

Report of:	Chief Executive, Erik Scollay
Relevant Executive Member:	Mayor, Chris Cooke
Submitted to:	Executive
Date:	11 March 2026
Title:	Corporate Performance Quarter Three 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:	Non-Urgent Report

Proposed decision(s)

That Executive:

- **APPROVES** proposed changes to the Executive actions, detailed at Appendix 1
- **NOTES** delivery status of the Council Plan 2024-27 supporting workplan, detailed at Appendix 2
- **APPROVES** the proposed changes to the Council Plan 2024-27 supporting workplan actions, detailed at Appendix 3
- **NOTES** the progress and position of the corporate performance disciplines
- **NOTES** that following agreement of the refreshed Council Plan 2026-29, that activities in the work plan will be embedded within Directorate Plans, once developed
- **NOTES** the Strategic Risk Register, at Appendix 4.

Executive summary

This report advises the Executive of progress against corporate performance at Quarter Three 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 Three 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 current 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
- **NOTES** delivery status of the Council Plan 2024-27 supporting workplan, detailed at Appendix 2
- **APPROVES** the proposed changes to the Council Plan 2024-27 supporting workplan actions, detailed at Appendix 3
- **NOTES** the progress and position of the corporate performance disciplines
- **NOTES** that following agreement of the refreshed Council Plan 2026-29, that activities in the work plan will be embedded within Directorate Plans, once developed
- **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 Three 2025/2026 is presented separately to this meeting of the Executive currently. During 2026/2027 steps will be taken to deliver integrated reporting.

Overall progress at Quarter Three 2025/26

4.4 The Council’s performance overall at the end of Quarter Three 2025/26 saw progress towards expected performance standards, as set out in the Council’s risk appetite, achieved in one of the five corporate performance disciplines.

Performance discipline	Q3 2025/26	Q2 2025/26	Q1 2025/26	Expected standard	Standard achieved	Trend
Executive actions	73% (94/129)	75% (60/80)	69% (50/72)	90%	No	↓
Council Plan 2024-27 outcome measures	33% (13/40)	25% (10/40)	20% (8/40)	90%	No	↑
Council Plan workplan	93% (52/56)	97% (54/56)	88% (44/56)	90%	Yes	↓
Strategic Risk Register	88%	95%	93%	90%	No	↓
Programme and Project Management	81% (33/41)	79% (34/43)	100% (17/17)	90%	No	↑

4.5 It should be noted that performance against Programme and Project Management from Quarter Three 2025/26, is against all programmes and projects within the overarching portfolio.

4.6 It should be noted that performance against Council Plan outcomes for Quarter Three 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

4.7 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.

- 4.8 At Quarter Three 2025/26, 94 of 129 live actions (73%) were reported as being on target to be delivered by the agreed timescales; a slight decrease from the 75% reported at Quarter Two 2025/26, though continuing to remain below the 90% expected standard of achievement of actions.
- 4.9 There are six proposed amendments to Executive actions presented for approval at Quarter Three, 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 Four 2025/26.
- 4.10 Of the six proposed amendments detailed in Appendix 1, the reasons for the proposed amendments are as follows:
- 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 plans to remodel the service over time.
 - The *Waste Disposal Contract: Tees Valley Energy Recovery Facility* report has two actions relating to Incorporation of the LA SPV, delayed from 31/12/2025 to 30/04/2026 due to legal process.
 - The *Recovery Solutions Delivery Model* report has an action relating to securing formal approval for the central site from TEWV and complete lease documentation, delayed from 30/11/2025 to 31/03/2025 due to awaiting Heads of Terms to be agreed.
 - The *Final Report of the People Scrutiny Panel - Children Missing Education* report has two actions relating to establishing working groups in respect of the transient community and the issues of school roll turnover and the higher rate of CME in the Romanian community, delayed from 30/11/2025 to 30/03/2026 due to additional time needed to fully understand the needs and requirements of stakeholders and communities.

Progress in delivering the Council Plan 2024-27

- 4.11 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.
- 4.12 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.
- 4.13 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.

4.14 The underpinning initiatives and workplans which enable effective delivery of the Council Plan 2024-27 ambitions and measures of success, that were monitored in Quarter three 2025/6 were those set by Executive in November 2024. There is a report on this agenda which seeks agreement of the refreshed key performance indicators that measure the Council Plan success for the refreshed outcomes that were agreed by Executive in December 2025. Once agreed, the underpinning activity will be refreshed that comprised the work plan and delivery of it will be embedded within Directorate Plans which will be in place for 2026/27. The year end outturn report will provide an overview of delivery against the 2024-27 Plan. The Quarter One Outturn report for 2026/27 will set out progress against the refreshed plan.

Council Plan 2024-27: outcomes

4.15 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.

4.16 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.

