

**Report of:** Chief Executive - Erik Scollay

**Relevant Executive Member:** The Mayor - Chris Cooke

**Submitted to:** Executive

**Date:** 10 June 2026

**Title:** Corporate Performance Year-End 2025/26

**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, 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 Year-End 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 Year-End 2025/26, 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 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                                                                                                               |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A successful and ambitious town</b> | 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.                     |
| <b>A healthy place</b>                 | 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.                                     |
| <b>Safe and resilient communities</b>  | 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.  |
| <b>Delivering Best Value</b>           | 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, 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 for 2025/26 is currently presented separately to this meeting of the Executive. During 2026/27 steps will be taken to deliver integrated reporting. This report is the last report that will assess progress against the 2024-2027 Council Plan, future reports will assess progress against the refreshed outcomes as set out in the 2026-2029 Council Plan which were agreed at Executive in March 2026.

### Overall progress at Year-End 2025/26

- 4.4 The Council's performance overall at Year-End 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                | Q4<br>2025/26    | Q3<br>2025/26   | Q2<br>2025/26  | Q1<br>2025/26   | Expected<br>standard | Standard<br>achieved | Trend |
|---------------------------------------|------------------|-----------------|----------------|-----------------|----------------------|----------------------|-------|
| Executive actions                     | 85%<br>(106/125) | 73%<br>(94/129) | 75%<br>(60/80) | 69%<br>(50/72)  | 90%                  | No                   | ↑     |
| Council Plan 2024-27 outcome measures | 25%<br>(10/40)   | 33%<br>(13/40)  | 25%<br>(10/40) | 20%<br>(8/40)   | 90%                  | No                   | ↓     |
| Council Plan workplan                 | 93%<br>(52/56)   | 93%<br>(52/56)  | 97%<br>(54/56) | 88%<br>(44/56)  | 90%                  | Yes                  | ↔     |
| Strategic Risk Register               | 71%              | 88%             | 95%            | 93%             | 90%                  | No                   | ↓     |
| Programme and Project Management      | 78%<br>(31/40)   | 81%<br>(33/41)  | 79%<br>(34/43) | 100%<br>(17/17) | 90%                  | No                   | ↓     |

- 4.5 It should be noted that performance against Programme and Project Management at Year-End 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 Year-End 2025/26 is measured by tracking progress against baseline key performance indicators, as outlined in the Council Plan 2024-27 and its associated workplan.

## ***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 Year-End 2025/26, 106 of 125 live actions (85%) were reported as being on target to be delivered by the agreed timescales; an increase from the 73% reported at Quarter Three 2025/26, though continuing to remain below the 90% expected standard of achievement of actions.
- 4.9 There are 14 proposed amendments to Executive actions presented for approval at Year-End 2025/26, which are detailed at Appendix 1. It is assumed that the remainder of Executive actions will be achieved within originally approved timescales.
- 4.10 Of the 14 proposed amendments detailed in Appendix 1, the reasons for the proposed amendments are as follows:
- The *Middlehaven Housing* report has an action relating to completing concept designs and site investigations, delayed from 31/03/2026 to 30/06/2026 due to a delay in the appointment of the contractor.
  - The *Tees Valley Investment Zone* Memorandum of Understanding report has an action relating to Signature of the MoU and transmission to TVCA, delayed from 30/11/2025 to 30/09/2026 due to a delay in TVCA responding to the drafted MoU.
  - The *Proposed Changes to the Veritau Structure* report has an action relating to the winding up of Veritau Tees Valley Limited, delayed from 30/09/2025 to 30/06/2026 due to legal process.
  - The *Breast Feeding Boroughs Declaration* report has two actions relating to implementation of the Breast Feeding Boroughs Declaration, reprofiled from 31/03/2025 to 31/12/2027 to ensure they fit into a wider strategic approach that will be articulated in a new Breastfeeding Strategy and action plan.
  - The *Newham Hall – Disposal Options Update* report has an action relating to the Planning application of the road, delayed from 30/04/2025 to 31/08/2026 due to Bio Diversity Net Gain and phasing plan requirement.
  - The *Recovery Solutions Delivery Model* report has three actions relating to securing formal approval for the central site from TEWV, allocating funding and site development and communicating changes to service users and stakeholders, delayed from 31/01/2026 to 31/03/2027 due to costs exceeding the approved revenue budgets.
  - The *Nunthorpe Community Centre – Next Steps* report has two actions relating to lease agreement and construction, delayed from 31/03/2026 to 30/09/2026 due to drainage works issue.
  - The *Neighbourhood Hubs Investment* report has an action relating to final designs and planning application, delayed from 31/03/2026 to 31/10/2026 due to awaiting the outcome of a subsequent Executive report that was approved 4<sup>th</sup> February 2026.

