

MIDDLESBROUGH COUNCIL

Report of:	Chief Executive, Erik Scollay
Relevant Executive Member:	The Mayor, Chris Cooke
Submitted to:	Executive
Date:	3 December 2025
Title:	Corporate Performance Quarter Two 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:

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

Executive summary

This report advises the Executive of progress against corporate performance at Quarter Two 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 Two 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:

- 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
- notes delivery status of the Council Plan 2024-27 supporting workplan, detailed at Appendix 2
- notes the progress and position of the corporate performance disciplines, including activity within the Transformation Portfolio
- 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 Two 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 Two 2025/26

- 4.6 The Council's performance overall at the end of Quarter Two 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	Q2 2025/26	Q1 2025/26	Expected standard	Standard achieved	Trend
Executive actions	75% (60/80)	69% (50/72)	90%	No	↑
Council Plan 2024-27 outcome measures	25% (10/40)	20% (8/40)	90%	No	↑
Council Plan workplan	97% (54/56)	88% (44/56)	90%	Yes	↑
Strategic Risk Register	95%	93%	90%	Yes	↑
Programme and Project Management	79% (34/43)	100% (17/17)	90%	No	↓

- 4.7 It should be noted that performance against Programme and Project Management for Quarter Two 2025/26, is against all programmes and projects within the overarching portfolio, which now includes transformation programmes and projects, previously reported separately.
- 4.8 It should be noted that performance against Council Plan outcomes for Quarter Two 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 of such, and to seek approval of alternative actions or amended timescales.
- 4.10 At Quarter Two 2025/26, 60 of 80 live actions (75%) were reported as on target to be delivered by the agreed timescales; an improvement from the 69% reported at Quarter One 2025/26, though continuing to remain below the 90% expected standard of achievement of actions.
- 4.11 There are 15 proposed amendments to Executive actions presented for approval at Quarter Two, 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 Three 2025/26.
- 4.12 Of the 15 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 and a further delay to 31/12/2025, due to a dependency on recruiting to the Transformation lead post.
 - The *Resetting the Council's Approach to Transformation and Delivery of the Council Plan* has an action, relating to the establishment of a continuous improvement team, which is delayed from 30/06/2025 to 30/09/2025 and a further delay to 31/03/2026, due to a dependency on recruiting to the Head of Transformation post.
 - The *Disposal of land at Hemlington Grange West* report has nine actions at risk, relating to the outcome of Biodiversity Net Gain (a legal requirement of the planning process) to progress, with an overall expected delay in timescales from 14/09/2027 to 11/09/2028.
 - The *SHiFT Programme Progress Update* report has an action to provide a six-month update on progress, delayed from 30/09/2025 to 31/12/2025 due to a change of Executive Director of Children's Services.
 - The Residential and Supported Accommodation for Children in Our Care and Care Leavers Update report has an action relating to providing an update on the new approach and impact, delayed from 30/09/2025 to 31/12/2025 due to additional time required to confirm project approach and financial impact.
 - The *Environment Scrutiny Panel Waste Management Action Plan* included an action related to the provisioning, positioning and placement of bins on new developments, which is delayed from 31/07/2025 to 28/02/2026 due to awaiting the outcome of consultation with key stakeholders.
 - The *Housing Supply* report has an action relating to completing refurbishment works on Tranche 1, delayed from 31/08/2025 to 31/12/2025 due to a proposed change of approach to delivery that will be set out in a report to Executive in December 2025.

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 Two 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	Q2 2025/26	Q1 2025/26	Expected standard	Standard achieved	Trend
Number (%age) GREEN	8/40 (20%)	8/40 (20%)	90%	No	↔
Number (%age) AMBER	2/40 (5%)	0/40 (0%)	N/A	N/A	↑
Number (%age) RED	30/40 (75%)	32/40 (80%)	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 Three 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 Two 2025/26, performance against the Council Plan workplan is above the corporate standard of 90%, with 97% of all initiatives on target to be achieved in full, within approved timescales, with further detail provided at Appendix 2.

Status	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
COMPLETED	50% (28/56)	36% (20/56)	90%	Yes	↑
GREEN	46% (26/56)	50% (28/56)			
AMBER	0% (0/56)	0% (0/56)	n/a	n/a	↔
RED	4% (2/56)	14% (8/56)	n/a	n/a	↑

4.25 There are two Council Plan initiatives reporting as off-track at Quarter Two 2025/26, summarised below:

- *Increase the level of grant income to support the development of new service initiatives*, is delayed from 01/06/2025 to 30/09/2025 and a further delay to 31/03/2026 due to timescales associated with recruiting to a Grants Officer post to support this initiative, impacting delivery timescales.
- *Develop a Community Capacity Building Strategy with focus on social capital and community wealth building* is delayed from 31/08/2025 to 31/01/2026, due to the strategy requiring further revision to align with NHS new 10-year plan and Local Authority Neighbourhood structures.

