

Brighton & Hove City Council

Cabinet

Agenda Item 104

Subject: Mid-year Council Plan performance update 2025/26

Date of meeting: 22 January 2026

Report of: Cabinet Member Customer Service and public realm

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Ward(s) affected: All

For general release

1. Purpose of the report and policy context

- 1.1 Our vision is to deliver a better Brighton & Hove for all where everyone can thrive as part of a healthy, fair and inclusive City and this report provides information on the council's progress towards this vision.
- 1.2 Our vision is set out in our Council Plan under 4 outcomes:
 - A city to be proud of
 - A fair and inclusive city
 - A healthy city that helps people to thrive
 - A responsive and learning council with well-run services
- 1.3 The information in the report outlines the progress made against the delivery of each of these outcomes and highlights what we have achieved and delivery areas of focus.
- 1.4 The report is a key part of council's Performance Management Framework (PMF) which underpins our statutory duty towards continuous improvement.
- 1.5 The PMF directly supports the Council Plan Outcome 4: A responsive and learning council with well-run services – Good governance and financial resilience and is aligned to our Learning Framework.
- 1.6 The report also includes our Risk Management Framework and our current Strategic Risks which may affect the delivery of the Council Plan. Cabinet is responsible for ensuring that the council has a robust risk management framework in place. Audit, Standards and General Purposes Committee provide assurance on the adequacy and effectiveness of the risk management framework.

2. Recommendations

- 2.1 Cabinet notes the progress made in relation to delivering the Council Plan in 2025/26 as outlined in section 3 and with full details in appendix 1.
- 2.2 Cabinet approves the Risk Management Framework (appendix 2) and notes current strategic risks as detailed in appendix 1.

3. Mid-year performance report for 2025/26

- 3.1 The overarching document which sets out the outcomes which the council aims to deliver is [Brighton & Hove City Council's Council Plan 2023 - 2027](#).
- 3.2 Progress towards delivery of the Council Plan outcomes is evidenced by the Corporate KPI results, delivery of the [Corporate Leadership Plan](#) (which is linked to the Council Plan commitments) and updates in relation to other elements of our Performance Management Framework.
- 3.3 Following a Corporate Peer Challenge in April 2025, the council received the following feedback from the review team:

The council has a comprehensive and structured Performance Management Framework (PMF) in place, which plays a critical role in supporting the delivery of its Council Plan outcomes. The PMF enables the organisation to monitor, assess, and improve performance at the individual, service, and organisational levels.

As a Best Value Authority, the council recognises its duty to secure continuous improvement in the exercise of its functions, with a clear focus on economy, efficiency and effectiveness. The PMF is designed around eight interconnected components that collectively drive ongoing improvement. These elements ensure a holistic understanding of performance across the council. Most services contribute to multiple aspects of the framework, reinforcing a culture of shared responsibility for improvement.

Delivery against the Council Plan is tracked through a combination of corporate key performance indicators (KPIs), progress updates on the Corporate Leadership Plan, and performance reporting aligned to each of the PMF's elements. The Corporate Leadership Plan itself translates the strategic ambitions of the Council Plan into priority activities, providing a mechanism to ensure accountability, transparency, and demonstrable impact.

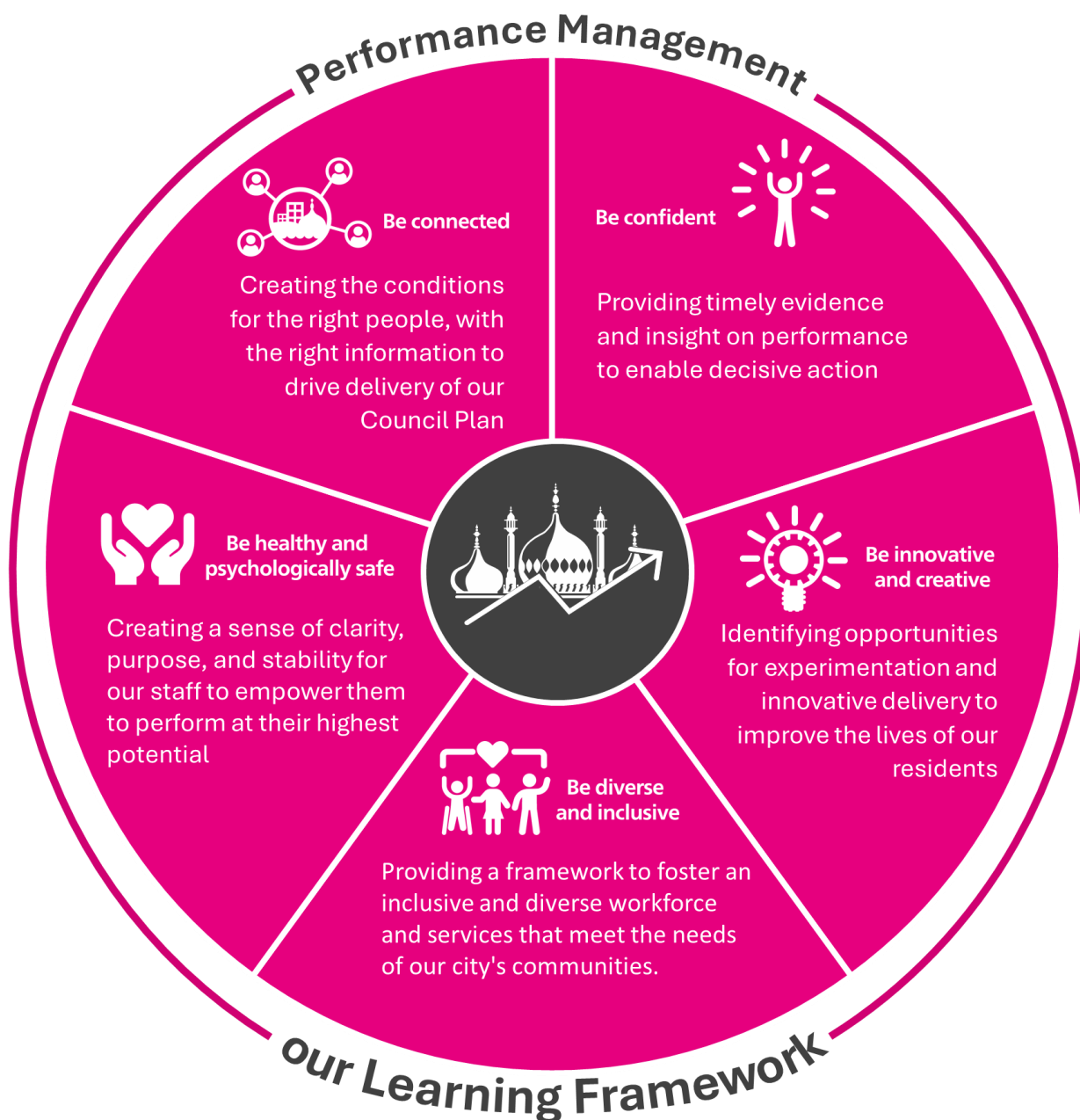
- 3.4 This report includes progress made between April and September 2025 against the eight key recommendations from the Corporate Peer Challenge. A full report on progress made will be developed in Quarter 3, with input from lead officers, to share with the Corporate Peer Challenge progress review team. Detailed updates against each recommendation are provided in Appendix 1.

