

Report of:	Chief Executive
Relevant Executive Member:	The Mayor
Submitted to:	Executive
Date:	5 February 2025
Title:	Corporate Performance: Quarter Three 2024/2025
Report for:	Decision
Status:	Public
Council Plan priority:	All
Key decision:	No
Why:	Decision does not reach the threshold to be a key decision
Subject to call in:	Yes
Why:	All Executive decisions that are non-urgent are subject to call in.

Proposed decision(s)

That at Quarter Three of 2024-25, the Executive:

- approves the proposed changes to the Executive actions, detailed at Appendix 1
- notes the progress and position of the corporate performance disciplines, including the Transformation Portfolio
- notes delivery status of the Council Plan 2024-27 supporting workplan at Quarter Three, detailed at Appendix 2
- notes the Strategic Risk Register, at Appendix 3

Executive summary

This report advises the Executive of progress against corporate performance at Quarter Three 2024-25, providing the necessary information to enable the Executive to discharge its performance management responsibilities against the following performance disciplines:

- Actions pertaining to decisions approved via Executive reports;
- Delivery of the Council Plan 2024-27 and associated outcome measures;
- Strategic Risk Register performance;
- Programme and Project management performance;
- Transformation progress and performance; and
- Other matters of compliance.

Where appropriate, this report seeks approval of any changes or amendments, where these lie within the authority of the Executive.

Purpose

1. This report advises the Executive of corporate performance at the end of Quarter Three 2024/2025, and where appropriate seeks approval of any changes, where these lie within the authority of the Executive.

Recommendations

2. That the Executive:

That at Quarter Three of 2024-25, the Executive:

- approves the proposed changes to the Executive actions, detailed at Appendix 1
- notes the progress and position of the corporate performance disciplines, including the Transformation Portfolio
- notes delivery status of the Council Plan 2024-27 supporting workplan at Quarter Three, detailed at Appendix 2
- notes the Strategic Risk Register, at Appendix 3

Rationale for the recommended decision(s)

3. To enable the effective management of performance and risk in line with the Council's Local Code of Corporate Governance.

Background and relevant information

4. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.
5. This report provides the necessary information to enable the Executive to discharge its performance management responsibilities, setting out progress against priority performance disciplines and other key associated items, together with actions to be taken to address any issued identified.

6. The projected financial outturn at Quarter Three and 2024/2025, is presented separately to this meeting of the Executive, and so not repeated here. There are plans in development to integrate performance, risk and financial reporting for future financial years.
7. As part of continuous improvement in performance and risk management, the Council's Leadership Management Team (LMT) has implemented monthly reviews of corporate performance utilising a Directorate Performance dashboard, drawing data from a range of performance feeder systems.
8. The output from these sessions is reflected through quarterly updates to the Executive and covering in addition, progress in delivering actions agreed by the Executive, key Directorate performance issues and other performance-related matters.

Overall progress at Quarter Three 2024/25

9. The Council's performance overall at the end of Quarter Three 2024/25 maintained achievement in three of the five corporate performance disciplines as set out in the Council's risk appetite, a similar picture to that reported at Quarter Two 2024/25

Performance discipline	Q3 2024/25	Q2 2024/25	Q1 2024/25	Expected standard	Standard achieved	Trend
Executive actions	51% (32/63)	67% (36/54)	68% (30/44)	90%	No	↓
Council Plan 2024-27 outcome measures	13% (5/39)	13% (5/39)	13% (5/39)	90%	No	↔
Council Plan workplan	100% (55/56)	98% (55/56)	98% (55/56)	90%	Yes	↔
Strategic Risk Register	90%	91%	94%	90%	Yes	↓
Programme and Project Management	100% (14/14)	100% (15/15)	100% (18/18)	90%	Yes	↔

10. It should be noted that performance against Council Plan outcomes for Quarter Three 2024/25 is measured by tracking progress against baseline key performance indicators, as outlined in the Council Plan 2024-27 and its associated workplan. It is expected that over time, 90% of the outcome measures will be achieved.
11. As referenced in paragraph 24, as of Quarter Four 2024/25 progress of the additional proxy outcome measures will be included in these reports to demonstrate incremental progress and impact against Council Plan outcomes.