4.17 Performance overall against the Council Plan 2024-27 outcome measures at Quarter Three 2025/26, were reported as 13 of 40 (33%) of an improving trend, against the 90% performance standard, detailed in the table below:

Outcome Status	Q3 2025/26	Q2 2025/26	Q1 2025/26	Expected standard	Standard achieved	Trend
Number (%age) GREEN	10/40 (25%)	8/40 (20%)	8/40 (20%)	90%	No	↑
Number (%age) AMBER	3/40 (8%)	2/40 (5%)	0/40 (0%)	N/A	N/A	↑
Number (%age) RED	27/40 (68%)	30/40 (75%)	32/40 (80%)	N/A	N/A	↓

- 4.18 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.
- 4.19 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.
- 4.20 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.
- 4.21 Outcome measures for the next iteration of the Council Plan are currently being developed in collaboration with services, to understand and evidence the impactful work that we as an authority have influence over in shaping and affecting.

Council Plan 2024-27: workplan

- 4.22 At Quarter Three 2025/26, performance against the Council Plan workplan was above the corporate standard of 90%, with 93% of all initiatives on target to be achieved in full, within approved timescales, with further detail provided at Appendix 2.

Status	Q3 2025/26	Q2 2025/26	Q1 2025/26	Expected standard	Standard achieved	Trend
COMPLETED	54% (30/56)	50% (28/56)	36% (20/56)	90%	Yes	↓
GREEN	39% (21/56)	46% (26/56)	50% (28/56)			
AMBER	0% (0/56)	0% (0/56)	0% (0/56)	n/a	n/a	↔
RED	7% (4/56)	4% (2/56)	14% (8/56)	n/a	n/a	↑

5. There were four Council Plan initiatives reporting as off-track at Quarter Three 2025/26, summarised below:
- An initiative relating to ‘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’, delayed from 31/12/2025 to 31/07/2026 due to a delay in completing the testing and go-live of the professional portal.

- An initiative relating to *‘Increasing 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 ASC’*, delayed from 31/03/2026 to 31/12/2026 due to review of Access Team structure.
- An initiative relating to *‘Implementing a new delivery model for Procurement and Contract Management across Council services’*, delayed from 31/12/2025 to 31/03/2026 due to further consideration of options appraisal to deliver a solution.
- An initiative relating to *‘Develop and progress a new Local Plan for Middlesbrough which balances growth aspirations with the longer-term needs of the Middlesbrough community’*, delayed from 31/12/2025 to 31/12/2026 due to awaiting the outcome of examination hearings and likely requirement do undertake further consultation and technical work before taking back to Council.

5.1 There are five proposed amendments to Council Plan workplan actions presented for approval at Quarter Three 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 Four 2025/26. As set out above, actions that are still live will be reviewed against the refreshed Outcomes agreed by Executive in December and included in Directorate Plans, where appropriate, for continued delivery, alongside new key actions identified.

Strategic Risk Register (SRR)

5.2 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.

5.3 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.

5.4 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.

5.5 The SRR contains 15 risks at the end of Quarter Three 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.

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

5.6 In Quarter Three two new strategic risks were added as detailed below:

- **SR-17** - Funding for key external projects led by Tees Valley Combined Authority (TVCA) or Middlesbrough Development Corporation (MDC) - If there is a funding gap for key projects led by the Tees Valley Combined Authority (TVCA) and its Mayoral Development Corporation (MDC) that results in a risk of delays, disruption, or failure to deliver on key regeneration sites in the town centre. This could negatively affect economic growth, community development, and investor confidence in the region.
- **SR-18** - Ineffective governance of the Tees Valley Combined Authority (TVCA) - The governance arrangements of the Combined Authority (CA) are not fit for purpose, creating barriers to effective collaboration with the Council and adversely impacting the Council's ability to achieve its ambitions for the town. This misalignment could hinder regional development, compromise strategic initiatives, impact financially on the Council and damage stakeholder confidence.
- The following actions were identified to manage these risks:
 - **SR-17a** Working with TVCA/MDC to develop a realistic delivery plan against essential projects.
 - **SR-18a** Review the reports of the improvement panel as they are published to identify actions that Middlesbrough Council can take to support the TVCA to improve governance and relationships
 - **SR-18b** Regular provision of advice to Middlesbrough Council representatives who sit on various TVCA bodies to ensure they are able to deliver their roles in full and with regard to good governance

5.7 In Quarter Three one strategic risk had been deescalated and moved from strategic risk to directorate risk as detailed below:

- **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.
- This risk is now held under Legal and Corporate Services as - **DR-08-076**.

Directorate Risk Registers

5.8 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.

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

Directorate Risk Register	Regeneration and Housing	Adult Social Care and Health	Public Health	Children's Services	Environment, Community and Culture	Finance	Legal and Corporate Services
New Risks	0	0	0	3	0	2	6
New Actions	0	0	2	31	2	7	27
Completed Actions	3	10	0	2	2	5	5
New Assessments	2	4	1	1	2	3	6
Deactivated Risks	0	0	3	0	1	3	1

Progress in delivering Programmes and Projects

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

5.11 This report provides an overview of all corporately monitored projects. At Quarter Three 2025/26, 81% of projects (corporate and transformation) were on-track to deliver against project time, cost, scope, and benefits, which is below the expected combined standard of 90%.