- 3.5 The information in this report outlines progress made against the delivery of the Council Plan between April and September 2025, highlighting our achievements and delivery areas of focus in achieving a better Brighton & Hove for all.

The information outlined in this report is in the context of unprecedented financial challenges for the council, we are currently projecting an overspend of around £7.8 million in 2025/26 (source: TBM7), mainly due to rising temporary accommodation costs and increasing demand for children's and adult social care placements. 36% of our targeted savings are at risk of not being delivered (£5.8 million at risk).

In addition to the in-year pressures, there is a projected £25 million shortfall in 2026/27, based on funding assumptions and net expenditure projections and over £86 million for the period of 2026/27 to 2029/30 (source: General Fund Draft Budget & Resource Update - 2026-27 to 2029-30).

Our Performance Management Framework is aligned to our Learning Framework

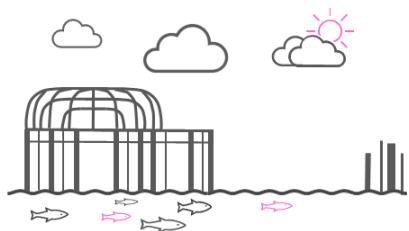


What we've achieved

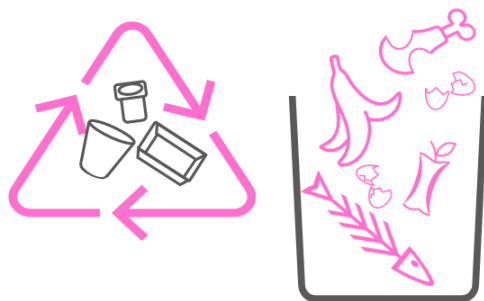


Gained global recognition with the redesignation and expansion of The Living Coast UNESCO Biosphere, bringing our communities closer to nature and a more sustainable future.

Awarded Gold standard¹ for planning performance, placing Brighton & Hove City Council within the top 31 authorities in the country



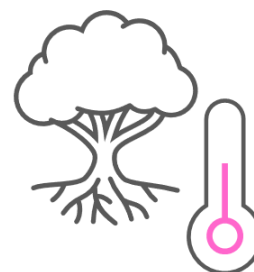
Established the Seafront Development Board and Brighton & Hove Growth Board to drive the development, regeneration and economic growth across the city



Expanded our recycling collections to include plastic pots, tubs and trays and rolled out weekly food waste collections to 11,000 households in the east of the city

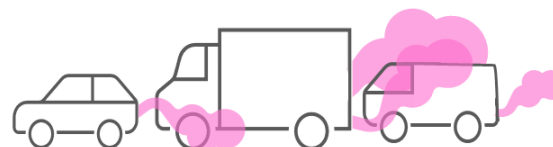


503 electric vehicle charging points installed across the city, with a further 6,000 planned over the next 10 years



Preserving the future of our trees by limiting the spread of disease and planting 190 trees in streets and parks, plus 1,250 saplings in woodlands, to ensure a healthy future.

We have proactively treated 14km of roads and pavements and completed over 2,800 safety repairs to keep our city's infrastructure safe and accessible. (Strategic Risk)

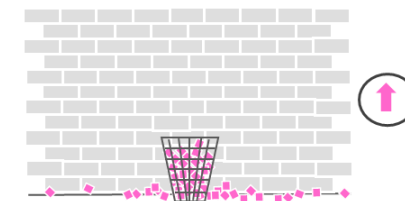


Delivering our fleet replacement plan for more sustainable service delivery

Delivery areas of focus



Increase our recycling rate from 26% to 33.5% and reduce residual household waste from 571kg to below 507kg (target values)



