseen by the Strategic Leadership Team.
- 3.5 There are 10 baseline measures within the corporate performance suite. The majority of these reflect the increased regulation and focus on housing compliance. Baseline measures provide a starting point from which to assess and compare performance in the future. The remaining 43 measures are relevant to the Council's focus on what matters to residents and progress made against the MSEB objectives.

4 REASONS FOR RECOMMENDED ACTIONS AND OTHER OPTIONS

4.1 QUARTER ONE CORPORATE PERFORMANCE

- 4.1.1 As outlined in section 3, the corporate performance suite has been aligned with the five MSEB priorities set out in Figure 1. Progress against performance measures is presented alongside key projects. By taking this mixed-method approach, the Council is able to present a holistic overview of its performance activity. This helps demonstrate to residents that the Council is on track to deliver key projects, programmes and service improvements associated with MSEB, as well as highlighting performance against key service delivery targets.
- 4.1.2 Key highlights from the MSEB programmes are summarised in section 4.2. For further information on the aims and objectives of the MSEB programme in 2025/26, please refer to MSEB Priorities & Projects 2025/26, which was presented to the Cabinet in July 2025: [MSEB Priorities & Projects 2025/26](#)
- 4.1.3 The total number of measures by Red, Amber & Green (RAG) rating is shown in Figure 2 below. The full set of current corporate performance measures results and MSEB projects are attached at Appendix A.

Q1 2025/26 CORPORATE PERFORMANCE OVERVIEW						
MSEB Programme	Baseline measure for 2025-26	Meeting or exceeding target	Amber Status (Within a manageable tolerance)	Red Status (Urgent improvement action required)	Unavailable Data	Projects Reported Qtr. 1
More Social Affordable and Good Quality Homes (25 measures)	8	14	0	1	2	20
Transforming Our Town (3 measures)	0	3	0	0	0	15

Q1 2025/26 CORPORATE PERFORMANCE OVERVIEW						
Thriving Neighbourhoods (12 measures)	2	10*	0	0	0	10
	*The data for 'NI191: Residual household waste per household (kgs)' and 'NI192: Percentage of household waste sent for reuse, recycling and composting' comes from an external source and is only available a quarter in arrears, therefore will be reported this way					
Tackling Climate Change (1 measures)	0	1	0	0	0	7
Balancing the Budget (12 measures)	0	11	1	0	0	7
Cross Cutting (0 measures)	0	0	0	0	0	7
TOTAL (53)	10	39	1	1	2	66

Fig 2.

4.1.4 There were several strong areas of performance this quarter which are highlighted below:

- Rent Collection Rate is high at 93.28%, in comparison to 89.44% in Q1 2024/25.
- Compliance certification and documentation for Gas Safety, Fire Safety, Asbestos, Legionella and Lifts are at 100%.
- There are no overdue Fire Remedial Actions outstanding; this has reduced from 286 medium overdue actions and 312 low overdue actions in Quarter 2 2024/25.
- Satisfaction with the CSC customer service remains high at 93%; however, as always, it is recognised that there is still room for further improvement to be made in this area.
- All Planning measures have achieved their targets, with 100% of major applications being determined within target timescales.

4.2 MSEB PERFORMANCE HIGHLIGHTS

4.2.1 Alongside performance, the council also captures quarterly updates on the milestones associated with the strategic priorities set out in the MSEB Corporate Plan and subsequent service planning and priority setting activities. All programmes have made progress on the projects agreed at Cabinet in July 2025, with Quarter 1 highlights including:

- 4.2.1.1 Foundation work has been completed at Burwell Phase Two, and brick and block work is underway. The opportunity to bring in Homes England funding is currently being explored.
- 4.2.1.2 Demolition of Walpole Court has been completed to progress Phase 2 of the Kenilworth development. Works to appoint an estate agent have been completed.

