

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
		Impact				

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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Appendix 1: Executive actions proposed amendments at Quarter Two 2025/26

Executive of	Report	Action	Owner	Original Due date	Current Due Date	Proposed Revised Due Date
13/11/2024	Middlesbrough Council; Target Operating Model	Map out next steps at the Target Operating Model Thematic Board.	LGS	31/03/2025	30/09/2025	31/12/2025
30/04/2025	Resetting the Council's Approach to Transformation and Delivery of the Council Plan	Establish Continuous Improvement Team	FIN	30/06/2025	30/06/2025	31/03/2026
30/09/2025	SHiFT Programme Progress Update	Further update required on progress	CS	30/09/2025	30/09/2025	31/12/2025
31/10/2025	Residential and Supported Accommodation for Children in Our Care and Care Leavers Update	After 6 months we will provide an updated position Executive Director of Children's Services 6 months on the new approach strategy and its impact.	CS	31/10/2025	31/10/2025	31/12/2025
24/07/2025	Disposal of land at Hemlington Grange West	POS and Land Appropriation	REG	30/08/2024	30/09/2025	30/11/2025
24/07/2025	Disposal of land at Hemlington Grange West	Development Guidance	REG	25/12/2024	31/12/2025	22/02/2026
24/07/2025	Disposal of land at Hemlington Grange West	Outline Planning	REG	03/04/2025	30/09/2025	31/05/2026
24/07/2025	Disposal of land at Hemlington Grange West	Market the Site	REG	01/08/2025	01/08/2025	05/06/2025
24/07/2025	Disposal of land at Hemlington Grange West	Executive Approval to dispose	REG	29/09/2025	29/09/2025	22/09/2026
24/07/2025	Disposal of land at Hemlington Grange West	Exchange contracts with Developer	REG	02/01/2026	02/01/2026	31/12/2026
24/07/2025	Disposal of land at Hemlington Grange West	Legally Complete	REG	16/08/2026	16/08/2026	14/07/2027
24/07/2025	Disposal of land at Hemlington Grange West	Developer starts on site	REG	19/09/2026	19/09/2026	17/09/2027
24/07/2025	Disposal of land at Hemlington Grange West	First completions	REG	14/09/2027	14/09/2027	11/09/2028
04/12/2024	Housing Supply	Refurb works completed Tranche 1	REG	31/08/2025	31/08/2025	31/12/2025
30/04/2025	Environment Scrutiny Panel - Waste Management - Action Plan	To be included in the Waste policy in relation to the positioning and placement of the bins and what provision new developments need to arrange.	ECS	31/07/2025	31/07/2025	28/02/2026

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Appendix 2: Council Plan workplan progress at Quarter Two 2025/26

We will attract and grow businesses to increase employment opportunities	Q1 2025/26 position	Q2 2025/26 position
Implementation of an Economic Growth Strategy and Masterplan for the town, articulating both the aspirations of the Council and key partners and the key future investment priorities.	G	G
Expand the towns cultural offer through creation of a Cultural Masterplan, alongside exploration of external investment to ensure long term sustainability.	G	G
Increase the local economic impact of new job creation in key sectors.	R	G
Improve the range of health and employment related services offered to the public through successful delivery of the Levelling Up Partnership funds.	G	G

We will improve attainment in education and skills	Q1 2025/26 position	Q2 2025/26 position
Transform Middlesbrough's approach to delivery of learning through implementation of the Council's Education and Skills Strategy.	G	G
Improve outcomes through delivery of the Priority Education Area action plan at key stages 1, 2 and 4.	C	C
Increase parental understanding of the importance of literacy for under 5's through a programme of learning	G	C
Improve life chances by increasing children's and young people's access to high quality education through delivery of the Learning and Education Strategy.	G	C
Develop and deliver a programme of qualifications and learning to support people into / back into employment through Middlesbrough Community Learning.	G	G

