

Appendix One: Progress Against the Council Plan - Performance Outturn Summary Quarter One 2026/27



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Introduction

This quarterly report, covering the period 1 April 2026 to 30 June 2026, provides an update on performance against our Council Plan 2026-29. The report should be read alongside the Council's *Making Middlesbrough Thrive* approach, which recognises that deprivation, and inequality remain some of the most significant challenges facing the town and provides the strategic context for the Council's priorities and activity.

The Plan will be supported by Directorate plans, which are being implemented during 2026/27 to ensure there is a golden thread from the Council Plan through Directorate priorities and into individual appraisal objectives. Directorate plans also provide an opportunity to capture the wider obligations, beyond the Council Plan, that Directorates must deliver. In Quarter One 2026/27 work has been ongoing to establish monitoring of Key Performance Indicators (KPIs) which are included at the end of this report. Progress against them will start to be reported in the Quarter Two Outturn report.

The report forms part of the Council's performance and financial management framework and helps meet legislative and regulatory requirements for accountability, transparency and continuous improvement in the delivery of local government services.

The 2026-29 Council Plan states that the vision for Middlesbrough is to be a thriving, healthier, safer and more ambitious place where people want to live, work, invest and visit. While this report focuses on delivery against Council Plan commitments, the ultimate measure of success is the extent to which our collective action improves outcomes for residents, reduces inequalities and supports communities to thrive. This vision is supported by four core ambitions, which set out what the Council aims to achieve for local people over the next four years and guide everything we do. This report sets out progress towards achieving that vision. As the framework matures, reporting will also provide a clearer line of sight between evidenced need, Council activity and the outcomes experienced by residents and communities.

Middlesbrough's Vision and Ambitions:



**A
successful
and
ambitious
town**

- We will grow businesses and employment opportunities within the town
- We will close attainment gaps and work with education providers to increase the number of students who achieve their expected grades
- We will ensure housing supply meets local demand
- Transport connectivity will improve



**A healthy
place**

- People live healthier lives for longer and health inequalities are reduced
- The look and feel of the physical space in Middlesbrough will improve
- We will be closer to our communities and involve them in decision-making
- We will reduce and alleviate the impact of poverty to improve lives and life chances for people in Middlesbrough



**Safe and
resilient
communities**

- All adults are supported through strength-based practice to live the lives they choose
- We will promote digital inclusion
- We will continue to work with Voluntary and Community groups and individuals to improve the resilience of our communities
- Residents will feel safer



**Delivering
Best value**

- We will be a well-run Council that provides Value for Money Services
- We will set a balanced budget and medium-term financial plan

Context: Middlesbrough - ‘Village of 100’ Snapshot

Middlesbrough Council serves a diverse population with a wide range of needs and characteristics.

Middlesbrough has a strong industrial heritage, proud communities and significant opportunities for growth. However, the town continues to face social, economic and health inequalities that present ongoing challenges to achieving sustainable and inclusive growth.

These things are important context to our performance updates. This evidence will help the Council assess whether our activity is responding appropriately to the needs of Middlesbrough’s different communities. Here’s a snapshot of our sample of 100 cases, which provides a basis for identifying patterns and drawing indicative conclusions about the wider population:

Population



20 Aged 0-15



63 Aged 16-64



17 Aged 65 and over



50 Male



50 Female



82 White



11 Asian or Asian British



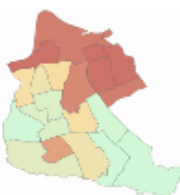
3 Black, African, Caribbean or Black British



2 Mixed or Multiple Ethnic Group



2 Other Ethnic Group



If Middlesbrough's 90 neighbourhoods were represented as 100, around 50 would be among the 10% most deprived neighbourhoods in England. Middlesbrough has the second highest average level of deprivation nationally, reflecting the significant social and economic challenges faced across the Borough.

A successful and ambitious town



66 children have a good level of development up to age 5



22 Children have a Special Educational Need



63 have the expected standard across RWM at KS2



21 Adults have no qualifications



57 have GCSE Grade 4+ in English and Maths



6 Adults are unemployed



22 children are absent from school more than 10%

A healthy place



40 Year 6 children are overweight or obese



34 Adults are Physically inactive



70 Adults are overweight or obese



21 Adults have a disability



People in Middlesbrough have lower life expectancy than the regional and national averages. Life expectancy is 76 years for males and 81 years for females, compared with 78 and 82 regionally, and 80 and 84 nationally.

Safe and resilient communities



9 People experience loneliness



5 People are victims of violent crime



55 People are satisfied with their local area



4 people aged 16+ are victims of domestic violence

Poverty and inequalities



35 children live in poverty



55 children aged 0-15 live in income deprived households



12 homes experience fuel poverty



There is a life expectancy gap of 17 years for males and 15 years for females between the most and least deprived areas, higher than regional (14 and 11 years) and national (10 and 8 years).