- 4.2.1.3 A contractor has been appointed for the first phase of The Oval, with a start on site forecast for Quarter 3 2025/26. Additional grant funding from Homes England has been awarded, with an extra £11.2 million granted for the delivery of affordable housing at the start of the scheme.
- 4.2.1.4 All works to complete the MRC Programme have been issued, and the programme is on track for completion in 2025/26.
- 4.2.1.5 Guidance for the implementation of Awaab's law in October 2025 has now been released and is currently being reviewed against the current policy and procedures. Consultation on a new Decent Homes Standard and Minimum Energy Efficiency Standard have been released. The team are currently reviewing the documentation and drafting a proposed response by the September deadline.
- 4.2.1.6 HR invited managers to express their interest in hosting a corporate apprentice post in six new corporate apprenticeships, with the roles confirmed in June. The positions are as follows:
- Finance Apprentice - degree level
 - Building Surveyor (Estates) - degree level
 - Surveyor (Housing Asset Management) - degree level
 - Culture, Leisure, and Wellbeing - level 3
 - Regulatory Compliance Apprentice (Env Health and Licensing) - level 4
 - Arborist Apprentice - level 3
- 4.2.1.7 Additionally, two further apprentice roles have been advertised and funded by Business Units: a second Arborist Apprenticeship and a Health and Safety Apprenticeship. The advertisement went live in July 2025, with assessment and appointment expected to be complete by the end of Q2.
- 4.2.1.8 Funding for a 5 year, £1.1m Phase Two extension of the Pioneering Young STEM Futures programme was approved by SBC Cabinet and Mission 44 Board in Q1. Phase Two expands the breadth and the depth of existing interventions and includes a new peer-to-peer mentoring scheme, a partnership with Airbus Space & Defence and the creation of a Youth Innovation Fund. The council continues to work closely with its key strategic partners: The University of Hertfordshire, North Hertfordshire College & Hertfordshire Futures in order to drive this work forward. Delivery of interventions will begin from the start of the school term in September 2025.
- 4.2.1.9 UK Shared Prosperity Fund (UKSPF) has been extended through 2025/26 with an additional £327k in funding being awarded to SBC. This funding has been received from Government in Q1, and delivery has begun. The next milestone is the mid-year reporting window to MHCLG, which will be completed by the end of Q2. However, following the Governments Spending Review in June 2025, it was announced that no further tranches of UKSPF will be allocated. The scheme will be replaced by a new Local Growth Funding pot, with details around allocations and criteria still to be announced.
- 4.2.1.10 The Council has now partnered with the National Energy Foundation for the delivery of the Warm Homes Local Grant. This will help eligible households to install energy efficient measures and reduce energy bills, improve home comfort and lower carbon emissions.

4.2.1.11 In Quarter 1 the Council registered as a supplier on the UK Governments Central Digital Platform, which will allow Stevenage BC services to bid for large public sector contracts.

4.2.2 Further details on the projects included in the MSEB programmes and corporate highlights can be found in Appendix A.

4.3 PERFORMANCE MEASURES – AREAS FOR IMPROVEMENT

4.3.1 As highlighted in Figure 2, there is one measure that is red this quarter, ‘Rep4: Percentage of repairs fixed first time’. The table below outlines the actual performance and the target that was set for the performance measure. The paragraphs that follow set out the reasons for improvement in Quarter 1.

<u>MEASURE NAME</u>	<u>BUSINESS UNIT</u>	Actual Quarter 1 2024/25 YTD	Actual - Quarter 2 2024/25 YTD	Actual - Quarter 3 2024/25 YTD	Actual – Quarter 4 2024/25 YTD	Actual - Quarter 1 2025/26 YTD	Target - Quarter 1 2025/26 YTD	Target - Quarter 2 2025/26 YTD
More Social, Affordable and Good Quality Homes								
Rep4: Percentage of repairs fixed first time	Building Safety & Housing Property Services	96.79%	97.19%	95.83%	93.07%	84.86%	90%	90%

Fig.3

Rep4: Percentage of repairs and inspections completed first time

4.3.2 The percentage of repairs fixed first time was 84.86% against a target of 90% for Q1. 3739 of 4406 repairs were fixed first time, with 667 jobs needing to be returned to.

4.3.3 Following analysis of the dataset, the measure has been renamed to better reflect the way activity is currently captured, recognising that within the current data structure repairs and inspections are recorded and monitored together, so the Q1 figure reports both activities combined. Data sources and definitions are being refined ahead of the Q2 Corporate Performance Report to introduce a clearer and more robust set of measures that distinguish activity and outcomes and support targeted service improvements.