We will ensure housing provision meets local demands	Q1 2025/26 position	Q2 2025/26 position
Develop and progress a new Local Plan for Middlesbrough which balances growth aspirations with the longer-term needs of the Middlesbrough community.	G	G
Continue to grow housing sites and opportunities in Middlesbrough, to enable the development of 450 units of new housing per year.	G	G
Establish a strategic leadership role for the provision of housing to ensure that the provision aligns with needs.	C	C
Increase pathways offer for homeless households that embody choice; safety and dignity and provide routes into sustainable, long-term accommodation.	R	G

We will improve life chances of our residents by responding to health inequalities	Q1 2025/26 position	Q2 2025/26 position
Boost recruitment and retention of practitioners through delivery of the childcare expansion in Early Years	C	C
Roll-out the extended childcare entitlement to increased number of children from 9months+, who have access to Early Years provision	C	C
Increase outcomes for under 5's through successful delivery of the Best Start Pathway.	G	C

Develop research architecture and attract funding, to support development of our local understanding of key issues affecting health inequalities.	G	G
Reduce health inequalities caused by excess weight, through implementation of the core Healthy Weight Declaration commitments.	C	C
Improve wellbeing in Middlesbrough through embedding a 'health in all' policies approach in all planning and transport decision-making.	G	C
Improve health literacy through delivery of a Healthy Start pilot model for prevention of ill-health in schools.	R	G
Reduce inequalities through improvements to cancer screening programmes uptake	G	G
Improve prevention services delivered in primary and secondary care to increase uptake	G	G

We will protect and improve our environment	Q1 2025/26 position	Q2 2025/26 position
Increase the levels of recycling in Middlesbrough from 30% to 38%.	G	G
Protect and improve our parks and open spaces through retention of Green Flag Status	G	G
Improve environmental standards of the town, through increased levels of environmental enforcement.	C	C

We will promote inclusivity for all	Q1 2025/26 position	Q2 2025/26 position
Strengthen our approach to supporting dementia friendly communities programme through increasing voluntary and community sector capacity	C	C
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	R	G
Develop and implement a pilot approach to housing and support, for inclusion health groups ensure this is reflected in the Supported Housing Strategy	C	C

We will reduce poverty	Q1 2025/26 position	Q2 2025/26 position
Relaunch Welfare Strategy to support Middlesbrough's vulnerable residents who need financial assistance, advice and support	C	C

We will provide support for adults to be independent for longer	Q1 2025/26 position	Q2 2025/26 position
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	R	G
Increase the amount of reablement provided to reduce the need for on-going care	G	C
Develop an enhanced range of accommodation and support options for adults with a learning disability to promote independence and reduce the reliance on residential care provision	G	G

Reduce the need for on-going care through the expanded use of the Connect Service, assistive technology and digital solutions	G	C
Re-locate and expand our specialist autism Day Care service	G	C
Develop a Community Capacity Building Strategy with focus on social capital and community wealth building	G	R

We will Improve transport and digital connectivity	Q1 2025/26 position	Q2 2025/26 position
Implementation of a transformed customer model to achieve improved customer access, outcomes and savings	G	G
Improve public highways and infrastructure to support connectivity across Middlesbrough and the Tees Valley	G	G

We will promote new ideas and community initiatives	Q1 2025/26 position	Q2 2025/26 position
Introduce a neighbourhood working model to ensure Council services are more closely aligned to community needs	C	C

We will reduce crime and antisocial behaviour	Q1 2025/26 position	Q2 2025/26 position
Reduce Crime and Anti-Social behaviours across Middlesbrough through the continued working with the Community Safety Partnership	G	C
Improve the safety and health of the public and the environments in which they live and work through review of public protection policies and interventions	G	G
Implement a multidisciplinary approach (SHIFT) to increase prevention opportunities through early intervention	C	C
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	R	G

We will ensure robust and effective corporate governance	Q1 2025/26 position	Q2 2025/26 position
Implement and embed a Member Development Strategy and Programme to extend learning and development opportunities	G	G
Develop and implement approach to achieve organisational change through implementation of transformation portfolio of programme and projects and associated governance structure	C	C
Refresh the Information Strategy to ensure legal compliance in regard to information governance	C	C