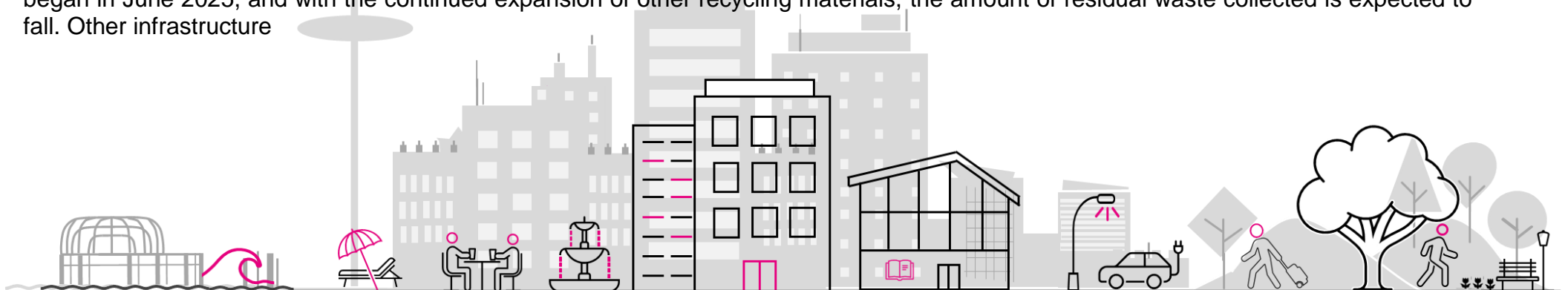
6.06% of streets inspected were found to have widespread or heavy levels of litter (target 4.9%)

The council continues to deliver impressive achievements across its strategic priorities, with some notable progress delivering an accessible, sustainable and clean city, and investing in our city. The city's tourism sector has thrived, highlighted by the successful hosting of the 2025 Women's Rugby World Cup and the opening of a new Visitor Information Hub at the i360 on September 27th, which supports both visitors and local businesses. VisitBrighton.com generated 774,466 page views and engaged 168,000 followers across social media, while nine major conferences and events were secured, projected to deliver £4.2 million in economic benefit. The Brighton Centre welcomed 54,790 visitors over 48 booked days, generating £18 million for the local economy, with £208,230 worth of accommodation booked for delegates. The city also received high-profile media coverage, including features in Time Out Magazine and Condé Nast Traveller, further boosting its reputation as a top destination.

The Brighton & Hove Growth Board, created with the Department for Business & Trade, brings together local businesses to drive economic growth and support innovation. The city's creative sector benefited from £1,032,505 in public art projects, support for 58 creative organisations, and the securing of 475 sqm of creative workspace. Cultural sites attracted 212,953 visitors this quarter, with 3,140 school children engaged in formal learning, and the Adult Skills Hub enrolled 170 learners in September, including 101 ESOL students, supporting lifelong learning and employment opportunities.

Seafront restoration is ongoing, with the refurbishment of the cucumber benches on Hove Promenade, working with residents engaged in the Community Payback Scheme to sand and redecorate these iconic seafront assets. Restoration of the seafront lanterns has also begun, enhancing the area's appeal and safety. The seafront property portfolio remains fully occupied, reflecting strong demand and a thriving local business environment, while new beach huts and a sauna opportunity are being developed. The city's commitment to the armed forces is recognised by the Armed Forces Covenant ERS Gold Award, reflecting ongoing support for personnel, veterans, and their families.

Developing a circular economy, making it easier to recycle or re-use resources and reducing waste, is key to creating an accessible, clean and sustainable city. The council is investing £1.2 million in new weekly food waste service and has expanded recycling collections to include plastic pots, tubs, trays, cartons, and Waste Electrical & Electronic Equipment (WEEE). The first phase of food waste collections began in June 2025, and with the continued expansion of other recycling materials, the amount of residual waste collected is expected to fall. Other infrastructure



improvements include tackling weed growth to keep roads and pathways safe and accessible, and announcing plans to install a further 6,000 new EV chargers over the next decade, supporting the city's transition to sustainable transport. The summer 2025 Park & Ride pilot was also completed, and a public consultation on the future shape of transport in the city launched, to inform 'Our City Transport Plan 2035'.

The Culture Change Programme in Environmental Services has delivered substantial improvements, with key achievements including stabilising leadership, and empowering managers to address operational challenges proactively, whilst leadership and manager training and an expanded wellbeing support have fostered a stronger, more engaged workforce.

Guided by the Council's learning framework, the programme has significantly enhanced psychological safety, inclusivity, and staff wellbeing. Constructive engagement with unions and a focus on mental health and positive leadership behaviours have helped embed these values into daily practice, laying the foundation for continuous cultural improvement and ensuring all staff feel valued and supported.

Looking ahead, the Culture Change Programme will progressively expand to place greater emphasis on meeting the needs of residents and businesses. This future direction aims to align operational improvements and cultural transformation with the needs of our community, ensuring services are responsive, inclusive, and reflective of the priorities of those living and working in Brighton.

Environmental initiatives progressed, such as biodiversity pilot sites, a solar farm feasibility study, and partnerships for Net Zero, although grant funding remains a challenge. Parks and green spaces saw elm tree inoculation, play area refurbishments, and a Green Flag award for Stanmer Park, with five new areas identified for rewilding. Major regeneration projects like King Alfred, Madeira Terrace, and Black Rock are advancing, ensuring Brighton & Hove remains a vibrant, attractive, and accessible destination for residents and visitors alike.