Progress in delivering Executive actions

12. Actions agreed by the Executive to deliver approved decisions are tracked by LMT, each month. If following Executive approval, any action is found to be no longer feasible, appropriate, or cannot be delivered within the approved timescales, this report will be used to advise the Executive as such, and to seek approval of alternative actions or amended timescales.
13. At Quarter Three 2024/25, 32 of 63 live actions (51%) were reported as on target to be delivered by the agreed timescales; a significant dip from the 67% reported at Quarter Two 2024/25, continuing to remain below the 90% expected standard of achievement of actions.
14. There are 12 proposed amendments to Executive actions presented for approval at Quarter Three as detailed in Appendix 1. It is assumed that the remainder of Executive actions will be achieved within originally approved timescales and a further update on progress against plans, will be provided at Quarter Three 2024/25.

15. Of those 12 amendments detailed in Appendix 1, the reasons for the proposed amendments are as follows:

- The *Middlesbrough Council: target operating model* report has an action relating to mapping out the next steps to implement the model, delayed from 20/11/2024 to 31/03/2025 due to dependencies on Executive approval of the Customer and Neighbourhood models.
- The *Newham Hall Disposal Options* report has an action relating to the submission of a hybrid planning application for the road and the housing, delayed from 30/09/2024 to 30/04/2025 due to a delay related to securing a value for money masterplan consultant.
- The *Southlands Community Facility and Sporting Hub* report has an action relating to the drafting of the new lease, delayed from 30/11/2024 to 31/01/2025, due to awaiting the legal surrender of the old lease.
- The *Town Centre Strategy* report has an action relating to the completion of various actions in Appendix A of the report, delayed from 31/10/2024 to 31/03/2025 due to a request made by the Executive for a detailed consultation with partners and stakeholders.
- The *Disposal of Land at Hemlington Grange West* report has three actions relating to POS and land appropriation, delayed from 30/08/2024 to 30/06/2025, site investigation work, delayed from 20/10/2024 to 31/09/2025, and development guidance delayed from 25/12/2024 to 31/12/2025 due to staff capacity within the service, resulting in a change to the project milestones.
- The *Developing a New Nunthorpe Community Facility* report has three actions relating to the completion of full construction designs and site investigations, delayed from 08/09/2024 to 01/03/2024; the submission of a planning application delayed from 30/11/2024 to 31/03/2025 and Planning Committee decision, delayed from 22/12/2024 to 31/04/2025 due to the recent identification of a drainage issue, now under investigation.
- The *Middlesbrough Development Company Closure* report has two actions relating to the delivery of the remaining actions in the report and Appendix, delayed due to complexities in the liquidation process that requires further work from both Finance and Regeneration staff to resolve.

Progress in delivering the Council Plan 2024-27

16. The Council Plan is the Council’s overarching business plan for the medium-term and sets out the priorities of the Elected Mayor of Middlesbrough and the ambitions for our communities and the ways in which we seek to achieve them.

17. The Leadership Team worked collaboratively with the Mayor and the Executive to develop and shape the Mayor’s priorities for the town, to inform the Council Plan 2024-27.

18. The Council Plan articulates the four priorities of the Mayor and outlines the approach that will be taken to addressing those priorities:

Mayor’s Priority	Description
A successful and ambitious town	Maximising economic growth, employment, and prosperity, in an inclusive and environmentally sustainable way.
A healthy place/	Helping our residents to live longer and healthier lives, improving life chances and opportunities to thrive.
Safe and resilient communities	Creating a safer environment, where residents can live more independent lives.
Delivering best value	Changing how we operate, to deliver the best outcomes for residents and businesses.

19. Supporting initiatives and workplans to support delivery of the Council Plan 2024-27 ambitions and measures of success and the proposed performance and governance arrangements were

approved at a meeting of the Executive on 10 April 2024, to demonstrate a robust approach to the delivery of key priority activities across Council services.