We will set a balanced revenue budget and Medium-Term Financial Plan to restore financial resilience and sustainability	Q1 2025/26 position	Q2 2025/26 position
Increase internal residential capacity through the purchase of suitable properties	G	G
Improve recruitment and retention of social worker related posts through more targeted and effective marketing	G	C
Maximise grant opportunities to support service delivery	C	C
Implementation of a People Strategy to underpin the Council's cultural transformation ambitions and financial stability	C	C
Increase sales and maximise rental income of the Council's asset portfolio to ensure financial sustainability and promote economic growth	G	G
Remodel the Council's Planning Service to reflect increasing demand and complexity, address recruitment and retention difficulties, and deliver improved customer service	G	C
Complete new delivery model for Procurement and Contract Management across Council services	R	G
Increase level of grant income to support development of new service delivery initiatives	R	R
Retender pensions administration service, to ensure value for money for fund and scheme members	C	C
Implementation and review effectiveness of demand and cost modelling forecast, for high-spend areas to feed into MTFP assumptions	C	C
Review of Children's and Young People placements, including processes and procedures to ensure robust decision-making and allocation	C	C

Key:	
C	Complete
G	On-track
A	Some slippage
R	High risk of deliverability
U	Undeliverable

Appendix 3: Council Plan Workplan; proposed amendments at Quarter Two 2025/26

Initiative	Owner	Original Due Date	Current Due Date	Reason for (R) / Impact (I) of delay	Proposed Due Date
CP-PH-09 Develop a Community Capacity Building Strategy with focus on social capital and community wealth building	FIN	31/08/2025	31/08/2025	(R) The strategy requires further revision to align with NHS new 10 year plan and Local Authority Neighbourhood structures. (I) No impact other than timescales	31/01/2026
CP-FIN-02 Increase the level of grant income to support the development of new service initiatives	FIN	31/03/2025	30/06/2025	(R) There was a delay in recruiting to the Grants Officer post to support this initiative which has impacted upon delivery timescales. (I) No known adverse impact. A 2025/26 year-end report on grant activity will be produced.	31/03/2026
CP-ASC-08 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	ASC	31/03/2025	31/10/2025	(R): Delay due to awaiting feedback from the Domestic Abuse Partnership to inform the Domestic Abuse Strategy 2025-2025 (scheduled to go to Executive for approval November). (I): 3mth delay to delivery of strategy	31/01/2026
CP-REG-01 Implementation of an Economic Growth Strategy and Masterplan for the Town, articulating both the aspirations of the Council and key partners and the key future investment priorities	REG	31/03/2026	31/03/2026	(R): Delay due to change in approach to ensure strategy is co-designed with key external stakeholders. (I): 2mth delay to delivery of strategy	31/05/2026

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











Appendix 4: Strategic Risk register progress at Quarter Two 2025/26

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-01	Failure to Maintain a balanced budget and MTFP	<p>Failure to set a legal and balanced annual budget and to maintain a sustainable Medium Term Financial Plan (MTFP)</p> <p>The Council is required to set a legally balanced revenue budget by 11 March in advance of each forthcoming financial year. Failure to achieve this objective will require the s151 Officer to issue a statutory s114 Notice to the Council.</p> <p>The Council has a best value duty to set and maintain a sustainable and balanced Medium Term Financial Plan including maintenance of its reserves position to demonstrate financial resilience to be able to respond to unforeseen and complex financial challenges presented by the wider economic environment.</p>	 35	 21	 21	Director of Finance and Transformation
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
<ul style="list-style-type: none"> Responsibility and Accountability for Financial Management reinforced by Accountability Agreements for all Directors Monthly budget monitoring, forecasting, and tracking of savings delivery by Directors with accountability to the Interim CEO through LMT and development and delivery of financial recovery plans to control within approved budget Monthly budget challenge sessions chaired by Director of Finance for all Directorates to enable development of insight, understanding and wider collaboration of colleagues in order to address significant financial risks. Timely briefing of Mayor and Executive Members on significant financial challenges with agreement for action. Quarterly budget challenge sessions chaired by the Executive Member for Finance & Governance to engage Executive Members. 			Development of balanced 2024/25 Budget and MTFP to 2026/27	Director of Finance and Transformation	Director of Finance and Transformation; Chief Executive	11-Mar-2024
			Refresh of the 2025-26 MTFP process	Andrew Humble		28-Jul-2024
			Failure of the Recover, Reset, Deliver Transformation Portfolio	Chief Executive		31-Mar-2025
			Failure of the Recover, Reset, Deliver Transformation Portfolio to identify further savings	Chief Executive		31-Mar-2026
			Monthly budget monitoring to be put in place	Director of Adult Social Care and Health Integration; Director of Children's Care; Director of Children's Services		31-Mar-2024
			MOU surrounding agency costs as a region to be implemented.	Director of Children's Care		30-May-2025








