

Report of:	Chief Executive, Erik Scollay
Relevant Executive Member:	The Mayor, Chris Cooke
Submitted to:	Executive
Date:	3 September 2025
Title:	Corporate Performance Quarter One 2025/2026
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 Executive:

- notes the progress and position of the corporate performance disciplines, including activity within the Transformation Portfolio
- notes delivery status of the Council Plan 2024-27 supporting workplan, detailed at Appendix 2
- notes the Strategic Risk Register, at Appendix 4
- approves proposed changes to the Executive actions, detailed at Appendix 1
- approves the proposed changes to the Council Plan 2024-27 supporting workplan actions, detailed at Appendix 3

Executive summary

This report advises the Executive of progress against corporate performance at Quarter One 2025/26, 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

1. Purpose of this report and its contribution to the achievement of the Council Plan ambitions

1.1 This report advises the Executive of corporate performance at the end of Quarter One 2025/2026, and where appropriate seeks approval of any changes, where these lie within the authority of the Executive. The primary purpose of the report is to set out how effectively the Council is delivering activity to deliver against each of the Council Plan priorities, aims and underpinning workplan activities.

Our ambitions	Summary of how this report will support delivery of these ambitions and the underpinning aims
A successful and ambitious town	13 Council Plan Workplan initiatives are supporting delivery of the Council Plan's ambitions and aims to achieve a successful and ambitious town which are reported within this report.
A healthy place	22 Council Plan Workplan initiatives are supporting delivery of the Council Plan's ambitions and aims to achieve a healthy place which are reported within this report.
Safe and resilient communities	8 Council Plan Workplan initiatives are supporting delivery of the Council Plan's ambitions and aims to achieve safe and resilient communities across Middlesbrough which are reported within this report.
Delivering best value	13 Council Plan Workplan initiatives are supporting delivery of the Council Plan's ambitions and aims to achieve safe and resilient communities across Middlesbrough which are reported within this report.

2. Recommendations

2.1 That the Executive:

- notes the progress and position of the corporate performance disciplines, including the Transformation Portfolio
- approves the proposed changes to the Executive actions, detailed at Appendix 1
- notes delivery status of the Council Plan 2024-27 supporting workplan at Quarter One, detailed at Appendix 2
- approves the proposed changes to the Council Plan 2024-27 supporting workplan actions, detailed at Appendix 3
- notes the Strategic Risk Register, at Appendix 4

3. Rationale for the recommended decision(s)

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

4. Background and relevant information

4.1 The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.

4.2 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 issues identified.

4.3 The projected financial outturn at Quarter One and 2025/2026, 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.

4.4 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.

4.5 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 One 2025/26

4.6 The Council's performance overall at the end of Quarter One 2025/26 saw progress towards expected performance standards, as set out in the Council's risk appetite, achieved in two of the five corporate performance disciplines.

Performance discipline	Q1 2025/26	Q4 2024/25	Expected standard	Standard achieved	Trend
Executive actions	69% (50/72)	64% (30/47)	90%	No	↑
Council Plan 2024-27 outcome measures	20% (8/40)	30% (12/40)	90%	No	↓
Council Plan workplan	88% (44/56)	89% (46/56)	90%	No	↓
Strategic Risk Register	93%	91%	90%	Yes	↑
Programme and Project Management	100% (17/17)	100% (17/17)	90%	Yes	↔

4.7 As activity within the Council Plan workplan has rolled over from Quarter Four 2024/25 to Quarter One 2025/26, trend data has been carried forward to demonstrate progress.

4.8 Should be noted that performance against Council Plan outcomes for Quarter One 2025/26 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.

Progress in delivering Executive actions

4.9 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.

4.10 At Quarter One 2025/26, 50 of 72 live actions (69%) were reported as on target to be delivered by the agreed timescales; an improvement from the 64% reported at Quarter

Four 2024/25 Year End, though continuing to remain below the 90% expected standard of achievement of actions.

4.11 There are 13 proposed amendments to Executive actions presented for approval at Quarter One, which are detailed at 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 Two 2025/26.