- The *Middlesbrough College Investment* report has two actions relating to amend agreement for lease with Middlesbrough College and securing planning permission for the extension, delayed from 30/09/2026 and 31/01/2026 to 30/06/2026 due to a delay in the legal process.

### ***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 which was in place during Quarter Four.
- 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, which were monitored at Year-End 2025/26 were those set by Executive in November 2024.
- 4.15 On 11 March 2026, Executive approved a report that set out the refresh of the Council Plan 2026-29, and how the Council will measure success, following previous agreement of the outcomes agreed by Executive in December 2025.
- 4.16 The Quarter One Outturn report for 2026/27 will set out progress against the refreshed plan and where appropriate, the remaining 2024-27 initiatives that have not yet been fully delivered will either be subsumed into the new workplan, transferred to Directorate plans or closed where they are no longer required.

### ***Council Plan 2024-27: outcomes***

- 4.17 Progress of delivery of the Council Plan 2024-27 was monitored via detailed milestone plans which supported 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 adhered to the corporate programme and project management framework that was in place during 2026/27.

4.19 Performance overall against the Council Plan 2024-27 outcome measures at Year-End 2025/26, were reported as 10 of 40 (25%), against the 90% performance standard, detailed in the table below:

| Outcome Status      | Q4 2025/26  | Q3 2025/26  | Q2 2025/26  | Q1 2025/26  | Expected standard | Standard achieved | Trend |
|---------------------|-------------|-------------|-------------|-------------|-------------------|-------------------|-------|
| Number (%age) GREEN | 9/40 (23%)  | 10/40 (25%) | 8/40 (20%)  | 8/40 (20%)  | 90%               | No                | ↓     |
| Number (%age) AMBER | 1/40 (2%)   | 3/40 (8%)   | 2/40 (5%)   | 0/40 (0%)   | N/A               | N/A               | ↓     |
| Number (%age) RED   | 30/40 (75%) | 27/40 (68%) | 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. A key learning point from the review of the Council Plan KPIs undertaken in 2026 was that many of the measures being tracked were not within the Council's control to deliver and reflected the wider society, as well as having significant lags in data publication with some measures being around two years old. This learning has been taken forward and reflected in the revised Council Plan outcomes, activity and KPIs that will be tracked in 2026/27.

4.21 Outcome measures for the refreshed Council Plan 2026-29 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 and will be reported in Quarter One 2026/27.

### ***Council Plan 2024-27: workplan***

4.22 At Year-End 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    | Q4<br>2025/26                | Q3<br>2025/26  | Q2<br>2025/26  | Q1<br>2025/26  | Expected<br>standard | Standard<br>achieved | Trend |
|-----------|------------------------------|----------------|----------------|----------------|----------------------|----------------------|-------|
| COMPLETED | <b>54%</b><br><b>(30/56)</b> | 54%<br>(30/56) | 50%<br>(28/56) | 36%<br>(20/56) | 90%                  | Yes                  | ↔     |
| GREEN     | <b>39%</b><br><b>(21/56)</b> | 39%<br>(21/56) | 46%<br>(26/56) | 50%<br>(28/56) |                      |                      |       |
| AMBER     | <b>0%</b><br><b>(0/56)</b>   | 0%<br>(0/56)   | 0%<br>(0/56)   | 0%<br>(0/56)   | n/a                  | n/a                  | ↔     |
| RED       | <b>7%</b><br><b>(4/56)</b>   | 7%<br>(4/56)   | 4%<br>(2/56)   | 14%<br>(8/56)  | n/a                  | n/a                  | ↔     |

4.23 There were four Council Plan initiatives reporting as off-track at Year-End 2025/26, summarised below:

- An initiative relating to *‘Increase pathways offer for homeless households that embody choice; safety and dignity and provide routes into sustainable, long-term accommodation,’* delayed from 31/03/2026 to 30/09/2026 due to a delay in the development and approval of a Homeless Strategy.
- An initiative relating to *‘Transform Middlesbrough’s approach to delivery of learning through the implementation of the Council’s Education and Skills Strategy,* delayed from 31/03/2026 to 31/03/2027 due to a delay in the 2026 Schools White Paper *‘Every child Achieving and Thriving’* which requires additional time to understand its impact on the strategy.
- An initiative relating to *‘Implement new delivery model for Procurement and Contract Management across Council Services’* delayed from 31/03/2026 to 31/03/2027 due to insufficient resources to progress at this time.
- An initiative relating to *‘Improve the range of health and employment related services offered to the public through successful delivery of the Levelling Up Partnership funds,’* delayed from 31/03/2026 to 31/03/2027 due to the identification of an alternative location for the Live Well Centre East which will require additional revenue and Executive approval.