What we've achieved



5,645 out of 5,671 (98.74%) emergency repairs were completed within 24 hours of being reported (target 99%)

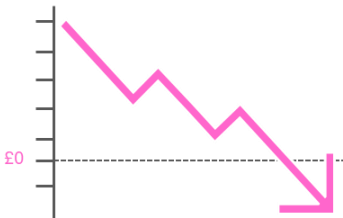


Supported 190 welfare cases generating over £1,450,000 in monetary outcome direct to residents



Continue improvement in the number of routine housing repairs completed on time from 58.6% to 70% (target 70%)
New jobs raised since April 25 are at 74%

Delivery areas of focus



Ensuring the ongoing financial sustainability of the Housing Revenue Account

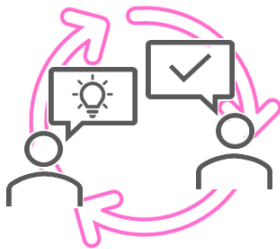
33 Projected to deliver 144 additional affordable homes (new build, acquisitions & conversions) in 2025/26 (target 110)



Increase the number of homelessness cases presenting during the prevention duty stage from 35.08% to 45% (target value)



59.94% [14% above benchmark] of homelessness prevention cases have been closed with a successful prevention outcome, supporting residents into settled accommodation



Working with our tenants by co-producing actions for an improvement plan to become a Great Landlord.



A continuing increase in the number of households in temporary accommodation (2,125 in September 2025)



Increasing the % of rent collected from current tenants of council homes from 92.8% to 95.9% (target value)

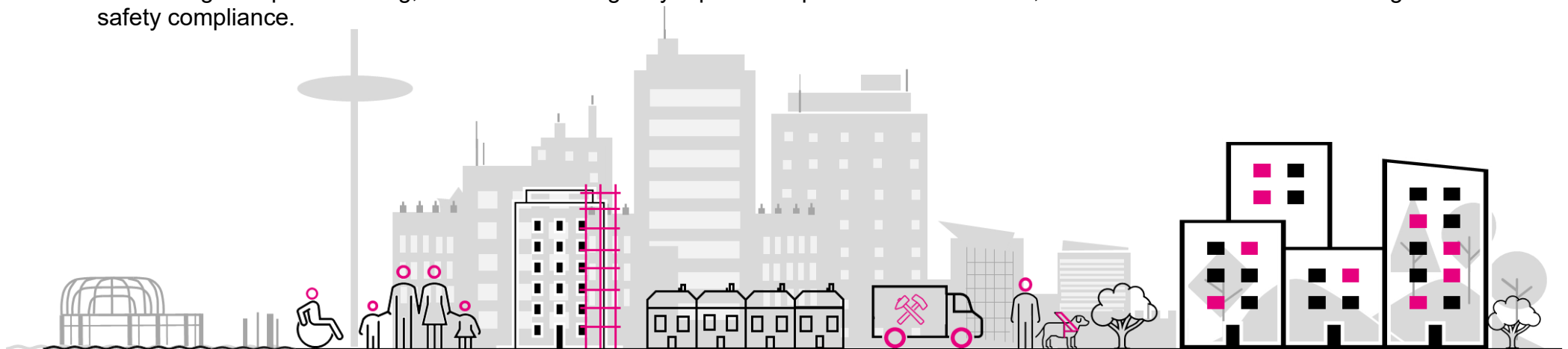
The council has made substantial progress towards the goal of being a fair and inclusive city, with a strong focus on community engagement, support for vulnerable groups, and embedding equality in both service delivery and internal operations.

Strategic partnerships with organisations such as the Trust for Developing Communities and Brighton & Hove Citizens Advice are on track, with half-year reviews scheduled, and new grant agreements set up through the Community Catalyst Fund for 2025–2027. The city is also preparing a formal application for City of Sanctuary accreditation, with a costed Sanctuary Action Plan being finalised. Since 2021, 47 Afghan households have been resettled in the city, and Brighton & Hove continues to participate in national schemes supporting people fleeing violence and persecution, including the Homes for Ukraine and Hong Kong Welcome Programmes. The council is also piloting new accommodation models for asylum seekers and actively monitors their welfare.

The council is on track to exceed its housing delivery targets, with 47 homes completed between April and September 2025 and a projected total of 144 homes by March 2026. These include both new builds and buy-back acquisitions, with a longer-term pipeline of over 560 homes and a commitment to deliver at least 2,000 affordable homes by 2029.

Focus remains on improving the standards of private rented property across the city with 2,244 Houses in Multiple Occupation (HMOs) and 1,117 other privately rented homes licensed between April and September 2025. In addition to this, the council continues to provide a responsive service to residents experiencing disrepair in their private rented property, responding to 215 requests for assistance with 70 of those cases where the home was improved due to the council's intervention.

Efforts to address under-occupation in social housing are underway, with a comprehensive strategy and resident engagement milestones set through 2027. The Housing First contract has been extended to ensure continuity of support for individuals with complex needs, and the recommissioning of Street Outreach services is in progress. The council has also made significant progress in reducing its repairs backlog, with 99% of emergency repairs completed within 24 hours, and continues to invest in building and fire safety compliance.