<ul style="list-style-type: none"> Monthly monitoring of income budgets, council tax and business rates collection rates and debt levels. Update MTFP ahead of Council Planning and budget setting process for 2024/25. Implementation of budget management Power BI dashboard over Business World financial management system in order to improve accessibility of financial information for Directors, Heads of Service and Budget Manager. Implementation and expansion of purchase to pay compliance dashboards for use by Directors, Heads of Service and Budget Managers to drive increase in compliant procurement in relation to retrospective ordering, on vs off contract spend and use of purchase cards 	Monthly budget monitoring to be put in place	Director of Adult Social Care and Health Integration; Director of Children's Care	✓	31-Mar-2024
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









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

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
60-02	Volatility in the demand, complexity and cost of children's social care.	The risk that demand and cost of and children's social care continues to escalate on the scale experienced in 2024/25, is the single biggest risk to the Councils financial viability. More financially sustainable solutions for meeting social care needs of children need to be secured with urgency to ensure delivery within the approved budget for 2025/26.	<div><div><div>Probability</div><div>Impact</div></div></div> 35	<div><div><div>Probability</div><div>Impact</div></div></div> 28	<div><div><div>Probability</div><div>Impact</div></div></div> 21	Director of Children's Care; Director of Children's Services; Chief Executive
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
Children's input <ul style="list-style-type: none">Weekly activity data through Chat reports/ dataMonthly financial monitoring with Finance BPDevelopment of demand modelPlacement review has taken place to manage costs associated with young people.MOU surrounding agency costs as a region to be implemented in April 2025.Recruitment and retention strategy reviewed to increase permanent staff within the local authority.Transformation of Children's Services underway.Access to grants being followed up.			Weekly placements panel to be put place for high cost placements	Director of Adult Social Care and Health Integration; Director of Children's Care 	Director of Children's Care; Director of Children's Services; Director of Education and Partnerships	30-Jun-2023
			Review Placements Manager post	Claire Walker 		29-Feb-2024
			Monthly budget monitoring to be put in place	Director of Adult Social Care and Health Integration; Director of Children's Care; Director of Children's Services 		31-Mar-2024
			MOU surrounding agency costs as a region to be implemented.	Director of Children's Care 		30-May-2025