4.24 There are four proposed amendments to Council Plan workplan actions for approval at Year-End 2025/26 as detailed at Appendix 3. All ongoing actions have been reviewed against the refreshed Outcomes agreed in December 2025 and will either be carried forward into the 2026–29 Council Plan workplan or, where appropriate, into Directorate Plans alongside new priority actions.

4.25 During 2025/26, a further 18 Council Plan 2024-27 workplan initiatives were fully achieved. Key successes include:

- *Improve health literacy through the delivery of a Healthy Start model for prevention of ill-health in schools,* which was successfully piloted in two schools and included the development of a school health forum.
- *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 ASC,* which included the delivery of strengths based assessment training for practitioners and review of assessment tool in LAS.
- *Develop research architecture and attract funding to support the development of our local understanding of key issues affecting health inequalities,* which included the

launch of the Health Detriments research collaboration, launch of pilot programmes for Local Authority colleagues to unlock research potential, development of a shared values statement and framework for approach and the use of research within Local Authorities and the recruitment of 20 community based research associates.

- *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*, which included the development of a 'key questions' document (approved by DASP) and needs assessment to inform a new strategy and the roll out of a training programme to Children and Adults Social Care services.
- *Introduce a neighbourhood working model to ensure Council services are more /closely aligned to community needs*, which resulted in the implementation of a new neighbourhood staffing structure, split into North, South, East and West of the town to ensure full geographical coverage and the development of multi-agency action plans for each neighbourhood, aligned to community needs.
- *Roll out the extended childcare entitlement to increase the number of children from 9months+, that have access to Early Years provision*, which resulted in the creation of an additional 564 childcare places.

### **Strategic Risk Register (SRR)**

4.26 The Strategic Risk Register (SRR) sets out the key risks which, if they occurred, could stop the Council achieving its objectives as set out in the Council Plan.

4.27 The Register also sets out control measures in place to reduce the impact and / or likelihood of a risk occurring, as well as further planned actions to manage the risk. Risks in the SRR are identified and managed by the Council's 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.

4.28 The more volatile the risk, the more closely it must be monitored and managed. Managers are responsible for identifying and recording the countermeasures / actions required to address risks and opportunities and maintaining those details within the Council's risk management solution. Countermeasures to risk will include actions to terminate, transfer, treat or tolerate the risk. Actions in relation to opportunity will include exploitation (fully or partially) or avoidance.

4.29 The SRR contains 13 risks at Year-End 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<br>>80% | 5 | Low<br>(5)         | Medium<br>(10) | High<br>(15)  | High<br>(25)   | High<br>(35)  |
| Likely<br>51% - 80%    | 4 | Low<br>(4)         | Medium<br>(8)  | High<br>(12)  | High<br>(20)   | High<br>(28)  |
| Possible<br>21% - 50%  | 3 | Low<br>(3)         | Medium<br>(6)  | Medium<br>(9) | High<br>(15)   | High<br>(21)  |
| Unlikely<br>6- 20%     | 2 | Low<br>(2)         | Low<br>(4)     | Medium<br>(6) | Medium<br>(10) | High<br>(14)  |
| Rare<br><6%            | 1 | Low<br>(1)         | Low<br>(2)     | Low<br>(3)    | Low<br>(5)     | Medium<br>(7) |
|                        |   | 1<br>Insignificant | 2<br>Minor     | 3<br>Moderate | 5<br>Major     | 7<br>Extreme  |
|                        |   | Impact             |                |               |                |               |

4.30 In Quarter Four two strategic risks were removed from the strategic risk register, as outlined below:

- **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. –

Following the LGA Peer Review, this risk has been reclassified from a Strategic Risk to a Directorate-level risk and will be managed within the Chief Executive's Department Risk Register.

- **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.