Council Plan 2024-27: outcomes

20. Progress of delivery of the Council Plan 2024-27, is monitored via detailed milestone plans which support each initiative under the four priorities and will include the success measures determining the impact upon:
 - the types of businesses being established in Middlesbrough, to ensure that we attract those which will give residents access to well-paid and rewarding careers,
 - healthy life expectancy of residents of Middlesbrough, who currently experience ill-health much earlier than wealthy areas across the UK,
 - community safety, as part of our plans to reduce crime and make residents and communities feel safer,
 - progress against the Council’s governance improvement journey, to provide assurance to members of the public and our partners, that the services we are providing are value for money.
21. Performance management and monitoring of the Council Plan adheres to the corporate programme and project management framework where applicable and is reported to all senior managers and Members as part of this quarterly corporate performance results report, presented to Executive for noting and decision, where applicable.
22. Performance overall against the Council Plan 2024-27 outcome measures at Quarter Three 2024/25, is reported as 4 of 39 (10%) improving or static, against the 90% performance standard.

Outcome Status	Q3 2024/25	Q2 2024/25	Q1 2024/25	Expected standard	Standard achieved	Trend
Number (%age) GREEN	4 / 39 (10%)	4 / 39 (10%)	4 / 39 (10%)	90%	No	↔
Number (%age) AMBER	1 / 39 (3%)	1 / 39 (3%)	1 / 39 (3%)	N/A	N/A	↔
Number (%age) RED	34 / 39 (87%)	34 / 39 (87%)	34 / 39 (87%)	N/A	N/A	↔

23. The expectation that over time and the duration of the Council Plan, 90% of the outcome measures will be achieved, as these are outcome measures predicted over the period of the Council Plan, 2024-27.
24. In the Quarter Two 2024/25 report however, Executive approved an additional set of proxy measures to demonstrate incremental progress of Council Plan 2024-27 outcomes, and which will be updated on a more frequent basis was approved by Executive. During Quarter Three 2024/25, the frequency of data collection has been increased and is being analysed, with a view to presenting progress against these measures to Executive at Year End, Quarter Four 2024/25.

Council Plan 2024-27: workplan

25. At Quarter Three 2024/25, performance against the Council Plan workplan is above the corporate standard of 90%, with 100% of all initiatives on target to be achieved in full within approved timescales.

Status	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
COMPLETED	14% (8 / 56)	5% (3 / 56)	2% (1 / 56)	90%	Yes	↑
GREEN	86% (49 / 56)	93% (52 / 56)	98% (55 / 56)			
AMBER	0% (0 / 56)	0% (0 / 56)	0% (0 / 56)	n/a	n/a	↔
RED	0% (0 / 56)	2% (1 / 56)	0% (0 / 56)	n/a	n/a	↑

Strategic Risk Register (SRR)

26. The Strategic Risk Register (SRR) sets out the key risks, which if they occurred, could stop the Council achieving its objectives, as set out in the Council Plan.
27. The Register also sets out control measures in place to reduce the impact and / or likelihood of a risk occurring, as well as further planned actions to manage the risk. Risks in the SRR are identified and managed by the Council's Leadership Management Team in line with the Risk and Opportunity Management Policy, agreed by Executive in 2023. Progress in managing these risks is reported to the Leadership Management Team on a monthly basis, with a full review of the SRR conducted on a quarterly basis. It is the role of the Executive to ensure that this occurs.
28. The more volatile the risk, the more closely it must be monitored and managed. Managers are responsible for identifying and recording the countermeasures / actions required to address risks and opportunities and maintaining those details within the Council's risk management solution. Countermeasures to risk will include actions to terminate, transfer, treat or tolerate the risk. Actions in relation to opportunity will include exploitation (fully or partially) or avoidance.
29. The Strategic Risk Register contained 14 risks at the end of Quarter Three 2024/25, following review of the SRR against the Council Plan's objectives, an update was provided to the Council's Corporate Governance arrangements risk with an additional 14 actions placed against it to strengthen the arrangements in place, as set out below:
- SR-09: *If the Council's Corporate Governance arrangements are not fit for purpose and appropriate action is not taken to rectify this at pace, this could result in censure from the Council's auditors within a public interest report that would damage the Council's reputation and / or, in government formal intervention, including removal of powers from officers and members and direction of council spend.*
30. The following additional actions were identified to manage this risk:
- SR-09f: Continue to implement a scheme of sub-delegations where appropriate to further improve governance around officer delegated decisions.
 - SR-09g: Seek an LGA Corporate Peer Challenge review within the next two years to provide an external review of the Council's corporate governance arrangements.
 - SR-09h: Corporate Governance Improvement Plan and the section 24 action plan put in place to respond to the statutory recommendations of the External Auditor and the governance weaknesses identified by CIPFA, Government and the Council itself.
 - SR-09i: A robust officer scheme of delegations and sub-delegations is required to ensure effective, appropriate, and timely taking of decisions that can be taken by officers. (20/21 action). This will be addressed following the fundamental review of the constitution in 2024.
 - SR-09j: Refreshed approach to consultation and community engagement to be developed in 2024. A revised supporting policy will then be developed.
 - SR-09k: Refresh the Information Strategy during 2024.