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-03	Volatility in the demand and cost of adult's social care	The potential for underlying demand and cost pressures to arise in adult social care presents a significant risk to the Council's overall financial viability and measures must be put in place to manage within approved budget.	 35	 10	 9	Director of Adult Social Care and Health Integration
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
Local Government settlement Budget Management process Contract management processes Savings programme in place Demand model in place Monthly demand reported to DMT - activity not just finance			Monthly budget monitoring to be put in place	Director of Adult Social Care and Health Integration; Director of Children's Care 	Director of Adult Social Care and Health Integration; Adult Social Care and Public Health Senior Managers ; Chief Executive	31-Mar-2024
			Develop a demand model, which monitors performance across activity demand and unit costing, to understand 'current state.'	Director of Adult Social Care and Health Integration; Dee Evans; Victoria Holmes 		31-Mar-2026
			Develop a forecast model, which uses the 'current state' model, to predict activity demand and financials across Adults Social Care in the next 1/2/5 years.	Dee Evans; Victoria Holmes 		31-Mar-2026
Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-04	Unlawful decision by the Council	If the Council took a decision that was unlawful then there is a risk of legal challenge or regulatory action that could damage its reputation and its financial position.	 35	 10	 6	Director of Legal and Governance
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
Council constitution and supporting policy framework Corporate policies and procedures Compliance checks across key areas including HSE, Risk etc, covering the corporate governance framework Standard report formats Statutory officer posts to oversee governance Annual Governance Statement assessment process Internal and external audit processes Refreshed whistleblowing policy Legal and finance report clearance process Regular review of the Council Constitution.			Refresh the committee report format	Ann-Marie Johnstone 	Director of Legal and Governance; Chief Executive	31-Jul-2023
			Review the report development process	Ann-Marie Johnstone 		31-Jul-2023
			Complete delivery of the Corporate Governance Improvement Plan	Ann-Marie Johnstone 		31-Mar-2025
			Progress report on improvement against the Best Value Notice by the independent Board considered by Council	Ann-Marie Johnstone 		31-Mar-2024




	Progress report on improvement against BV notice considered by Executive	Ann-Marie Johnstone			30-Sep-2024
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Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-05	Serious accident or death occurred as a result of failure to comply with Health and safety legislation and regulations	If a serious accident or death occurred as a result of failure to comply with Health and safety legislation and regulations then this could result in financial and reputational damage and individual prosecutions of staff.	 35	 15	 10	Chief Executive
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
<p>Comprehensive suite of Health and Safety policies and procedures.</p> <p>Mandatory and complimentary Health and safety training for all Council staff.</p> <p>Dedicated HSE Advisor team</p> <p>Incident investigation system (My Compliance) to learn from incidents.</p> <p>HSE intranet page with important HSE information</p> <p>Audit schedule</p> <p>Service area audit schedule</p> <p>HSE steering group</p> <p>Fire Management System implemented across Council premises.</p>			Fire Safety Management Policy Statement	Director of Regeneration; Gary Welch 	Director of Legal and Governance; Director of Regeneration; Chief Executive	31-Jul-2023
			CEO to produce H&S Statement of Intent for the Council.	Chief Executive; Gary Welch 		31-Jul-2023
			Risk from reinforced autoclaved aerated concrete (RAAC) collapsing in maintained schools or other Council assets	Director of Regeneration; Richard Horniman 		31-Mar-2025
			Implementation of service area audits by the health and safety unit to give further assurance of sound HSMS within directorates.	Gary Welch 		31-Mar-2025

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-07	Unable to recruit and retain key staff	If the Council is unable to recruit and retain key staff , then this could impact on its' ability to deliver critical services which could cause harm to people and could result in government intervention.	 15	 9	 3	Director of Legal and Governance
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
<p>Benchmarking salaries against other local authorities and similar roles in other disciplines to remain competitive.</p> <p>Work/life balance system such as agile working, 9 day fortnight, collaboration areas etc.</p> <p>Advertising roles on multiple platforms such as LinkedIn and other social networking sites with the aim of reaching target audience.</p>			Benchmark grades and salaries against NE local authorities	Kerry Rowe 	Director of Legal and Governance; Chief Executive	31-Jul-2023
			Review recruitment process	Nicola Finnegan 		31-Oct-2023
			Create new people and cultural transformation strategy	Nicola Finnegan 		31-Oct-2023
			review the people strategy after the first year of implementation	Nicola Finnegan 		30-Apr-2025
			Recruitment of Chief Executive and S151 Officer	Director of Legal and Governance 		31-Mar-2025
			Track delivery of first quarterly report to LMT on delivery against People Strategy	Nicola Finnegan 		31-Jul-2024
			Recruit a suitable Director of Children's Services or Interim Director of Children's Services	Nicola Finnegan 		31-Aug-2025