49 people live in England's most deprived areas



26 people aged 60+ live in income deprived households

What this means for Middlesbrough

The Village of 100 provides a summary overview of some of the characteristics and challenges facing the town.

The indicators presented highlight challenges across income, employment, education and skills, health, crime, housing and the living environment. Almost half of residents live in some of England's most deprived neighbourhoods, over half of children live in income deprived households and significant inequalities in health outcomes persist between our most and least deprived communities.

These challenges underpin the Council's priorities and the Making Middlesbrough Thrive approach. Whilst this report tracks delivery of Council Plan activities, our focus is not simply on delivering actions, but on improving outcomes for residents, reducing inequalities, alleviating poverty and improving life chances, particularly in communities experiencing the greatest levels of deprivation. Future performance reporting will increasingly demonstrate the impact that Council activity is having on these outcomes.

The evidence presented through the Village of 100 provides important context for understanding both the priorities within the Council Plan and the progress set out in this report. The following sections demonstrate how the Council is responding to the social, economic and health inequalities facing the town and contributing to the long-term ambition of helping Middlesbrough thrive.

Progress Against the Council Plan – Quarter One 2026/27

32 Council Plan activities are underway, supporting delivery of the Council's ambitions to improve outcomes, reduce inequalities and help Middlesbrough thrive.



A successful and
ambitious town

100% of planned Council Plan activities are progressing as expected. However, Middlesbrough continues to face significant deprivation and inequality challenges, and successful delivery must ultimately translate into improved outcomes for residents and communities.



Safe and Resilient
Communities

There are **92** Key Performance Indicators (KPIs) in place to measure the impact of the Council Plan initiatives. We will evolve these measures to ensure they continue to be the best KPIs to measure impact. A full list is provided at Appendix A. Quarter One work has focused on establishing the baseline for the new Council Plan. We intend to start reporting on progress from Quarter Two onwards. We are already able to highlight a number of early successes and challenges. This is set out in the following pages, which will highlight progress against initiatives and their impact on KPIs as we progress with delivery of the Council Plan over the next three years.



A Healthy Place

Future reporting will increasingly demonstrate how Council activity contributes to reducing inequalities, alleviating and improving outcomes for residents, particularly in communities experiencing the greatest levels of deprivation.



Delivering Best Value



A successful and ambitious town

Maximising economic growth, employment and prosperity in an inclusive and environmentally sustainable way.

What was Going Well at Quarter One Outturn

- 1. Apprenticeship delivery has significantly exceeded target.** Increasing the availability of apprenticeships supports the Council's ambition to tackle deprivation by increasing access to employment pathways, particularly for young people and residents who are facing labour market disadvantage. 217 apprenticeships have been supported in Quarter One, against a target of 128. Opportunities have been created across a range of services including Public Health, Highways, Planning, Finance and Legal Services, supporting workforce development from Level 2 to Level 7 qualifications.
- 2. Educational workforce capacity has been strengthened through apprenticeship programmes,** with local authority schools supporting 46 apprenticeships, including 16 teachers undertaking teacher apprenticeships.
- 3. Housing growth continues to deliver positive outcomes,** with the three-year rolling average of net additional dwellings at 445, remaining above the target of 420. The rolling average reflects sustained housing delivery over time and contributes to the Council's wider regeneration and growth objectives. Increasing housing supply contributes to improved housing choice and supports longer-term efforts to tackle housing pressures experienced by residents across the town. Future reporting will also consider how delivery responds to the type, affordability and location of housing need once the Council has agreed a Housing Strategy which is currently in development.
- 4. Development of a co-designed, comprehensive local area reform plan to continue to deliver strong SEND and inclusion services** for children in partnership with our schools and education providers.
- 5. Exclusion and Suspension rates are moving in a positive direction for vulnerable pupils,** including children eligible for free school meals, those receiving SEN support and those with an Education, Health and Care Plan (EHCP).
- 6. EHCP timeliness remains stable and within statutory requirements.** Ensuring children and young people with SEND receive support as quickly as possible, is particularly important in improving life chances and reducing the risk of disadvantage becoming entrenched. **93.3% of EHCPs being issued within 20 weeks** (excluding exceptions), significantly above both the Regional average (60.5%) and the national average (46.1%).
- 7. Access to sustainable transport has improved through the continued expansion of electric vehicle charging points,** supporting greener travel and the transition to lower-carbon transport.