4.3.4 The Repairs service has been identified as a challenging service area, and improvements plans are in place. A new management team has been appointed, support contractors have been procured, policies have been updated, and processes have been reviewed to improve the customer experience and the efficiency of the service, which should feed through in terms of KPI data. The Tenant Satisfaction Measures (TSM) are showing an upward trajectory in customer satisfaction with repairs and driving further improvement is a key focus of the service plans for this year.

4.3.5 There are various reasons why jobs can’t be completed first time, including unavailability of materials, second or different trade required. Wherever possible, jobs are completed alongside an inspection subject to these types of issues not preventing this from being the case. Further investigation into reasons for the KPI target not being met will be undertaken alongside monitoring

of performance trends to understand whether planned improvements are having a positive impact on direction of travel and/or if other corrective actions can and should be taken to bring performance back in line with the target.

MISSING MEASURES

- 4.3.6 There are two measures this quarter that cannot currently be reported on:
- % of tenants satisfied with how their complaint was handled (stage one)
 - % of tenants satisfied with how their complaint was handled (stage two)

TENANT COMPLAINT SATISFACTION KPIS

- 4.3.7 As part of the rollout of the Council's new Complaints Handling System, the approach to transactional surveys has changed.
- 4.3.8 The Council has implemented a new, fully automated process through the GovMetric platform, but surveys will recommence from July onwards, so there are no transactional surveys available for Q1.
- 4.3.9 The Council's Housing Service is still collating data on complaint satisfaction through our TSM. Compared with our initial 2023/24 results, our 2024/25 figures are significantly improved in this regard. This measure serves to augment that dataset and provide further insight from residents.

PERFORMANCE CLINICS

- 4.3.10 In Quarter 1 the council have conducted two performance clinics, with a further session completed at the start of Quarter 2 on the 19th August. These sessions involve key officers and are designed to take a deep dive into challenges and explore improvement opportunities. The three areas of focus were:
- **Customer Service Centre** – with a specific focus on workforce recruitment & retention, service optimisation
 - **Corporate and Community Asset Remediation** – with a specific focus on Fire Risk Assessment remedials and compliance
 - **Damp, Mould, and Disrepair** – focusing on addressing recruitment issues, rising service demands, and new legislative requirements
- 4.3.11 Where required, follow up sessions have been arranged and will take place throughout Q2. Key outcomes and actions from the sessions have been collated in Improvement plans which will be monitored going forward. Future quarterly performance reporting will continue to provide updates on progress as well as highlight any additional performance clinics that have been undertaken or are scheduled.

4.4 NATIONAL STRATEGY & POLICY LANDSCAPE

- 4.4.1 The Council has undertaken horizon scanning to apprise Cabinet of the emerging central government strategy and policy landscape. This work has already been shared with Cabinet and provides an early view of potential opportunities, risks, and delivery implications arising from recent national announcements and the wider direction of central government.

- 4.4.2 The analysis is mapped to the council's Corporate Plan, Making Stevenage Even Better, so there is a clear line of sight between national priorities and the Council's local ambitions. This alignment supports prioritisation, informs bids and business cases, strengthens risk management and performance reporting, and helps plan capacity, resources, and partnerships in a way that keeps delivery focused on resident outcomes.
- 4.4.3 Looking ahead, this horizon scan positions the Council to act with confidence through Local Government Reorganisation and wider sector change. The Council is committed to turning national intent into local impact, using the evolving policy landscape to unlock investment, accelerate regeneration and skills, and shape services around neighbourhoods. The aim is to sustain momentum on the Corporate Plan, protect outcomes, and keep Stevenage moving forward for residents and businesses as reforms progress.