4.12 Of the 13 proposed amendments detailed in Appendix 1, the reasons for the proposed amendments are as follows:

- The *Middlesbrough Council; Target Operating Model* report included an action relating to mapping out the next steps for implementation, delayed from 31/03/2025 to 30/09/2025, due to a dependency on a senior management review.
- The *Resetting the Council's Approach to Transformation and Delivery of the Council Plan* has three actions at risk, relating to the establishment of a continuous improvement team, the recruitment to a Head of Transformation post and the implementation of the Transformation Programme boards, delayed from 30/06/2025 to 30/09/2025, due to a dependency on a senior management review and future structures to be determined.
- The *Breastfeeding Borough Declaration* report has two actions at risk, one relating to the implementation of the Breastfeeding Boroughs Declaration and one relating to achieving full Breastfeeding Borough status, delayed from 31/03/2025 to 30/03/2026, as a result of awaiting funding approval through Family Hubs for infant feeding workstream and delays from partners getting work completed.
- The *Dental Health and the Impact of COVID-19* report has an action relating to developing a locally tailored oral health strategy, delayed from 30/06/2025 to 31/12/2025 due to awaiting assessment of the impact following receipt of the draft strategy from the ICB and the development of a workplan for implementation.
- The *Restoration of the Old Town Hall* report has two actions at risk, relating to the hire of a contractor, delayed from 25/06/2025 to 31/08/2025 and for work to begin on site, delayed from 30/06/2025 to 30/09/2025, due to a 6 week delay in completing the Tender process.
- The *Disposal of land at Hemlington Grange West* report has two actions at risk, one relating to POS & Land Appropriation and the submission of an Outline Planning Application, delayed from 30/06/2025 to 30/09/2025, due to a delay in receiving the outcome of Biodiversity Net Gain to progress.
- The *Newham Hall Disposal Options Update* report has an action regarding the Defray of LUF2 money to install the onsite highways infrastructure, delayed from 30/09/2025 to 30/04/2026, due to a revision of timescales based on contractor information.
- The *Levelling Up Partnership* report, has an action relating to the implementation of LUP programme for Middlesbrough, delayed from 31/03/2025 to 31/03/2026 due to the S31 grant funding been given the flexibility to extend the use of funding to the end of March 2026.

Progress in delivering the Council Plan 2024-27

- 4.13 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.
- 4.14 The Leadership Team collaborated with the Mayor and the Executive to develop and shape the Mayor's priorities for the town, to inform the Council Plan 2024-27.
- 4.15 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.

- 4.16 The underpinning initiatives and workplans which enable effective 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, and together they demonstrate a robust approach to the delivery of key priority activities across Council services.

Council Plan 2024-27: outcomes

- 4.17 Progress of delivery of the Council Plan 2024-27, is monitored via detailed milestone plans which support each initiative under the four priorities and link to 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.
- 4.18 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.

- 4.19 Performance overall against the Council Plan 2024-27 outcome measures at Quarter One 2025/26, is reported as 8 of 40 (20%) either of an improving or static trend, against the 90% performance standard, detailed in the table below:

Outcome Status	Q1 2025/26	Q4 2024/25	Expected standard	Standard achieved	Trend
Number (%age) GREEN	8/40 (20%)	10/40 (25%)	90%	No	↓
Number (%age) AMBER	0/40 (0%)	2/40 (5%)	N/A	N/A	↓
Number (%age) RED	32/40 (80%)	28/40 (70%)	N/A	N/A	↑

- 4.20 It should be noted that trends fluctuate throughout the year, influenced by a range of factors such as seasonal variations and a time lag in published data sets being updated. The expectation is 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.
- 4.21 Current and previous outcome measures have generally focused on existing published data sets which whilst they provide consistency and regional and national comparators, meaningful localised data and insights would be more impactful.
- 4.22 A level of strategic cohesion and planning is required to ensure delivery of all Council activity, contributes towards effective and successful delivery of the Council Plan priorities through articulation of what it is we want to achieve / impact / change (the outcomes) and how we then deliver that change (through an enabling strategy) for each Priority. Those outcomes then drive our direction and intention as a Council.
- 4.23 Outcome measures for the next iteration of the Council Plan are being developed throughout Quarter Two 2025/26 and will be derived through collaboration with services, to understand the impactful work that we as an authority have influence over in shaping and affecting.

Council Plan 2024-27: workplan

- 4.24 At Quarter One 2024/25, performance against the Council Plan workplan is below the corporate standard of 90%, with 86% of all initiatives on target to be achieved in full, within approved timescales, with further detail provided at Appendix 2.

Status	Q1 2025/26 position	Q4 2024/25 position	Expected standard	Standard achieved	Trend
COMPLETED	36% (20/56)	23% (13 / 56)	90%	Yes	↓
GREEN	50% (28/56)	66% (37 / 56)			
AMBER	0% (0/56)	0% (0 / 56)	n/a	n/a	↔
RED	14% (8/56)	11% (6 / 56)	n/a	n/a	↑