Following the Executive's decision to move from a Transformation Programme to a Continuous Improvement approach, this risk has been removed from the Strategic Risk Register to reflect the revised delivery model.

### ***Directorate Risk Registers***

4.31 The SRR has a supporting suite of Directorate Risk Registers. The Council's Leadership Management 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 Four 2025/26, to manage risks:

| Directorate Risk Register | Chief Executive's Department | 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                            | 0             | 0                   | 1                                   | 0       | 0                            |
| New Actions               | 0                            | 0                        | 0                            | 0             | 0                   | 2                                   | 14      | 7                            |
| Completed Actions         | 3                            | 0                        | 1                            | 0             | 5                   | 2                                   | 8       | 3                            |
| New Assessments           | 24                           | 0                        | 0                            | 0             | 1                   | 0                                   | 2       | 0                            |
| Deactivated Risks         | 1                            | 0                        | 1                            | 0             | 2                   | 0                                   | 0       | 0                            |

### ***Progress in delivering Programmes and Projects***

4.33 During 2025/26, the Council maintained a portfolio of corporate and transformation programmes and projects in support of achievement of the Council's strategic priorities. In Quarter Four the decision was taken to cease the transformation programme and transition into business as usual (BAU) arrangements with a focus on Continuous improvement.

4.34 This report reflects the position of all projects at Year-End 2025/26. At Year-End 2025/26, 78% of all projects were on-track to deliver against project time, cost, scope, and benefits, which is below the expected combined standard of 90%.

| Status | Q4 2025/26 position | Q3 2025/26 position | Q2 2025/26 position | Q1 2025/26 position | Expected standard | Standard achieved | Trend |
|--------|---------------------|---------------------|---------------------|---------------------|-------------------|-------------------|-------|
| GREEN  | 68%<br>(27/40)      | 64%<br>(27/41)      | 70%<br>(30/43)      | 100%<br>(17/17)     | 90%               | No                | ↓     |
| AMBER  | 10%<br>(4/40)       | 17%<br>(6/41)       | 9%<br>(4/43)        | 0%<br>(0/17)        |                   |                   |       |
| RED    | 23%<br>(9/40)       | 19%<br>(8/41)       | 21%<br>(9/43)       | 0%<br>(0/17)        | N/A               | N/A               | ↑     |

4.35 Eight of the nine projects RAG rated Red have associated financial savings. Following the Council's improved financial position and change in approach, these projects are now under review and if the expected benefits can no longer be achieved the project will be formally closed as part of the closure plan for the current transformation programme

4.36 Directorates will be required to identify alternative savings proposals, to be delivered either through the initiation of new projects or embedded into the forthcoming business-as-usual performance and financial management integrated arrangements.

- 4.37 The remaining project RAG rated Red is associated with the implementation of SharePoint, delayed due to the volume of data to be transferred and awaiting a change control with revised timescales for completion.
- 4.38 Four projects RAG rated as Amber are in the close and review stage of the project lifecycle, with closure reports expected to be submitted in the next reporting period.

### ***Project gateway approvals***

- 4.39 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.
- 4.40 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.
- 4.41 In Quarter Four 2025/26, there were 8 project gateway approvals as summarised below:

| Directorate / Programme              | Project name                                           | Gateway type   | Approved |
|--------------------------------------|--------------------------------------------------------|----------------|----------|
| Environment, Communities and Culture | Civica CX                                              | Change Control | Jan      |
| Regeneration                         | Newham Hall                                            | Change Control |          |
| Legal & Corporate Services           | SharePoint                                             | Change Control |          |
| Environment, Communities and Culture | Increase in Education and Enforcement around Recycling | Change Control | Feb      |
|                                      | Fleet Services Review                                  | Closure Report |          |
|                                      | ECC Systems Process Review                             | Project Brief  |          |
| Environment, Communities and Culture | Plot Box                                               | Closure Report | Mar      |
|                                      | Residential Pest Control Service                       | Project Brief  |          |