4.26 There are four proposed amendments to Council Plan workplan actions presented for approval at Quarter Two 2025/26 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 Three 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 LMT in line with the Risk and Opportunity Management Policy, agreed by Executive in 2023. Progress in managing these risks is reported to the LMT 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 SRR contains 15 risks at the end of Quarter Two 2025/26. 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.

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 Insignificant	2 Minor	3 Moderate	5 Major	7 Extreme

Directorate Risk Registers

4.31 The SRR 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.

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

Directorate Risk Register	Regeneration	Adults	Public Health	Children's Services	Environment	Finance	Legal and Governance Services
New Risks	0	0	0	3	0	1	4
New Actions	0	0	0	31	9	0	22
New Assessments	3	2	2	1	4	1	7
Deactivated Risks	0	0	2	0	0	1	1

Progress in delivering Programmes and Projects

4.33 The Council maintains a portfolio of corporate and transformation programmes and projects in support of achievement of the Council's strategic priorities.

4.34 The 'Approach to Transformation of Middlesbrough Council' report to full Council on 27 March 2024 outlined the contents of the Transformation Portfolio, which was structured around six themed programmes.

- 4.35 A further report on *'Resetting the Council's approach to Transformation and Delivery of the Council Plan'* was approved at Executive on 30 April 2025, reducing the strategic programmes from six to four; Customer, Neighbourhood, Housing and Digital which now forms the Council's Transformation Programme.
- 4.36 This will 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.
- 4.37 Savings initiatives are now being managed separately to ensure governance arrangements are pragmatic and proportionate.
- 4.38 Projects have been reviewed and incorporated into the Council's overarching portfolio of corporate programmes and projects and are categorised as either transformation or corporate, with progress against performance reported accordingly.
- 4.39 New monthly Directorate and Corporate Performance Boards have been established to replace the previous Thematic Programme and Corporate Transformation Boards and include monitoring the performance of progress against the delivery of all strategic programmes and projects, Executive actions and Council Plan workplan initiatives.
- 4.40 To ensure the success of the 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.
- 4.41 An Executive-approved governance structure ensures that projects and programmes are overseen, assured and monitored against the approved Programme and Project Management Framework in a consistent and effective 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.
- 4.42 At Quarter Two 2025/26, 79% of the total of both corporate and transformation projects within the overarching portfolio are on-track to deliver against project time, cost, scope, and benefits, which is below the expected combined standard of 90%.

Status	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
GREEN	70% (30/43)	100% (17 / 17)	90%	No	↓
AMBER	9% (4/43)	0% (0 / 17)			
RED	21% (9/43)	0% (0 / 17)	N/A	N/A	↑

Corporate projects progress and performance

4.43 At Quarter Two 2025/26, 81% of corporate projects are on-track to deliver against project time, cost, scope, and benefits, which is below the expected combined standard of 90%.

Status	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
GREEN	73% (27/37)	100% (17 / 17)	90%	No	↓
AMBER	8% (3/37)	0% (0 / 17)			
RED	19% (7/37)	0% (0 / 17)	N/A	N/A	↑

4.44 A further breakdown of the RAG status of corporate projects by Directorate is summarised as follows:

RAG definition	Adults		Children's		Environment		Legal and Governance		Finance		Regeneration		Portfolio total no. projects	Portfolio total % projects
	No. of projects	% of projects	No. of projects	% of projects	No. of projects	% of projects	No. of projects	% of projects	No. of projects	% of projects	No. of projects	% of projects		
Project on-track against time, scope, cost and benefit, with assured plans in place.	0	0%	3	36%	9	90%	1	100%	1	33%	13	93%	27	73%
Some risk to project time, scope, cost and benefit, with mitigation in place, or in development.	0	0%	2	25%	0	0%	0	0%	0	0%	1	7%	3	8%
High risk to project time, scope, cost and benefit, with limited scope for mitigation.	1	100%	3	38%	1	10%	0	0%	2	67%	0	0%	7	19%
Portfolio totals as no. and %	1	3%	8	21%	10	27%	1	3%	3	8%	14	38%	37	100%

Transformation projects progress and performance

4.45 At Quarter Two 2025/26, 67% of transformation projects, are on-track to deliver against the approved project timescales, costs to deliver, scope and remit, and financial and non-financial benefits, which is below the expected combined standard of 90%.