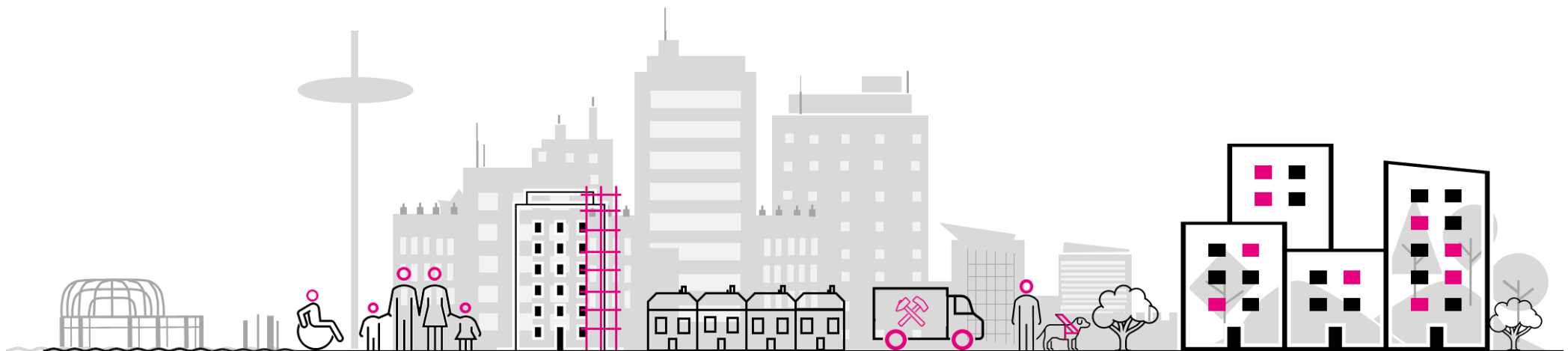


The council has made strong progress in housing safety and compliance since the C3 rating from the Regulator for Social Housing in August 2024, moving from recovery to sustained improvement. Key safety actions have been addressed, leadership and governance reinforced, and data reliability enhanced, restoring confidence in council homes. These improvements are now embedded in daily operations, with residents seeing clearer communication, quicker safety responses, and more visible safety works. Oversight of risks and governance has also been strengthened to maintain ongoing progress and resilience.

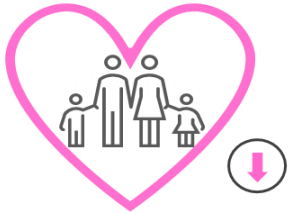
Internally, Brighton & Hove City Council is advancing its Fair and Inclusive Action Plan, with regular staff network meetings, leadership engagement, and targeted talent programmes for underrepresented groups. The workforce profile for Black and Minority Ethnic (BME) staff has reached 12.4%, surpassing the target of 12.1%, and representation in senior roles (M8 and above) is now at 11.7%.

The council processed 1,500 applications to the Local Discretionary Social Fund between April and August 2025, distributing £215,784, while the Welfare Rights and Benefit Cap Support Teams secured over £768,000 for clients in quarter 2 alone. Service delivery remains strong, with 97% of food hygiene inspections, 99% of noise complaints, and 100% of licensing applications processed on time. Public consultations and digital engagement projects ensure that resident voices continue to shape future strategies and improvements, reinforcing the city's commitment to fairness, inclusion, and responsive governance.

The council continues to look at all options to increase affordable housing supply using a blended mix of new build, conversions and acquisitions to maximise our opportunities. This year we are now anticipating completing 100 'buy backs' our largest projected annual delivery since the scheme started which has meant we are on track to exceed our supply target by 24%. Importantly we are delivering homes to meet a range of needs in our city including the delivery of permanent homes, temporary accommodation and supported housing for residents with physical disabilities and/or acquired brain injuries. We are exploring opportunities to minimise our use of spot purchase for Temporary Accommodation as a priority action and with a longer term aim to have an alternative model of delivery that maximises prevention and increases move-on for families to more stable longer term accommodation.



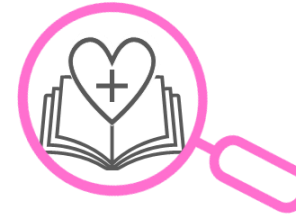
What we've achieved



90.9% of Strengthening Family Assessments completed in 45 days, ensuring timely support is initiated to meet family needs [6.4% above national average]

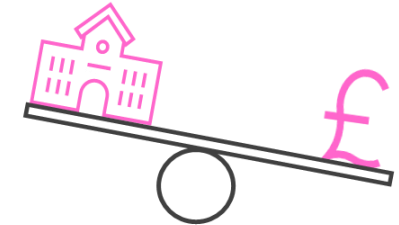


71% of all adults in receipt of a long-term service are supported to remain at home rather than in residential care



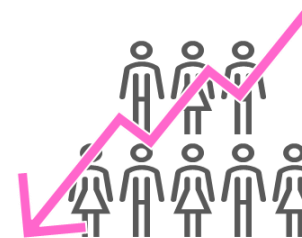
Rising demand and complexity in Education, Health & Care needs assessments and children's services

Delivery areas of focus

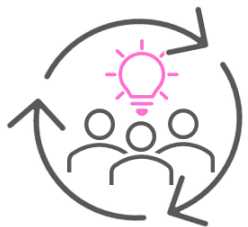


Falling numbers of school aged children present significant challenges in school placements and balancing school budgets

3 Launched a city-wide strategy to reduce drug and alcohol harms, improve health equity, and build stronger communities through prevention, treatment, and recovery.



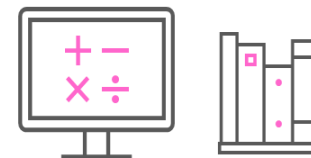
Reducing the number of admissions into residential care of younger adults, to enable more people to live independently



Launched the Schools Strategic Finance Working Group in collaboration with Headteachers across the city to address budget deficits



Delivered over 3,000 sessions, supporting 981 children, young people and families with emotional and mental health needs to keep them safe and well



Supporting children at risk of disadvantage through their education to achieve better outcomes