### ***Progress in other corporate performance matters***

| <b>Status</b>                   | <b>Q4<br/>2025/26<br/>position</b> | <b>Q3<br/>2025/26<br/>position</b> | <b>Q2<br/>2025/26<br/>position</b> | <b>Q1<br/>2025/26<br/>position</b> | <b>Expected<br/>standard</b> | <b>Standard<br/>achieved</b> | <b>Trend</b> |
|---------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------|------------------------------|--------------|
| P 1 / 2 audit actions in time   | 82%                                | 82%                                | 78%                                | 73%                                | 90%                          | No                           | ↔            |
| FOI / EIR responded to <20 days | 69%                                | 74%                                | 61%                                | 68%                                | 90%                          | No                           | ↓            |
| % live SARs overdue             | 42% (14 of 33)                     | 19%                                | 20%                                | 16%                                | 90%                          | No                           | ↑            |
| Information security incidents  | 32                                 | 45                                 | 30                                 | 27                                 | N/A                          | N/A                          | ↓            |
| Incidents reported to the ICO   | 0                                  | 2                                  | 0                                  | 1                                  | N/A                          | N/A                          | ↓            |
| % complaints closed in time     | 67%                                | 71%                                | 74%                                | 80%                                | 90%                          | Yes                          | ↓            |

4.42 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.

4.43 At Year-end 2025/26, the key points of note in matters of compliance, are:

- Of the eleven priority two actions due within the quarter, two actions arising from the Anti-Social Behaviour Management audit within the Environment, Communities and Culture Directorate were not completed within the expected timescales. Although both actions were ultimately completed, this occurred later than anticipated due to staff illness within the Neighbourhoods Department.
- There again has been a small reduction in compliance with statutory timescales for FOI and EIR requests. Ongoing capacity pressures across services remain. A new system will be launched in Quarter One 2026/7 that should improve timeliness and quality of responses. There have been a number of delays to the launch as the small central team have had to balance system development alongside maintenance of the current system.
- Compliance with statutory timescales for Subject Access Requests (SARs) continues to be impacted by a small number of particularly complex cases. The overall number of SARs has also increased in this quarter. The ongoing complexity across compliance areas, including SARs, is also emerging as a result of the growing use of AI which is driving both volume and complexity of initial requests, as well as increasing the volume of Council responses which are challenged. This has been acknowledged in May 2026 by the Information Commissioner's Office who has issued guidance to local authorities on the management of AI driven statutory information requests. Following this guidance we have strengthened the detail on the website for requestors ensuring that there is a clear message for those using AI and how that could affect the outcome of their requests under FOI, EIR, SAR and Complaints.

- Compliance for Complaints has slightly declined, again some of this can be attributed to increasing complexity in particularly due to the increased use of AI when submitting complaints and challenging responses.
- to improve the quality and consistency of responses for members of the public the central team are reviewing and developing quality standards checklists for service areas to reduce the number of escalations to Stage 2 or the Ombudsman.
- There will be particular focus on embedding early resolution across services areas before formal complaints escalate to reduce formal complaint volumes and improve the speed of resolution.
- Governance and accountability will be strengthened making complaint handling a leadership priority with clear ownership of improvement actions reported.
- We continue to provide transparency for the Public through publication of our compliance with annual reporting.

## **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)**

| <b>Topic</b>                              | <b>Impact</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Financial (including Social Value)        | There are no direct financial or social value implications arising from the recommendations set out in this report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Procurement                               | <p>The report seeks approval to extend an action to Implement new delivery model for Procurement and Contract Management across Council services due to lack of resources. While this is delayed, the Council's approach to procurement will remain legally compliant. There will be a review undertaken in 2026/7 to revise the approach to this to ensure the Council is able to take a proactive approach to the management of its key corporate contracts.</p> <p>There are no other direct procurement implications arising from the recommendations set out in this report.</p> |
| 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 | The ambitions of the Council Plan set out how the Council will improve outcomes for all its residents and highlight                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| and Community Cohesion                                                | 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.<br>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 Year-End 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)**

| <b>Action</b>                                                                             | <b>Responsible Officer</b> | <b>Deadline</b> |
|-------------------------------------------------------------------------------------------|----------------------------|-----------------|
| Performance management feeder systems to be updated according to approval from Executive. | J Chapman                  | 30/06/2026      |

## Appendices

|   |                                                                |
|---|----------------------------------------------------------------|
| 1 | Executive actions proposed amendments at Year-End 2025/26      |
| 2 | Council Plan workplan progress at Year-End 2025/26             |
| 3 | Council Plan Workplan; proposed amendments at Year-End 2025/26 |
| 4 | Strategic Risk register progress at Year-End 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 |
| Executive | Council Plan 2026-29                                           | 11/03/2026 |
| Executive | Quarter Three 2025/26 Corporate Performance Report             | 11/03/2026 |

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