Status	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
GREEN	50% (3/6)	N/A	90%	No	N/A
AMBER	17% (1/6)	N/A			
RED	33% (2/6)	N/A	N/A	N/A	N/A

4.46 A further breakdown of the RAG status of projects by transformation programme is summarised as follows:

RAG definition	Customer		Neighbourhood		Digital		Housing		Portfolio total no. projects	Portfolio total % projects
	No. of projects	% of projects	No. of projects	% of projects	No. of projects	% of projects	No. of projects	% of projects		
Project on-track against time, scope, cost and benefit, with assured plans in place.	2	67%	0	0%	1	50%	0	0%	3	50%
Some risk to project time, scope, cost and benefit, with mitigation in place, or in development.	1	33%	0	0%	0	0%	0	0%	1	17%
High risk to project time, scope, cost and benefit, with limited scope for mitigation.	0	0%	0	0%	1	50%	1	100%	2	33%
Portfolio totals as no. and %	3	50%	0	0%	2	33%	1	17%	6	100%

4.47 To date the focus on transformation has been two-fold; to deliver essential savings and achieve change. Moving forward and as part of the refresh of Council Plan workplan and outcomes and detailed in a report to the December Executive entitled *Council Plan 2026/27-29: Outcomes Refresh*, there will be a stronger focus on the outcomes to be delivered, which represent measurable results or impacts of contributing initiatives and activities.

4.48 Becoming outcome-focused ensures that everything the organisation does is directed towards making a measurable and lasting difference for residents, communities and businesses. An outcome-based approach provides a clear line of sight between strategic priorities, service delivery, and the changes we aim to achieve across the town. It allows us to set clear goals, measure progress and make evidence-based decisions about where to target resources and for the greater benefit. This approach supports effective performance management and continuous improvement, ensuring value for money, as well as meeting the needs of its communities.

4.49 To that end, in changing the metrics that we measure, we will change the focus of our transformation journey to something more sustainable and impactful, continuous improvement. Continuous improvement, will see the Council become more efficient,

focusing on long term projects to improve outcomes for both residents and bring about town-level change.

Project gateway approvals

4.50 Project gateway approvals are required throughout the life of a project to ensure appropriate and robust assurance and challenge has been applied to the scoping, planning, development and delivery of the necessary project documentation and delivery plans, which are monitored through the recently introduced Directorate and Corporate Performance Boards.

4.51 Delegated decision-making powers relating to proposed changes to the approved time, scope, cost and benefit of individual programmes and projects are in place, enabling those that are off-track to be brought back within agreed tolerances, as set out in the Programme and Project Management Framework (PPMF). This is with the exception of any key changes or urgent decisions that require Executive approval, which require an additional report.

4.52 In Quarter Two 2025/26, there were six project gateway approvals as summarised below:

Directorate / Programme	Project name	Gateway type	Approved
Adult Social Care	Temporary Accommodation and Support Review	Project Closure Report	Jul
Adult Social Care	Strength-based Practice	Project Closure Report	
Legal and Governance	Review of MBC Customer Relationship Manager (CRM) and Content Management System (CMS)	Project Closure Report	Aug
Legal and Governance	SharePoint	Change Control	Sep
Regeneration	Hemlington Grange West	Change Control	
Customer Programme	MBC Customer Access to Services and Single View of the Customer	Project Brief	

Progress in other corporate performance matters

Status	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	78%	73%	90%	No	↑
FOI / EIR responded to <20 days	61%	68%	90%	No	↓
% live SARs overdue	20%	16%	90%	No	↑
Information security incidents	30	27	N/A	N/A	↑
Incidents reported to the ICO	0	1	N/A	N/A	↓
% complaints closed in time	74%	80%	90%	No	↓

4.53 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.

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

- Five Priority Two actions from the Domestic Abuse audit of Adult Social Care and Children's Services were not completed within the expected timescales. A new lead has now been assigned to ensure these actions are delivered. Additionally, one further Priority Two action, related to the Declarations of Interests and Members' Allowances audit, became overdue on 30/09/2025 though supporting evidence has since been submitted to Veritau. All remaining actions were completed within 14 days of their due dates.
- There has been a slight decline in compliance with statutory timescales for FOI and EIR requests. Capacity challenges within services continue to be a key contributing factor to this ongoing issue. The new system, previously referenced in the Quarter Four 2024/25 report, is scheduled to go live during Quarter Three 2025/26. It is expected that the enhanced functionality and streamlined processes introduced by the system will support services in improving response times and overall compliance.
- Compliance with the legal timescales in relation to Subject Access Requests (SARs) continues to relate to a very small number of complex SARs. Capacity within the central team has now increased, this will support improving the compliance in this area.

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 Two 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 Two 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	19 December 2025

Appendices

1	Executive actions proposed amendments at Quarter Two 2025/26
2	Council Plan workplan progress at Quarter Two 2025/26
3	Council Plan Workplan; proposed amendments at Quarter Two 2025/26
4	Strategic Risk register progress at Quarter Two 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	Middlesbrough Priorities Fund	30/04/2025
Executive	Middlesbrough Priorities Fund	16/07/2025
Executive	Quarter Four and Year End 2024/25 Corporate Performance Report	11/06/2025
Executive	Quarter One 2025/26 Corporate Performance Report	03/09/2024

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