4.5 TENANT SATISFACTION MEASURES (TSM) AND RSH PROVIDER IMPROVEMENT PLAN (PIP)

- 4.5.1 Tenant Satisfaction Measures were introduced in 2023/24 as a Regulatory requirement for all social landlords in England. There are 22 TSMs – of which 12 are sourced from a tenant perception survey. The Council has commissioned Housemark to conduct the tenant perception surveys quarterly during 2024/25. The Council is required to complete at least 570 surveys for its stock size; however, for 2025/26, 1000 responses will be collated over the year to ensure further statistical accuracy. The aim is for 90% of surveys to be completed over the phone with the remaining 10% online. These surveys are undertaken quarterly, and so a rolling update is able to be provided to help with transparency and timely consideration of the feedback provided.
- 4.5.2 In Quarter 1 for 2025/26, 250 surveys were completed. The Q1 satisfaction results can be seen in the table below:

Ref	Question	2025/26	Previous year (2024/25)	Difference (+/-)
TP01	Overall satisfaction	70.4%	66.9%	+3.5%
TP02	Repairs service overall	74.5%	70.8%	+3.7%
TP03	Speed of repairs	68.8%	64.4%	+4.4%
TP04	Home is well-maintained	68.5%	67.7%	+0.8%
TP05	Home is safe	79.8%	76.4%	+3.4%
TP06	Listens to views and acts	59.5%	55.1%	+4.4%
TP07	Keeps tenants informed	68.6%	61.6%	+7.0%
TP08	Treats tenants fairly and with respect	79.3%	73.3%	+6.0%
TP09	Complaint handling	38.6%	34.1%	+4.5%

Fig 4

Ref	Question	2025/26	Previous year (2024/25)	Difference (+/-)
TP10	Communal areas are clean and well-maintained	64.5%	64.0%	+0.5%
TP11	Contribution to neighbourhood	78.5%	63.1%	+15.4%
TP12	ASB handling	67.9%	57.9%	+10.0%

4.5.3 The Council has seen an improvement across all twelve measures compared to the year-end data for 2024/25 year end data, with the cumulative overall satisfaction at 70.4% representing an increase of 3.5%. The highest increase relates to satisfaction with the contribution to neighbourhood, which is now at 78.5% an increase of 15.4%, which, from the feedback, is in part aligned to the 10% increase with the way in which ASB cases were dealt with. Tenants are most satisfied, as in previous data, with being provided with a home that is safe at 79.8% which also has increased, representing an increase of 3.4%.

4.5.4 The ongoing increase in satisfaction is encouraging, and whilst there has been a reduction in levels of unsatisfaction, the way that the survey is structured means that satisfaction does not include those who are neither satisfied or dissatisfied, and these levels have generally remained similar. Feedback on wider national analysis of the data has shown that whilst satisfaction may improve, there is a need to understand that continued increases in satisfaction are unsustainable and that performance can plateau, and that maintenance and sustainability of levels should become part of the service approach rather than seeking continually improving data. At the current time there is continued improvement, but this trend is not sustainable and should be noted.

REGULATOR OF SOCIAL HOUSING PROVIDER IMPROVEMENT PLAN (PIP)

4.5.5 In November 2024 the Council was notified by the Regulator of Social Housing that it has been awarded a C2 grade following an on-site inspection against the Consumer Standards. Cabinet was notified of the inspection outcome in December 2024. As part of the regulatory regime, following an inspection all landlords are required to develop, in association with the Regulator a Provider Improvement Plan (PIP), as part of the development of this plan it was agreed that Cabinet would receive regular updates on this plan as part of the Corporate Performance Framework.

4.5.6 The Council has established regular review meetings with the Regulator, initially these took place, but the Regulator has now asked that the reviews take place quarterly, as they have been assured that the Council has made good progress in key areas of the plan, and in recognition that a number of the planned works will now take some time to undertake, embed and complete. The most recent PIP, which was provided to the Regulator on the 29 July, in advance of the planned meeting on the 6 August, is included as a Background Document to this report.

4.5.7 Key points to note from the most recent update would include:

- Some of the procurement related activities have revised timescales. However, whilst work continues on these workstreams, the current interim arrangements have continued, and this means that the team are able to continue to improve the overall position.
- The high-rise improvement work continues, and the team are also ensuring that this now reflects the work that is coming forward as a result of the feedback from the Building Safety Regulator.
- Information for residents continues to improve, with further enhancements to the website; this now includes the new annual TSM data for 24/25. The next newsletter is planned to go out mid-August, and the Annual Housing Report and Annual Tenants Report are to be signed off by the Executive Housing Working Group next month and they will then be published and promoted through social media and online.
- The new resident engagement manager has now started. The role will initially focus on the strengthening of the scrutiny arrangements, the caretaking review and embedding this new role in the service. The team continues to improve our approach to engaging residents with work now underway on the updated rent policy, with consultation on this starting later in the month.
- The approach to gathering and using tenant profile information is developing, and the team is undertaking a data review and improving the way that we manage and use the data in our system. With data now being used to help in the new HRA Business Plan for the first time.