- SR-09l: In 2024/5 the Council will continue to deliver against its improvement plan and move towards BAU practices that provide assurance to government that the Council is maintaining a culture of good governance.
- SR-09m: Development of a Workforce Plan to ensure staff at all levels have the skills and capabilities to be successful in their roles.
- SR-09n: Complete the first annual review of the People Strategy.
- SR-09o: Complete recruitment process for all interim appointments in a Leadership Management Team position.
- SR-09p: Complete the first annual review of the Member Development Strategy to assess effectiveness and impact on culture and compliance.
- SR-09q: Commence reporting annually on how the Audit Committee has complied with CIPFA good practice, discharged its responsibilities, and include an assessment of its performance. The report should be available to the public.
- SR-09r: Review current governance arrangements for Audit Committee and make recommendations in relation to inclusion of co-opted independent members for Committee consideration.
- SR-09s: The Council will refresh its approach to customers within a revised Customer Services Strategy that will set out how customer services will be delivered within the Council's target operating model developed within the Transformation programme.

31. During Quarter Three an existing action in relation to an element of community cohesion was deactivated and replaced with risk *SR-15: Threats to Social Cohesion and Democratic Resilience* within the Strategic Risk Register which captures the risk that:

- If Communities feel disconnected and that they do not live in a safe and resilient environment that promotes the best outcomes for citizens of the town. This could lead to local flashpoints which would be damaging to community relations, the reputation and image of a multi-cultural Middlesbrough.

32. Risks within the SRR are scored three times, using the following table: the first score assesses the likelihood and impact of the risk occurring without any control measures in place; the second assesses the impact of the control measures currently in place; and the third sets a target for the management of the risk.

Likelihood (Probability)	Almost Certain >80%	5	Low (5)	Medium (10)	High (15)	High (25)	High (35)
	Likely 51% - 80%	4	Low (4)	Medium (8)	High (12)	High (20)	High (28)
	Possible 21% - 50%	3	Low (3)	Medium (6)	Medium (9)	High (15)	High (21)
	Unlikely 6- 20%	2	Low (2)	Low (4)	Medium (6)	Medium (10)	High (14)
	Rare <6%	1	Low (1)	Low (2)	Low (3)	Low (5)	Medium (7)
			1	2	3	5	7
			Insignificant	Minor	Moderate	Major	Extreme
			Impact				

Directorate Risk Registers

33. The Strategic Risk Register has a supporting suite of Directorate Risk Registers. Escalations and de-escalations of risk are agreed by the Council's Leadership team. In addition, directorate management teams review their risks, monthly. This and other measures ensure the Council has a grip on its risk management approach. Below is a summary position of actions taken during Quarter Three to manage held at the directorate level:

Directorate Risk Register	Regeneration	Adults	Public Health	Children's Services	Environment	Finance	Legal and Governance Services
New Risks	0	0	1	6	0	1	1
New Actions	1	0	3	13	0	4	10
New Assessments	2	1	1	1	1	0	1
Deactivated Risks	3	0	2	1	1	2	2

Progress in delivering Programmes and Projects

34. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic priorities. At Quarter Three 2024/25, 100% (14 of 14) of the programmes / projects within the portfolio, remained on-track to deliver against project time, cost, scope, and benefits, remaining above the expected combined standard of 90%.