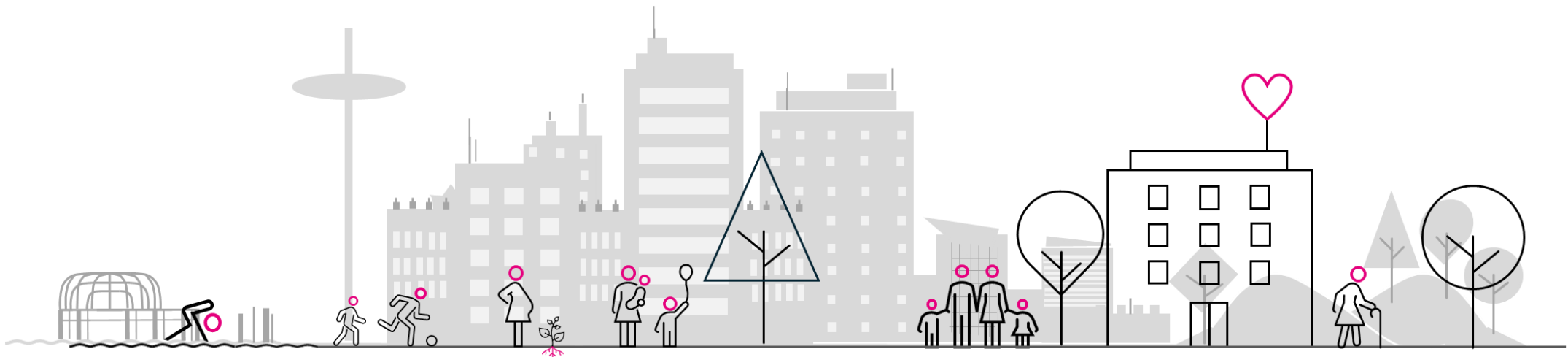


Managing risk for service users on waiting lists (including reviews) for Adult Social Care

of falls prevention guidance and collaboration on a Sussex-wide falls workshop.

Children's services have benefited from transformation projects such as Mockingbird, Reunification, and Families First, with robust social work performance maintained throughout. The council is proactively addressing school sustainability, reviewing pupil numbers and supporting schools in financial management. Continued investment in inclusive educational facilities is evident through SEND service improvement works and the successful completion of the school summer programme. The SEND Strategy is advancing, with new inclusive intervention spaces and specialist teams now supporting several schools.

Further achievements include enhanced Home to School Transport arrangements, effective health protection systems, including pandemic planning and TB screening for the homeless and support for economic activity through the Get Sussex Working Plan. Collectively, these efforts underscore the council's dedication to fostering health, wellbeing, and opportunity for all residents, ensuring Brighton & Hove remains a healthy city where people can genuinely thrive.



What we've achieved



Delivered 9 technology pilots to drive service efficiencies and savings across the council



Transformation & Innovation Portfolio of strategic programmes established to support delivery of the Council Plan, MTFS and operationalising the Learning Framework



Increased representation in our workforce profile across the council
BME 11.9% to 12.4% [City 12.1%]
Disability 9.9% to 10.2% [City 11.7%]
LGBT 15.7% to 16% [City 12.2%]



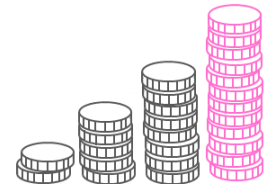
Submitted our proposals for Local Government Reorganisation in September 2025 and received Government approval for the creation of Sussex & Brighton Combined County Authority



Launched our new Health, Safety & Wellbeing policy and governance framework

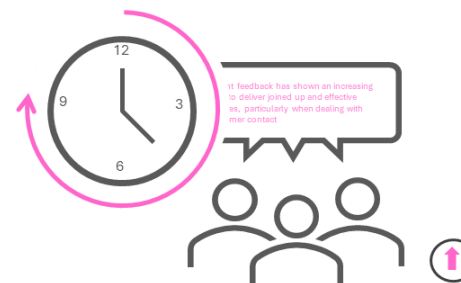


36% of the savings package is at risk with a projected overspend of around £7.8 million in 2025/26

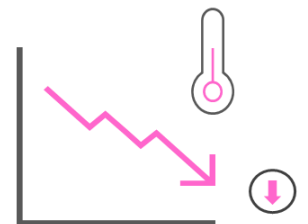


The Council's reserves position has moved from less than £7m at the beginning of 24/25 to £9m but is still lower than it should be

Delivering the Transformation & Innovation Portfolio of strategic programmes (including Asset Strategy, Contract Management, Commercialisation and Organisational change)



69% of complaints responded to in timescales (this is in the context of a projected 30% increase in complaints received)



Reducing the average number of working days lost to sickness from 10.26 to under 10 (target value)

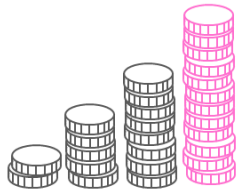
Our financial position is the biggest challenge for the council. The primary issues stem from surging demand for temporary and emergency accommodation due to the housing crisis, as well as increased demand for adult and children's services. Although we have seen small increases in our reserves position, it is still lower than required to have the flexibility to overspend this year. With 28% of our savings at risk, we are implementing additional controls and financial recovery plans to reduce the budget gap this year.

In addition to managing current pressures, we must focus on building long-term financial sustainability and transforming the council to ensure medium-term viability. This is in the context of preparing for Local Government Reorganisation and Devolution for the new Sussex and Brighton Mayoral County Combined Authority. We have agreed our Transformation and Innovation Portfolio of strategic programmes, which includes transforming our digital capabilities by integrating AI and automation to boost productivity and move away from manual processes towards cost-effective digitalisation, as well as reviewing our capital assets and office spaces to ensure maximum cost-effectiveness in how and where we work. We continue to explore innovative ways to address rising demand in adult social care, children's services and temporary accommodation alongside implementing robust commissioning and procurement arrangements.