4.5.8 The Housing Service is continuing to progress the actions set out within the plan and will continue to provide updates to Cabinet as the engagement with the Regulator of Social Housing continues.

4.5 COMPLAINTS MANAGEMENT HANDLING

- 4.5.1 As set out within the Councils Complaints Policy, residents are able to contact either the Housing Ombudsman Service, mainly for issues which relate to the Council as a landlord, or the Local Government and Social Care Ombudsman (LGSO) for areas such as homelessness, the housing register and associated advice. Both Ombudsman services will independently consider cases where they have been approached by residents and will then come to a determination concerning the matters which have been raised.
- 4.5.2 In line with the Housing Ombudsman's Statutory Code of Complaint Handling, the Council is required to report the outcome of such cases, and this will be provided to Cabinet on a quarterly basis, and this report will provide that detail. The table in Appendix B provides details of the 4 cases where an Ombudsman has made a determination in the quarter. In this period 3 cases were determined by the Housing Ombudsman and 1 by the LGSCO. In all cases the orders or agreed actions have been completed.
- 4.5.3 The Council is currently finalising its Annual Self-Assessment of Complaint Handling against the Housing Ombudsman's Code, which it is required to publish annually, whilst work on the new Annual Housing Complaint Report is now underway, and both will be reported to future meetings for consideration prior to publication. The Councils new Complaint Handling System is now online; the Housing Complaint Clinic continues with the purpose of reviewing trends and undertaking root cause analysis to help drive improvements and learning. New transactional surveys for complaint handling have now started as part of the Councils new system, and details of these will be included in future

- 4.5.4 Tenant Satisfaction Measure Perception Surveys for the year indicate that 38.6% of respondents were either very or fairly satisfied with the handling of their complaint, which represents an improvement of 4.5% compared to the 2024/25 year end figure.
- 4.5.5 As part of the Housing Complaint Management process, full details and information are considered by the Housing Complaint Handling Clinic which includes the Strategic Director, the Housing Portfolio Holder and other senior officers. As part of the clinic's work, it receives individual reports and reviews on all stage 2 cases, along with those that may progress to the Ombudsman, to ensure robust responses and investigations have been undertaken. The clinic also monitors where improvements and learning have been identified.

4.6 LOCAL GOVERNMENT OUTCOMES FRAMEWORK

- 4.6.1 The Ministry of Housing, Communities and Local Government (MHCLG) has launched a new Local Government Outcomes Framework (LGOF), designed to replace the Office for Local Government (OFLOG), which was closed earlier this year. The LGOF sets out a national suite of outcome and output metrics intended to improve transparency, benchmarking, and accountability in local government service delivery.
- 4.6.2 The current consultation proposes 15 outcome themes, supported by 103 metrics, comprising:
- 74 Outcome Metrics
 - 29 Output Metrics
- 4.6.3 These themes span housing, homelessness, health, adult social care, the environment, neighbourhoods, and the economy. This work has reviewed the full proposed metric set and aligned each theme with the Making Stevenage Even Better (MSEB) Corporate Plan, service responsibilities, and relevant officer and member leads. Consultation closes on 13 September, with the Framework likely coming into effect from Spring/Summer 2026.
- 4.6.4 Further updates on the Local Government Outcome Framework will come via this report. A breakdown of the measures included is available at Appendix C.

4.7 STRATEGIC RISK

- 4.7.1 The strategic risks were considered by Corporate Risk Group on 23 July 2025, agreed to by the Senior Leadership Team on 12 August 2025 and considered by the Audit Committee at its meeting on 3 September 2025.
- 4.7.2 The Audit Committee receives a detailed Strategic Risk Report each quarter. The report to the Audit Committee considers the actions which have been identified to mitigate each of the identified risks and the progress of those actions. Changes to the way risk is managed at the Council are also highlighted and considered by the Audit Committee. Where the Committee raises specific concerns about the risks or the process for managing them, these are highlighted to the Cabinet within this quarterly report.