Status	Q3 2024/25 position	Q2 2024/25 position	Q1 2024/25 position	Expected standard	Standard achieved	Trend
GREEN	93% (13 / 14)	100% (15 / 15)	100% (18 / 18)	90%	Yes	↔
AMBER	7% (1 / 14)	0% (0 / 15)	0% (0 / 18)			
RED	0% (0 / 15)	0% (0 / 15)	0% (0 / 18)	N/A	N/A	↔

Transformation progress and performance

35. The Council has an established Transformation Programme; *Recover, Reset, Deliver*, which is designed to align with the vision and ambitions of the Council Plan, and aims to deliver tangible outcomes that benefit the people of Middlesbrough whilst delivering value for money and a financially sustainable organisation.
36. The 'Approach to Transformation of Middlesbrough Council' report to full Council on 27 March 2024 outlined the contents of the Transformation Portfolio, which is structured around six themed programmes. These programmes encompass a range of activities, key business changes, and complex projects aimed at addressing the emerging challenges and opportunities.
37. The scope of the Transformation Programme and its associated investment provides assurance on and aims to secure the delivery of all the savings of £21.028m approved by Council at its budget meeting on 8 March 2024. Investment in the resource required to physically deliver, such as programme management, finance expertise and subject matter experts, will support the Council in delivering all approved savings.

Adults	Children's	Property	Customer	Place-based Services	Target Operating Model and Core Services
Improved efficiency of current systems and transformation of delivery model through enhanced early intervention, use of digital technologies, increased reablement and review of accommodation offer.	Improved efficiency of current systems, transformation of delivery model through enhanced early help and prevention, development of new models of placement provision and increased in-house fostering capacity.	A review of Council's asset holdings to identify short-term opportunities to maximise generation of revenue and capital receipts to support organisational transformation.	Transformation of the organisation's approach to engaging with our customers and implementation of a customer-centric end-to-end journey, enabled through a behavioural change.	A review of service accessibility to allow more focused delivery and better meet the needs of residents, alongside transformation of the Council's approach to community engagement with the public.	Design and implementation of a Target Operation Model, alongside a review of the management structure to ensure stability and delivery of core enabling service-related savings.
Programme Sponsor: Director of Adult Social Care and Health Integration	Programme Sponsor: Director of Children's Services	Programme Sponsor: Director of Regeneration and Culture	Programme Sponsor: Director of Finance (S151 Officer)	Programme Sponsor: Director of Environment and Communities	Programme Sponsor: Director of Legal and Governance

38. To ensure the success of the now established governance framework and board structure, key roles and responsibilities have been designated at each layer, with the Executive being the ultimate accountable body for successful delivery of the transformation portfolio, in its entirety.
39. This Executive-approved governance structure ensures that projects and programmes are scrutinised in a uniform way, with exceptions escalated to senior responsible officers to ensure action is taken to bring the portfolio, programmes and projects back on-track, where required and / or necessary.
40. At Quarter Three 2024/25, the position of savings within the transformation portfolio were reported to the Leadership Team and through the Transformation Portfolio governance and performance management reporting cycle arrangements, and split by RAG rating, as follows:

RAG	Savings	24/25 (£m)		25/26 (£m)		26/27 (£m)		Total (£m)		Total (%)	S/O* (£m)
	Approved Budget	(15.302)		(5.151)		(1.967)		(22.420)			
Blue	Benefits and / or saving(s) realised, with evidence provided.	(4.249)	↑	0.000		0.000		(4.249)	↑	19%	(0.909)
Green	Benefits and / or saving delivery on-track, with assured plans in place.	(6.215)	↓	(3.050)	↓	(0.140)	↔	(9.405)	↓	42%	0.000
Amber	Medium-risk to benefits and / or saving(s) delivery. Mitigation in-play, or in development.	(2.917)	↑	(0.896)	↓	(0.262)	↔	(4.075)	↑	18%	0.000
Red	High-risk to benefits and / or saving(s) delivery. Limited scope for mitigation.	(1.648)	↑	(1.205)	↑	(1.565)	↔	(4.418)	↑	20%	0.000
Purple	Benefits and / or saving(s) are undeliverable. Alternative plan / saving required, for Executive approval.	(0.273)	↑	0.000		0.000		(0.273)	↑	1%	0.000
	Total Savings	(15.302)		(5.151)		(1.967)		(22.420)		100%	(0.909)