4.25 There are eight Council Plan initiatives reporting as off-track at Quarter One 2025/26 as summarised below:

- *Prevent and / or delay the need for formal service provision through improved access to reliable and timely advice and information, to support independent and healthy living*, is delayed from 31/03/2025 to 31/08/2025 due to a dependency on the redesign of the Adult Social Care approach through ‘Three Conversations’.
- *Increase pathways offer for homeless households that embody choice; safety and dignity and provide routes into sustainable, long-term accommodation*, is delayed from 31/03/2025 to 30/03/2026 due to obtaining Executive approval later than planned, impacting timescales for implementation.
- *Increase the effectiveness of prevention through the development of more signposting and a consistent strengths-based approach to the promotion of independence at the “front door” of Adult Social Care*, is delayed from 31/03/2025 to 31/10/2025 due to a dependency on the implementation of the Customer Model and Three Conversations approach.
- *Work with partners to ensure safe and effective systems and processes are in place for the protection of victims of domestic abuse and their children*, is delayed from 31/03/2025 to 30/10/2025 due to a delay in a change of approach requiring a needs assessment to inform a new strategy.
- *Implement new delivery model for procurement*, delayed from 31/03/2025 to 31/12/2025, due to awaiting the outcome of piloting a new contract management model.
- *Improve health literacy through delivery of a Health Start pilot model for prevention of ill-health in schools*, delayed from 30/06/2025 to 31/12/2026 due to timescales for the pilot being extended to September 2026.
- *Increase the local economic impact of new job creation in key sectors*, delayed from 01/06/2025 to 31/01/2026 due to an unavoidable delay to timescales to relocate Community Learning as a result of asbestos being identified in the primary survey of the new location.
- *Increase the level of grant income to support the development of new service initiatives*, delayed from 01/06/2025 to 30/09/2025 due to a delay in recruiting to a Grants Officer post to support this initiative which has impacted upon delivery timescales.

4.26 There are eight proposed amendments to Council Plan workplan actions presented for approval at Quarter Four as detailed at Appendix 3. It is assumed that the remainder of Council Plan workplan actions will be achieved within originally approved timescales

and a further update on progress against plans, will be provided at Quarter Two 2025/26.

Strategic Risk Register (SRR)

- 4.27 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.
- 4.28 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 monthly, with a full review of the SRR conducted on a quarterly basis.
- 4.29 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.
- 4.30 The Strategic Risk Register contains 15 risks at the end of Quarter One 2025/26. This is a rise of one risk following inclusion of the risk in relation to Dedicated Schools Grant which was reported in the Quarter Four 2024/25 report.
- 4.31 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

- 4.32 The Strategic Risk Register has a supporting suite of Directorate Risk Registers. The Council's Leadership team agrees escalations and de-escalations of risk. In addition,

directorate management teams review their risks, monthly. This and other measures ensure the Council has a grip on its risk management approach.

4.33 Below is a summary position of actions taken at Directorate level during Quarter One 2025/26, to manage risks:

Directorate Risk Register	Regeneration	Adults	Public Health	Children's Services	Environment	Finance	Legal and Governance Services
New Risks	0	1	0	0	4	0	0
New Actions	5	16	0	5	19	0	5
New Assessments	11	0	0	1	10	9	3
Deactivated Risks	2	0	0	0	0	1	1

Progress in delivering Programmes and Projects

4.34 The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic priorities. At Quarter One 2025/26, 100% (17 in total) 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	Q1 2025/26 position	Q2 2024/25 position	Expected standard	Standard achieved	Trend
GREEN	100% (17 / 17)	100% (17 / 17)	90%	Yes	↔
AMBER	0% (0 / 17)	0% (0 / 17)			
RED	0% (0 / 17)	0% (0 / 17)	N/A	N/A	↔

Transformation progress and performance

4.35 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.

4.36 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.

- 4.37 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.
- 4.38 A report on 'Resetting the Council's approach to Transformation and Delivery of the Council Plan' was approved at Executive on 30 April 2025, which will see a reduction in strategic programmes from six to four; Customer, Neighbourhood, Housing and Digital.
- 4.39 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.
- 4.40 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.
- 4.41 The position of savings within the transformation portfolio are reported to the Leadership Team and through the Transformation Portfolio governance and performance management reporting cycle arrangements, and detail and summary for Quarter One 2025/26 of financial savings achieved, is provided in the Revenue and Capital Outturn report presented at the same meeting of the Executive and so are not repeated here.
- 4.42 As of 2025/26 and to assist with the new direction to ensure the transformation portfolio is focused on delivering true transformational change, through new approaches to service delivery design, driving improved efficiencies and the implementation of effective demand management, the portfolio now only consists of programmes and projects with savings been managed separately to ensure governance arrangements are pragmatic and proportionate.
- 4.43 At Quarter One 2025/26, the position of projects within the transformation portfolio having been reported to the Leadership Team through the Transformation Portfolio governance arrangements, is summarised below by the number of projects within the portfolio and by RAG rating, as follows:

RAG	Adults		Children's		Property		Customer		Place-Based		Target Operating Model and Core Services		Total (No.)	Total (%)
Benefits and / or saving on-track. Assured plans in place.	0	0%	2	29%	3	60%	0	0%	4	80%	1	17%	10	36%
Medium-risk to benefits and / or saving(s). Mitigation in-play, or in development.	3	75%	3	43%	2	40%	1	100%	0	0%	0	0%	9	32%
High-risk to benefits and / or saving(s). Limited scope for mitigation.	1	25%	2	29%	0	0%	0	0%	1	20%	5	83%	9	32%
TOTAL	4	14%	7	25%	5	18%	1	4%	5	18%	6	21%	28	100%

- 4.44 At the end of Quarter One 2025/26, 10 out of 28 live projects are on track to deliver, equating to 36% of the portfolio.

4.45 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.

4.46 During Quarter One 2025/26 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.

4.47 The gateway approvals for Quarter One 2025/26, which demonstrate movement through the project lifecycle, are summarised below:

Thematic Programme	Project	Gateway approval type	Approved
Children's	SHIFT Project, a multidisciplinary approach in prevention	Change Control	April
Customer	Cisco Finesse implementation	Project Brief	
Children's	Edge of Care	Change Control	May
Children's	High Needs Resource Allocation System	Project Brief	
Children's	Placements	Project Closure Report	
Place-Based	Junk Job collection will be chargeable	Project Closure Report	
Target Operating Model	Reduction in Contractual Spend	Change Control	
Target Operating Model	Digitalise procurement activity	Project Brief	
Target Operating Model	Magic Notes	Project Brief	
Children's	ConTROCC	Project Brief	June
Children's	High Needs Resource Allocation System	Business Case	
Place-Based	Resident Parking Permits Charge	Change Control	

Progress in other corporate performance matters

Status	Q1 2025/26 position	Q4 2024/25 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	73%	87.4%	90%	Yes	↓
FOI / EIR responded to <20 days	68%	66%	90%	No	↑
% live SARs overdue	16%	19%	90%	No	↓
Information security incidents	27	32	N/A	N/A	↓
Incidents reported to the ICO	1	2	N/A	N/A	↓
% complaints closed in time	80%	82%	90%	No	↓

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

4.49 At the end of Quarter One 2025/26, the key points of note in matters of compliance, are:

- The audit actions which were not completed in line with timescales relate to five Priority Two actions from the procurement card audit of Children's Services internal audit, for which information has been sent to Veritau and two Priority Two actions for the Commercial Property Income, again evidence has been submitted to Veritau. All other actions were completed within fourteen days of going overdue.
- There has been a slight increase in the level of compliance with our statutory timescales for FOI and EIRs, however capacity within services remains to be a root cause of continued lower compliance in this area. The new system referred to in the previous Quarter Four 2024/25 report will be active within Quarter Two 2025/26. The aim is that an improved method for responding will aid in the increase of compliance for services.
- Compliance with the legal timescales in relation to Subject Access Requests (SARs) continues to relate to a very small number of complex SARs. However, the volume of SAR requests has risen in particular for Children's Services by an average of 35%. Steps have been taken to increase the staffing capacity of the central team which manages these requests with an additional post currently out for recruitment.

5. Ward Member Engagement if relevant and appropriate

5.1 Not applicable.

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

6.1 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.

7. Impact(s) of the recommended decision(s)

Topic	Impact
Financial (including procurement and Social Value)	There are no direct financial implications rising from the recommendations set out in this report.
Legal	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	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	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.
Reducing Poverty	The ambitions of the Council Plan set out how the Council will work with partners to support our residents out of poverty and improve community resilience to prevent people falling into poverty. Meeting this challenge is central to all of the ambitions within the Council Plan.
Climate Change / Environmental	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 One 2025/26. 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	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 One 2025/26. 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	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	30 Sept 2025

Appendices

1	Executive actions proposed amendments at Quarter One 2025/26
2	Council Plan workplan progress at Quarter One 2025/26
3	Council Plan Workplan; proposed amendments at Quarter One 2025/26
4	Strategic Risk register progress at Quarter One 2025/26

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 2024/25 Corporate Performance Report	04/09/2024
Executive	Quarter Two 2024/25 Corporate Performance Report	04/12/2024
Executive	Quarter Three 2024/25 Corporate Performance Report	05/03/2025
Executive	Quarter Four and Year End 2024/25 Corporate Performance Report	11/06/2025

Contact: Gemma Cooper, Head of Strategy, Business and Customer

Email: gemma_cooper@middlesbrough.gov.uk