Status	Q3 2025/26 position	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
GREEN	64% (27/41)	70% (30/43)	100% (17 / 17)	90%	No	↑
AMBER	17% (6/41)	9% (4/43)	0% (0 / 17)			
RED	19% (8/41)	21% (9/43)	0% (0 / 17)	N/A	N/A	↓

Corporate projects progress and performance

5.12 At Quarter Three 2025/26, 83% of corporate projects were on-track to deliver against project time, cost, scope, and benefits, which is below the expected combined standard of 90%.

Status	Q3 2025/26 position	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
GREEN	66% (23/35)	73% (27/37)	100% (17 / 17)	90%	No	↑
AMBER	17% (6/35)	8% (3/37)	0% (0 / 17)			
RED	17% (6/35)	19% (7/37)	0% (0 / 17)	N/A	N/A	↓

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

RAG definition	Adults		Children's		ECS		LGS		Finance		Regeneration		Portfolio total no. projects	Portfolio total % projects
Project on-track against time, scope, cost and benefit, with assured plans in place.	1	100%	4	44%	6	67%	0	0%	0	0%	12	100%	23	66%
Some risk to project time, scope, cost and benefit, with mitigation in place, or in development.	0	0%	2	22%	2	22%	1	100%	1	33%	0	0%	6	17%
High risk to project time, scope, cost and benefit, with limited scope for mitigation.	0	0%	3	33%	1	11%	0	0%	2	67%	0	0%	6	17%
Portfolio totals as no. and %	1	3%	9	26%	9	26%	1	3%	3	9%	12	34%	35	100%

Transformation projects progress and performance

5.14 At Quarter Three 2025/26, 67% of transformation projects, were 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	Q3 2025/26 position	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
GREEN	50% (3/6)	50% (3/6)	N/A	90%	No	↔
AMBER	17% (1/6)	17% (1/6)	N/A			
RED	33% (2/6)	33% (2/6)	N/A	N/A	N/A	↔

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

RAG definition	Customer		Neighbourhoods		Digital		Housing		Portfolio total no. projects	Portfolio total % 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%

5.16 The focus on transformation has been two-fold; to deliver essential savings and achieve change. Moving forward there will be a new approach to Performance

Management where there will be a stronger focus on the outcomes to be delivered, which represent measurable results or impacts of contributing initiatives and activities. This will be detailed in a report to Executive in April 2026.

5.17 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.

Project gateway approvals

5.18 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.

5.19 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.

5.20 In Quarter Three 2025/26, there are 12 project gateway approvals as summarised below:

Directorate / Programme	Project name	Gateway type	Approved
Children's Services	Improvement of internal residential capacity	Change Control	Oct
Legal and Governance Services	SharePoint Implementation	Change Control	
Environment and Community Services	Fleetwave	Change Control	
Environment and Community Services	Central Library	Change Control	
Customer	Cisco Finesse	Change Control	Nov
Customer	Rationalisation of Websites	Project Brief	
Adult Social Care	ASC11: Re-provision use of Levick Court	Business Case	
Neighborhood	Neighbourhood Model	Programme Definition Document	
Regeneration	Property Rationalisation	Closure Report	Dec
Regeneration	Hemlington Grange South	Change Control	

Environment and Community Services	Improving Parks and Play Areas	Project Brief	
Digital	Artificial Intelligence (AI) Discovery Assessment	Change Control	

Progress in other corporate performance matters

Status	Q3 2025/26 position	Q2 2025/26 position	Q1 2025/26 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	82%	78%	73%	90%	No	↑
FOI / EIR responded to <20 days	74%	61%	68%	90%	No	↑
% live SARs overdue	19%	20%	16%	90%	No	↓
Information security incidents	45	30	27	N/A	N/A	↑
Incidents reported to the ICO	2	0	1	N/A	N/A	↑
% complaints closed in time	71%	74%	80%	90%	Yes	↓

5.21 In addition to the above performance and risk issues, the Leadership 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.

5.22 At the end of Quarter Three 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 Four 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 arising 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	31/03/2026

Appendices

1	Executive actions proposed amendments at Quarter Three 2025/26
2	Council Plan workplan progress at Quarter Three 2025/26
3	Council Plan Workplan; proposed amendments at Quarter Three 2025/26
4	Strategic Risk register progress at Quarter Three 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	03/09/2025
Executive	Quarter Two 2025/26 Corporate Performance Report	03/12/2025

Contact: Ann-Marie Johnstone, Head of Chief Executive's Department

Email: ann-marie_johnstone@middlesbrough.gov.uk