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-08	Fail to ensure an approach to cyber security that meets good practice standards as set out by the National Cyber Security Centre and other bodies	If the Council fails to ensure a sound approach to cyber security (technology, processes and awareness), then this could result in a cyber-attack which disrupts service delivery, increases risks to service users and incurs significant financial costs to respond to and recover from an attack.	 35	 14	 10	Director of Legal and Governance; Lynsey Zipfell
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date




<ul style="list-style-type: none"> • Annual ICT health checks (Internal and external penetration testing). • Compliance with PSN and PCI standards. • Internal scanning as new systems go live. • Robust defence systems including firewalls, content filtering and endpoint protection. • Robust 60 day patching and maintenance cycle. • Test complete and continue to test. • Health check recommendations reviewed and implemented. • Membership of North East WARP and CiSP. • Use of Protective DNS. • Robust backup regime, including off-line tape backups to ensure recovery. • Cyber Incident Response (CIR) partner and contract in place. • Infrastructure inspections carried out quarterly to minimise disruption to service delivery. 			Director of Legal and Governance; Chief Executive	
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Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-09	Corporate Governance arrangement not fit for purpose	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, 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.	 15	 10	 9	Director of Legal and Governance
Current Mitigation		Future Mitigation	Responsible Officer		Director	Target Date
External reports commissioned on Corporate governance and findings reflected within a Corporate Governance Improvement Plan Improvement Board in place		Revised the Complaints Procedure	Leanne Hamer	✓	Director of Legal and Governance; Chief Executive	15-Jul-2025
		Community Engagement policy and approach to be developed	Marion Walker	▶		30-Nov-2025

<p>Detailed improvement plan in place that has delivered a range of changes to corporate governance processes</p> <p>Annual Governance Statement process and supporting action plan. Draft AGSs in place for both 2023/24 and 2025/26</p> <p>Regular reports to Audit Committee on aspects of corporate governance to provide assurance</p>	Ensure the Company is fully liquidated during 2025/26.	Justin Weston			31-Oct-2025
	Review of the Internal Audit function	Director of Finance and Transformation			30-Sep-2025
	Develop the detailed delivery plan	Gemma Cooper			30-Sep-2023
	Progress report from MIIAB to Council by end March 2024	Ann-Marie Johnstone			31-Mar-2024
	Progress report from MIIAB to Executive by end July 2024	Ann-Marie Johnstone			31-Jul-2024
	Continue to implement a scheme of sub-delegations where appropriate to further improve governance around officer delegated decisions.	Director of Legal and Governance			30-Sep-2025
	Seek an LGA Corporate Peer Challenge review within the next two years to provide an external review of the Council's corporate governance arrangements.	Director of Legal and Governance			25-Jan-2025
	Continue to be addressed by the Corporate Governance Improvement Plan and the sec 24 action plan put in place to respond to the statutory recommendations of the EA and the governance weaknesses identified by CIPFA, Government and the Council itself.	Chief Executive			31-Mar-2025
	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 review of the constitution in 2024.	Director of Legal and Governance			30-Sep-2025
	Refresh the Information Strategy during 2024.	Ann-Marie Johnstone			31-Oct-2025
	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.	Chief Executive			31-Mar-2025








	Development of a Workforce Plan to ensure staff at all levels have the skills and capabilities to be successful in their roles	Nicola Finnegan	✓		31-Mar-2025
	Complete the first annual review of the People Strategy	Nicola Finnegan	✓		30-Apr-2025
	Complete recruitment process for all interim appointments in a Leadership Management Team position	Nicola Finnegan	✓		31-Mar-2025
	Complete the first annual review of the Member Development Strategy to assess effectiveness and impact on culture and compliance	Ann-Marie Wilson	✓		30-Nov-2024
	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.	Director of Legal and Governance; Ann-Marie Johnstone	▶		31-Oct-2025
	Review current governance arrangements for Audit Committee and make recommendations in relation to inclusion of co-opted independent members for Committee consideration	Director of Legal and Governance	✓		31-Oct-2025
	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	Janette Savage	✓		14-Feb-2025
	Continually review the Community Engagement policy to ensure it aligns with the wider needs of the organisation that will emerge from the Transformation Programme.	Marion Walker	▶		28-Feb-2026
	Put in place a strategic Partnerships Strategy.	Chief Executive	▶		31-Oct-2025
	Review the process for managing any changes to reports that occur between publication and meetings	Director of Legal and Governance	✓		31-May-2025