We continue to embed our learning organisation framework to foster a culture that is connected, confident, creative, innovative, diverse, inclusive, healthy, and psychologically safe. We have seen increased representation in our workforce profile, and we are working to improve wellbeing, reducing sickness rates, through our refreshed health, safety and wellbeing policy and associated targeted support.

Our customers remain at the heart of the council, so within the challenging context we find ourselves, we strive to improve our services to meet the needs of our communities and deliver a better Brighton and Hove for all.





Financial Strategy and Resilience

The council is implementing a Medium Term Financial Strategy and Transformation & Innovation portfolio, with Cabinet and CLT holding several workshops. A first draft of savings proposals was shared as part of the December budget report, showing progress despite financial challenges.



Cultural Transformation in Environmental Services

The Culture Change Programme has enhanced leadership, digital access, and staff wellbeing, driving psychological safety, inclusivity, and continuous improvement across Environmental Services.



Becoming a Learning Organisation

Progress has been made in operationalising our Learning Framework, with ongoing development of Ideas & Learning Labs, and a refreshed performance management, values and behaviour framework being prepared for further discussion.



Mitigating Homelessness Pressures

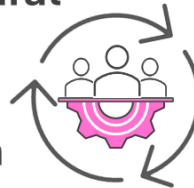
The Under Occupation Group has been re-established to strategically address under-occupation in social housing, and the council's Homelessness and Rough Sleeping Strategy for 2025–2030 is on track, with broad consultation underway and key milestones set for the coming years.

Shared Vision for Devolution and Local Government Reorganisation



A Devolution Programme Board is in place. The council has published a Cabinet report advancing the creation of a Mayoral County Combined Authority for Sussex and Brighton, with formal partnerships and leadership established. A proposal for LGR has been submitted.

Driving Cultural Change and Learning Organisation



Bespoke development interventions for directors and leadership teams are underway, and the Culture Shift Mission Group has been designed to operationalise the learning framework, with a focus on staff engagement and organisational development.

Council Housing Service Improvement



Significant progress has been made in reducing the backlog of routine repairs for council housing, with the service meeting its target of 99% of emergency repairs completed within 24 hours and customer satisfaction targets being achieved.

Governance Model Transition and Scrutiny



The transition to the leader and cabinet model has been well managed, with the full Council approving changes to enhance scrutiny through additional Task & Finish Groups and a new Scrutiny report planner, ensuring more inclusive and effective governance.

4. Strategic Risks

4.1. The council operates a Risk Management Framework, detailed in appendix 2, which outlines the process and controls in place to manage risks that may impact the council's ability to deliver the Council Plan. This framework is amended to take into account feedback received from the Corporate Peer Challenge team. The Strategic Risk Register is detailed in appendix 1.

4.2. Our Risk Management approach was audited in 2024/25 and received 'reasonable assurance'. The purpose of the audit was to provide assurance that controls are in place to meet the following objectives:

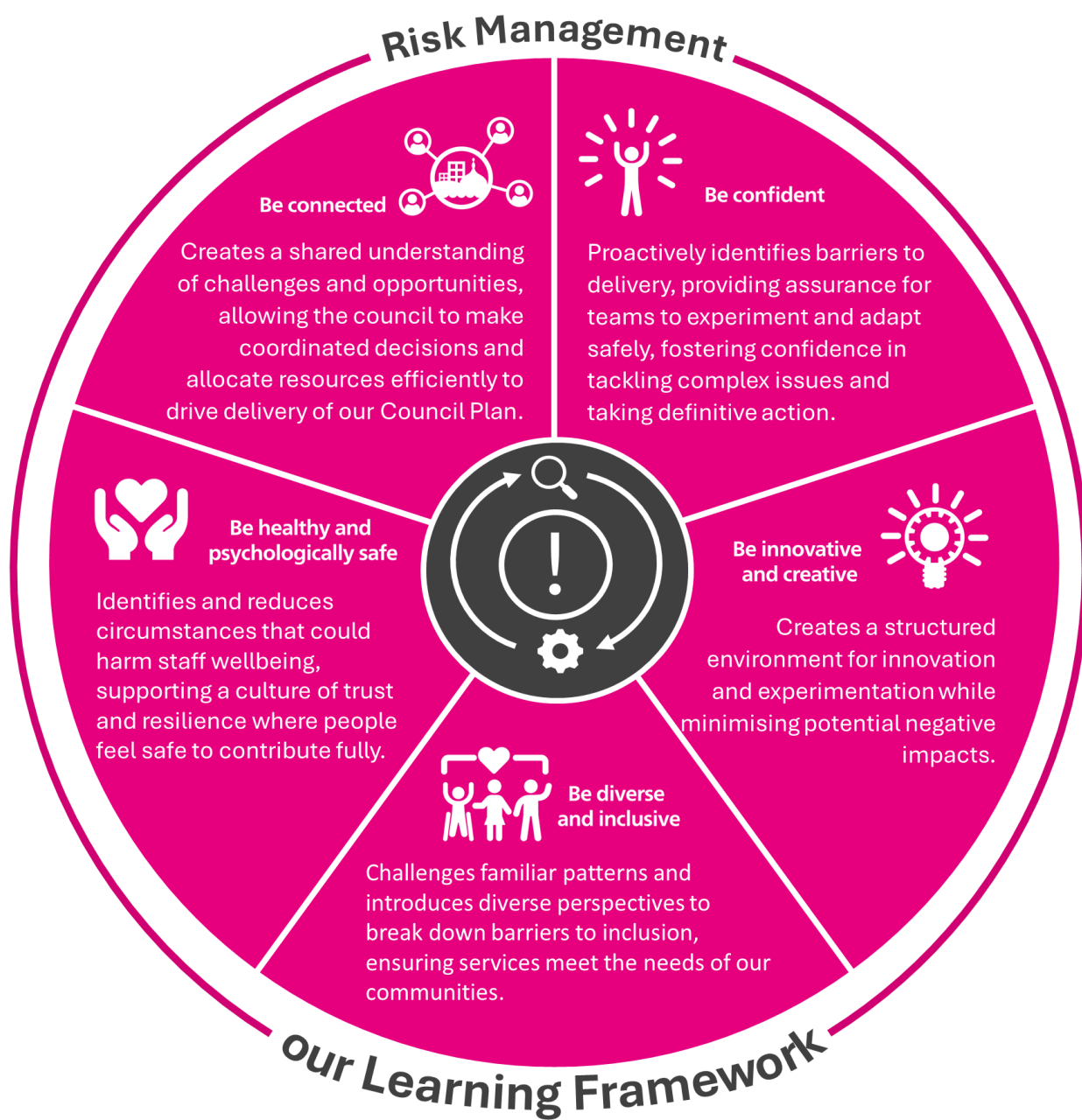
- The Council has in place a robust Risk Management Framework which facilitates effective identification, assessment and response (where appropriate) to risks.
- Management ensure that risks are subject to appropriate identification, assessment and response (where appropriate) in accordance with the organisation's Risk Management Framework.
- Effective mitigations are in place to minimise the impact and / or likelihood of occurrence of the risks identified.
- Robust reporting arrangements are in place to allow for effective senior officer and Member oversight