HIGHLIGHTED RISKS

- 4.7.3 Two new risks have been added to the Strategic Risk Register this quarter: Community Cohesion and Awaab's Law, reflecting recent / emerging changes in the strategic risk environment. Both risks have begun to be considered

through the Council's formal risk reporting process. Mitigations and monitoring arrangements are in place and will be tracked through the quarterly reporting cycle. A further change to highlight this quarter is that the Commercialisation risk has been downgraded to medium, based on a consistent record of delivery and a subsequent reduction in the assessed likelihood of the risk materialising.

RISK MANAGEMENT POLICY

- 4.7.4 The Policy has been reviewed and updated in line with the scheduled two-year review cycle. While the core principles remain unchanged, the policy has been substantially rewritten to reflect current best practice and improve clarity. The purpose of the Risk Management Policy is to provide a consistent framework for identifying, assessing, and managing risks across the organisation. It supports informed decision-making, strengthens governance, and helps ensure that risks are proactively managed in pursuit of the Council's priorities. A well-embedded approach to risk management also enhances resilience, improves service delivery, and supports compliance with statutory and regulatory requirements.
- 4.7.5 Key changes include:
- A revised Policy Statement, now aligned with LGA guidance and positioned at the front of the document.
 - Inclusion of key concepts to support a shared understanding of risk management across the organisation
 - Updated five-step risk management process, supported by an updated guide for staff and a template that can be used for project / programme risk registers (appended to the policy).
 - Clearer definition of roles and responsibilities.
- 4.7.6 The draft policy has been considered by the Corporate Risk Group, Senior Leadership Team, and Audit Committee. The final version will be approved by the Portfolio Holder and Chief Executive.

5 IMPLICATIONS

5.1 FINANCIAL IMPLICATIONS

- 5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting financial implications. Any financial impact of the under/over achievement of Corporate Performance Indicators will be reported as part of the Quarterly Monitoring report.

5.2 LEGAL IMPLICATIONS

- 5.2.1 There are no direct legal implications from the recommendations contained in this report. However, officers responsible for delivering the priorities over the coming year and implementing any improvement activity set out within this report will need to identify and consider any resulting legal implications.

5.3 EQUALITIES AND DIVERSITY IMPLICATIONS

- 5.3.1 There are no direct equality, diversity and inclusion implications arising from this report. Where required, Equality Impact Assessments will be completed for programmes, projects, service changes and improvement activity identified.

5.4 RISK IMPLICATIONS

- 5.4.1 There are no direct significant risks to the Council in agreeing the recommendation(s). However, officers responsible for implementing any improvement activity set out within this report will need to consider any risk implications that arise.
- 5.4.2 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and provides good governance assurance.

5.5 CLIMATE CHANGE IMPLICATIONS

- 5.5.1 The Council declared a climate change emergency in June 2019 with a resolution to work towards a target of achieving net zero emissions by 2030. There are no direct climate change implications arising from this report, except for those activities that seek to have a positive impact in this area, and the officers responsible for delivering the improvements are charged with identifying and addressing any related climate change considerations.

5.6 OTHER CORPORATE IMPLICATIONS

- 5.6.1 Implementing the priorities and improvement activity outlined in this report may impact on the development of future policy or procedure, which will be monitored through the formal policy/procedure sign-off process via the Senior Leadership Team (SLT).

6 BACKGROUND DOCUMENTS

- Strategic Risk Register (Part II Audit Committee Report)
- Annual Governance Statement 2024/25
- MSEB Corporate Performance Suite 2025/26
- MSEB Priorities & Projects 2025/26
- Annual Review of Local Government Complaints 2024-25
- Regulator for Social Housing – Provider Improvement Plan

7 APPENDICES

- Appendix A – Quarter 1 Corporate Performance Compendium
- Appendix B – Q1 Complaint Handling
- Appendix C - Local Government Outcomes Framework – Overview
- Appendix D – Risk Management Policy 2025