	The Council is implementing a Corporate Landlord Model as part of the transformation work. This sets out the framework for property decisions and will be formally considered by Executive prior to full adoption.	David Jamison	✓		30-Nov-2024
	A clear Asset Acquisition Policy reflecting these requirements is integrated into the Corporate Landlord Model framework that will be considered by Executive.	David Velemir	▶		17-Mar-2026
	Continue to implement the Continuous Improvement Plan	Chief Executive	✓		31-Jul-2025
	Refresh the Performance Management Policy and the supporting Performance Management Framework to embed a 'golden thread' of Performance Management from the Council Plan down to departmental level.	Director of Legal and Governance	▶		16-Dec-2025





Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-10	Negative Impact of Mayoral Development Corporation	If the Council's ambitions for town centre regeneration or the wider financial sustainability of the organisation are negatively impacted by the establishment of a Mayoral Development Corporation that would take over some of the Council's existing statutory roles. This could potentially result in a lack of investment in the town, reduction in the Council's business rates income, loss of commercial income and reduction in asset holdings affecting the Council's financial viability. Reputational damage is also possible through the incorrect discharge of responsibilities such as town planning or business rate relief.	 10	 6	 3	Director of Regeneration
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date





Council representation on the board of the MDC Pushing for no detriment clauses in the MDC constitution Engagement with TVCA on the development of future MDC projects	Heads of Terms agreed on individual asset transfers	Director of Regeneration	✓	Director of Regeneration; Chief Executive	31-Jul-2025
	Delivery of planning functions until robust alternative is in place	Director of Regeneration	✓		31-Dec-2023
	Agree robust business rates protocols	Leanne Miller; Janette Savage	✓		31-May-2025

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-11	Failure to have strategic partnership working.	If the Council does not work with its partners to establish a strategic approach to partnership working based on principles of timely and meaningful collaboration, co-design and with common purpose to inspire and build a team beyond the council that are galvanised to deliver for the town, it is unlikely to achieve delivery of the Council plan ambitions and outcomes for our residents will not improve.	 35	 9	 10	Chief Executive
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
Partnership governance register in place. Partnership governance annual assurance report and supporting register in place to assess the health of key partnerships. Children's Controls All partnerships contain TOR - Partners contribute. External scrutiny of partnerships. New Mayor to chair Corporate Parenting Board. Formal reporting process in place - record of discussion and decision making. Adults Controls Victim support for those within ASC who require it. Additional resources as required,			Put in place a strategic Partnerships Strategy.	Chief Executive	Chief Executive	31-Oct-2025
			Refresh of the Partnership Governance register	Ann-Marie Johnstone		31-Dec-2023









Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-12	Fail to deliver quality practice within children's safeguarding services	If the Council fail to deliver quality practice within children's safeguarding services, then this may result in further government intervention, serious harm to individuals and loss of financial control.	 35	 15	 10	Director of Children's Care; Director of Children's Services
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
<ul style="list-style-type: none"> Delivered Children's services improvement plan Monthly performance monitoring boards in place Review to be undertaken of Children's Care Monthly audit activity and reports undertaken to consider the quality of practice. Implementation of children's improvement board April 2025. Commitment to SHiFT, to improve quality and management of practice. Ongoing monitoring via OFSTED with an annual conversation to take place. OFSTED future inspections to continue. Internal audit to review working practices. 			Implementation of post ILACs improvement plan	Director of Adult Social Care and Health Integration; Director of Children's Care 	Director of Children's Care; Director of Children's Services; Chief Executive	31-Jan-2024
			Creation and recruitment to the head of Quality Principal Social Work Learning and Review	Director of Adult Social Care and Health Integration; Director of Children's Care 		30-Sep-2023
			Review progress in delivery of the ILACS improvement plan to assess progress and impact of actions	Director of Adult Social Care and Health Integration; Director of Children's Care; Director of Children's Services 		30-Apr-2024
			Complete delivery of the ILACs improvement	Director of Adult Social Care and Health Integration; Director of Children's Care; Director of Children's Services 		31-Jan-2026