4.3. The Peer Review team provided the following feedback on risk:

To fully maximise the benefits of this new system (Cabinet and Leader system), attention must now be given to the quality and usability of risk management information. Risk reporting should be enhanced to provide clearer, more focused outputs, including succinct executive summaries that highlight key risks, mitigations and implications. This will help both members and officers engage more effectively with risk and make well-informed, proportionate decisions. A more tailored and accessible approach to risk information will also support stronger scrutiny, oversight and assurance.

In addition, there is a need to clarify the council's risk appetite. During the peer challenge it was not clear to the team what level of risk the organisation is willing to accept or tolerate in different decision-making contexts, whether in commercial ventures, innovation, service transformation, or capital projects. A clear articulation of risk appetite, aligned with the council's strategic ambitions and financial resilience, would enable officers and members to take measured risks confidently and responsibly.

4.4. Our Risk Management Framework is aligned to our Learning Framework



5. Analysis and consideration of alternative options

- 5.1 Appendix 1 provides the supporting information to section 3 and further details on council performance. Information in appendix 1 has been analysed to provide the summary of performance updates included in section 3.
- 5.2 Appendix 2 provides the council's approach to managing risks and Appendix 1 includes further details on the current strategic risks which feeds into developing summary of performance updates included in section 3.

6. Community engagement and consultation

- 6.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard.

7. Financial implications

- 7.1 The Council has a challenging financial position, the most challenging in the Council's history. Reserve levels are very low, and pressures on statutory services, particularly emergency and temporary accommodation, are significant. Spend controls are in place across the authority, and this could result in performance challenges across services as a result. Actions within this report to manage the financial position, for example around increasing the supply of temporary accommodation and reducing demand, are fundamental if the Council is to be able to maintain financial sustainability.
- 7.2 It is also the case that poor performance and/or a lack of robust actions to treat identified risks can result in poor value for money or financial loss to the authority. The external auditor will therefore seek evidence, as provided in this report, that demonstrates the authority has an effective framework for monitoring, reporting and managing performance and risk and balance performance and financial risks appropriately.

Name of finance officer consulted: John Hooton Date consulted: 08/01/2026

8. Legal implications

- 8.1 The Risk Management Framework described here and the actions reported on are a key part of the arrangements put in place by the council to ensure that it meets its general duty (pursuant to section 3 of the Local Government Act 1999) to ensure continuous improvement in the exercise of its functions.
- 8.2 No other direct legal implications have been identified.

Name of lawyer consulted: Allan Wells Date consulted: 16/12/2025

9. Equalities implications

- 9.1 Being a fair and inclusive council is one of the four outcomes of the Council Plan as outlined above in section 3, and with equalities related actions within the Corporate Leadership Plan, detailed in appendix 1.

- 9.2 The council monitors workforce profiles for groups with protected characteristics through the PMF and Corporate KPIs detailed in appendix 1.

10. Sustainability implications

- 10.1. There are a number of actions directly linked to sustainability within the Corporate Leadership Plan, detailed in appendix 1.
- 10.2. Sustainability related KPI measures are included within this report, detailed in appendix 1. These relate to:
- % of household waste sent for reuse, recycling and composting
 - Nitrogen Dioxide levels in Brighton and Hove (go/m³ - micrograms per cubic meter): Lewes Road, North Street and London Road
- 10.3 The council has a strategic risk linked to Net Zero and the adaptation and mitigation of climate change detailed in appendix 3.

11. Other Implications

Social Value and procurement implications

- 11.1 No further significant implications arising from this report.

Crime & disorder implications:

- 11.2 No further significant implications arising from this report.

Public health implications:

- 11.3 There are a number of actions directly linked to public health within the Corporate Leadership Plan, detailed in appendix 1.

12. Conclusion

- 12.1 The council believes it has a robust Performance Management Framework as evidenced by this report to meet the challenges of delivering the Council Plan in the financial context that local authorities are now working in.

Supporting Documentation

1. Appendices

1. Mid-year Council Plan performance update 2025/26: supporting information
2. Risk Management Framework