* S/O: savings overachievement

41. The position was also be presented at Quarter Three 2024/25, by number of projects within the portfolio broken down by RAG rating, as follows:

Directorate	Benefits and / or saving(s) realised, with evidence provided.		Benefits and / or saving delivery on-track, with assured plans in place.		Medium-risk to benefits and / or saving(s) delivery. Mitigation in-play, or in development.		High-risk to benefits and / or saving(s) delivery. Limited scope for mitigation.		Benefits and / or saving(s) are undeliverable. Alternative plan / saving required, for Executive approval.		Total No. Of Projects 2024/25	
	Blue	Green	Amber	Red	Purple	TOTAL (No.)	TOTAL (%)					
Adults	7	44%	5	31%	1	6%	3	19%	0	0%	16	21%
Children's	4	27%	6	40%	1	7%	3	20%	1	7%	15	20%
Property	0	0%	3	60%	1	20%	1	20%	0	0%	5	7%
Customer	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Place Based Services	2	10%	16	80%	0	0%	2	10%	0	0%	20	26%
Target Operating Model	2	10%	15	75%	2	10%	0	0%	1	5%	20	26%
TOTAL	15	20%	45	59%	5	6%	9	12%	2	3%	76	100%

42. Delegated decision-making powers relating to any required approvals for proposed changes to time, scope, cost and benefit of individual projects programmes, enabling them to be brought back within agreed tolerances are as set out in the Programme and Project Management Framework (PPMF). This is with the exception where such changes are a key or urgent decisions and would require Executive approval through an additional report.
43. During Quarter Three 2024/25 a number of project gateways were approved. Gateway approvals are required project lifecycle stages, which ensure appropriate and robust assurance and challenge has been applied to the scoping, planning and development of the necessary project documentation and delivery plans, which are then monitored through the transformation governance arrangements.
44. The gateway approvals for Quarter Three 2024/27, are summarised below:

Thematic Programme	Project	Gateway approval type	Approved
Place-Based	Resident Parking permits charge	Business Case	Oct
Place-Based	Fortnightly Collections	Change control	
Property	Property Rationalisation	Project Brief and change control	
Property	Property Management	Change control	
Children's	Edge of Care	Project Brief	
Children's	Modernising Fostering	Project Brief	
Children's	Redesign of Short Break Provision	Project on a Page	
Children's	Review Integrated Transport Unit arrangements	Project on a Page	
Target Operating Model	Review Single Person Discounts and Student Exemption for Council Tax	Change control	
Place-Based	Increase in Recycling Education and Enforcement	Business Case	Nov
Place-Based	Charge for Waste Bins on New Developments	Change control	
Place-Based	Town Hall / Theatre	Business Case (Pt.1)	
Place-Based	Replacement Wheeled bins charge	Project on a Page	
Children's	Internal Residential	Change control	
Property	Housing Supply	Change control	
Property	Property Rationalisation	Change control	
Property	Property Management	Change control	
Customer	Customer Programme	Change control	
Place-Based	Chargeable Junk Job collection	Change control	Dec
Place-Based	Alternative operations for Captain Cook Museum	Business Case (Pt.2) and change control	
Place-Based	Fortnightly Refuse Collection	Closure report.	
Target Operating Model	Collection of Business Rates	Change control	
Target Operating Model	Collection of Council debt	Change control	
Target Operating Model	Review of Legal Services	Change control	
Children's	Modernising Fostering	Business Case	
Children's	Edge of Care	Business Case	

Progress in other corporate performance matters

Status	Q3 2024/25 position	Q2 2024/25 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	88%	100%	90%	Yes	↓
FOI / EIR responded to <20 days	69%	61%	90%	No	↑
% live SARs overdue	38%	6%	90%	No	↑
Information security incidents	30	34	N/A	N/A	↓
Incidents reported to the ICO	0	1	N/A	N/A	↑
% complaints closed in time	86%	82%	90%	No	↑

* Measure reflects actions agreed to be delivered in 2024/25

45. In addition to the above performance and risk issues, the Leadership and Management Team review a range of other performance measures on a monthly basis, including compliance with agreed actions from internal audits, responsiveness to statutory information requests, information security incidents and complaints.