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-13	Failure to deliver transformation successfully	If the Council fails to transform its service delivery model to a model that can deliver outcomes for residents at a reduced cost base, then the Council's financial position will become untenable and may result in the issuing of a S114 Notice.	 35	 15	 5	Director of Finance and Transformation; Chief Executive
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
- PPMF in place			Failure of the Recover, Reset, Deliver Transformation Portfolio	Chief Executive 	Chief Executive	31-Mar-2025

<ul style="list-style-type: none"> - Transformation governance arrangements and reporting cycle agreed - Funding of £4.827m agreed by Council to fund transformation work 	Failure of the Recover, Reset, Deliver Transformation Portfolio to identify further savings	Chief Executive			31-Mar-2026
	Agree the content and approach of the transformation portfolio	Chief Executive			30-Apr-2024
	First cycle of Transformation governance arrangements scheduled	Gemma Cooper			30-Apr-2024
	Develop specification for transformation resourcing	Gemma Cooper			30-Apr-2024

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
Page 70 R-14	Failure to ensure effective governance of the Middlesbrough Development Corporation	If the Middlesbrough Development Corporation fails to reflect the relevant findings from the review of Teesworks governance in its structures, then there is a risk that it could fail to ensure value for money or good governance in its decision making, which will have an adverse impact on the economic vitality of the Town Centre.	 35	 10	 10	Director of Regeneration
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
<ul style="list-style-type: none"> - Teesworks report and commitment from TVCA to reflect findings in the governance arrangements of the MDC - Council representatives on the MDC Board 			Refresh the Local Plan	Claire Holt	 Director of Regeneration; Chief Executive	31-Mar-2025

Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-15	Threats to Social Cohesion and Democratic Resilience	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.	<div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><di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Code	Risk Description		Original Score	Current Score	Target Score	Managed By
SR-16	Removal of the statutory override preventing the Designated School Grant (DSG) deficit from being met from general fund resources.	If the statutory override issued by central government expires as planned on 31 March 2026, without providing a national solution to the current shortfall in funding compared to demand and cost of high needs provision, this will mean that the High Needs Funding Deficit will be required to be met from the Council's general fund resources. Based upon the current projection of the DSG high needs deficit compared to the level of revenue reserves, this will result in the Council's reserves being exhausted and the Council's s151 Officer potentially being required to issue a s114 Notice. This is likely to be the case for the majority of local authorities nationally.	 15	 15	 9	Director of Education and Partnerships
Current Mitigation			Future Mitigation	Responsible Officer	Director	Target Date
Lobbying Government to resolve the funding issue and provide a long term solution to the DSG deficit issue . Delivering DBV (Delivering Better Value) action plan. . Liaising with DoE regularly . Working with schools and settings to continuously review the funding models.			Lobbying Government to resolve the funding issue and provide a long term solution to the DSG deficit issue	Director of Finance and Transformation 	Director of Children's Services; Director of Education and Partnerships	31-Mar-2026
			Ongoing monitoring of the HNF budget	Director of Education and Partnerships 		31-Mar-2026
			Work with schools and settings to reduce the number of children and young people who are excluded.	Director of Education and Partnerships 		31-Mar-2026
			Promote greater inclusion within mainstream settings.	Director of Education and Partnerships 		31-Mar-2026
			Reduce the number of children and young people on out of area provision.	Director of Education and Partnerships 		31-Mar-2026