46. At the end of Quarter Three 2024/25, the key points of note in matters of compliance, are:

- There has been a second quarter of improved level of compliance with statutory timescales for FOI and EIRs, however performance continues to remain below acceptable levels. Capacity in services to respond to these statutory requests continues to be impacted by the volume of requests they are also dealing with through the new Members Enquiries system in some areas.
- Compliance with the legal timescales in relation to Subject Access Requests (SARs) relates to a very small number of complex SARs (four). Requesters are receiving information from their requests as it has been prepared and the Council is in ongoing communication with them.
- The 12% of audit actions which were not completed in line with timescales relate to 4 out of the 29 priority two (now called significant in the new audit scoring framework) actions. All four of the priority one actions were completed before deadlines. All actions were completed within 14 days of going overdue.

Other potential alternative(s) and why these have not been recommended

47. The council is required to operate a performance management framework in order to ensure delivery of its best value duty; to not do so would place the council at risk of failing in its statutory responsibility in this regard.

Impact(s) of the recommended decision(s)

Financial (including procurement and Social Value)

48. There are no direct financial implications rising from the recommendations set out in this report.

Legal

49. There are no legal impacts of the proposed decisions or recommendations, and they are consistent with and will promote the achievement of the Council's legal duty to achieve Best Value.

Risk

50. The proposed recommendations are key to and consistent with supporting delivery of the Council's strategic priorities and risks, as set out in the Council Plan.

Human Rights, Public Sector Equality Duty and Community Cohesion

51. The ambitions of the Council Plan set out how the Council will improve outcomes for all its residents and highlight where additional activity is required to address inequalities in outcomes that exist across groups and individuals. This approach was impact assessed as part of the development of the 2024-2027 Council Plan, which found that the plan would have a positive impact by addressing inequalities.

Climate Change / Environmental

52. The ambitions of the Council Plan set out how the Council will protect and improve our environment, as part of the "A healthy place" priority which focuses on improving levels of recycling, protecting and improving parks and open spaces, and improving environment standards of the town. There are no direct impacts on this theme as a result of this and

performance to date is reflected in Appendix 2: Council Plan workplan; progress at Quarter Three 2024/25. Where impact on climate change and environment is considered as part of wider programmes, projects or Executive reports, these will be referenced within the detail of the report.

Children and Young People Cared for by the Authority and Care Leavers

53. The ambitions of the Council Plan set out how the Council will respond and react to Children and Young People cared for by the authority and care leavers, across the "A successful and ambitious town", "A healthy place", and "Safe and Resilient Communities" priorities. There are no direct impacts on this theme as a result of this and performance to date is reflected in Appendix 2: Council Plan workplan; progress at Quarter Two 2024/25. Where impact on Children and Young People cared for by the authority and care leavers is considered as part of wider programmes, projects or Executive reports, these will be referenced within the detail of the report.

Data Protection / GDPR

54. Whenever the council delivers activities and uses data to assess impact, it takes the necessary steps to ensure it complies with the requirements of GDPR In any use of personal data that is undertaken within that work.

Actions to be taken to implement the recommended decision(s)

Action	Responsible Officer	Deadline
Performance management feeder systems to be updated according to approval from Executive.	J Chapman	12/02/2025

Appendices

1	Executive Actions: proposed amendments at Quarter Three 2024/25
2	Council Plan Workplan: progress at Quarter Three 2024/25
3	Strategic Risk Register

Background papers

Body	Report title	Date
Council	The Council Plan 2024-27	08/03/2024
Council	Approach to Transformation of Middlesbrough Council	27/03/2024
Council	Transformation of Middlesbrough Council	24/04/2024
Executive	Quarter One Corporate Performance Report	04/09/2024
Executive	Quarter Two Corporate Performance Report	04/12/2024

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