A successful and ambitious town

Issues we are addressing

- 1. Crime levels have reduced from the peak recorded during summer 2024**, demonstrating progress through continued partnership working across community safety services. However, the latest crime rate remains above target at approximately **13.5 incidents per 1,000 population**, compared to a target of **11.8 incidents per 1,000 population**. Work with Cleveland Police and community safety partners continues to address the underlying drivers of violent and sexual offending.
- 2. Additional support is being developed to help more families access settled accommodation and reduce reliance on temporary accommodation.** Demand for temporary accommodation remains above expected levels, mainly due to domestic abuse victims, the ending of private rented tenancy or the family no longer willing or able to accommodate (accounting for 40%). Revised Housing and Homelessness Strategies are being developed, alongside reviews of temporary accommodation provision and tenancy sustainment arrangements to strengthen prevention activity. This work responds to an area of significant need and will support focus on prevention and improved outcomes for vulnerable households.
- 3. Significant progress is being made in delivering the highways resurfacing programme, with further works already underway.** Whilst Quarter One delivery was below profile, an additional **3.3km** of resurfacing is currently underway and due for completion in the coming weeks. A total of **14.6km** of resurfacing is planned for delivery this year, significantly exceeding the annual target of **9km**.



A Healthy Place

Helping our residents to live longer, healthier lives.

What was Going Well at Quarter One Outturn

- 1. Environmental cleanliness has been maintained through the continued delivery of the fortnightly alleyway cleaning programme**, helping to improve local neighbourhoods and resident satisfaction.
- 2. The Council has successfully implemented the food waste collection service**, with **75 tonnes** of food waste collected from households in the first two weeks. This is contributing to increased recycling rates, reducing waste sent to landfill and supporting environmental sustainability objectives.
- 3. The Eat Well Schools Award programme continues to support schools across South Tees** in improving food and nutrition standards, contributing to better health, wellbeing and educational outcomes for children and young people. By promoting healthier lifestyles from an early age, the programme also supports efforts to reduce health inequalities and improve life chances, particularly for children living in more disadvantaged communities. The programme is helping schools prepare for the introduction of new School Food Standards and anticipated Ofsted monitoring requirements.
- 4. Substance Misuse Treatment Services have reported improved treatment outcomes.** The proportion of participants demonstrating substantial progress increased from **42.8% in 2023/24** to **46.6% in 2024/25** and has continued to improve across all three substance groups (opiates, non-opiates and alcohol), with non-opiate treatment showing the largest increase from **29.4% to 41.0%**. By supporting recovery and reducing the harms associated with substance misuse, these services contribute to improving health outcomes, reducing inequalities and helping residents facing some of the most complex challenges to achieve greater stability and wellbeing.



Safe and Resilient Communities

Creating a safer environment where residents can live more independent lives.

What was Going Well at Quarter One Outturn

1. **Anti-social behaviour has continued to reduce, contributing to improved community safety** across Middlesbrough. The latest rate stands at **2 incidents per 1,000 population**, below the target of **2.6 incidents per 1,000 population** and representing the lowest level recorded since late 2024.
2. **Digital Inclusion (Rekindle):** Digital inclusion helps residents access employment opportunities, education, benefits and public services and is an important component of reducing inequalities. The programme exceeded its target, with **82 people gaining additional digital skills against a target of 60**. This has helped reduce digital exclusion and improve residents' ability to access online services and opportunities. Strong participant engagement demonstrates the continued demand for and value of the programme.

Issues we are addressing

1. **Collaborative work is underway to strengthen safeguarding practice and reduce repeat safeguarding enquiries.** Whilst performance remains stable, the latest figure shows **36% of Section 42 enquiries** involved an adult with a previous enquiry within the last 12 months. The service has remodelled its front door arrangements and is working with the Tees Valley Safeguarding Adults Board (TSAB) and neighbouring authorities to further improve practice.
2. **Action is being taken to manage increased safeguarding demand and improve timeliness.** A significant rise in **Section 42 enquiries**, alongside staffing pressures, has created challenges in completing safeguarding concerns within three days. Targeted work is underway to understand the causes of the increase and identify opportunities to improve performance.



Delivering Best Value

Changing how we operate, to deliver affordable and cost-effective outcomes for residents and businesses.

Going Well

1. Our Ofsted Inspection of Local Authority Children's Services (ILACS) took place in June 2026. Inspectors expressed support for our Children's Services improvement priorities, finding a systematic and methodical approach to improvement and an outward looking leadership team working in collaboration with improvement partners, regulators and regional peers. Inspectors recognised the progress made in light of this approach since the December 2025 Focused Visit and expressed their optimism about ongoing improvements within children's services: **'With a stable and experienced leadership team now in place, strategic planning and decision-making are improving, with clearer priorities and expectations beginning to drive more consistent practice.'**
2. **Supporting residents to maximise household income** remains a key component of the Council's approach to delivering the Making Middlesbrough Thrive strategy and the Council Plan commitment to reduce poverty and improve lives and life chances for local people. During Quarter One, the Council identified £1.5m in previously unclaimed benefits for Middlesbrough residents, helping households access financial support to which they were entitled. In addition, £1.1m of financial assistance was distributed to residents most in need through a range of support schemes. Together, these interventions are helping to improve financial resilience, mitigate the impacts of poverty and support healthier, more independent and sustainable communities.

Issues we are addressing

1. **Action is being taken to improve the long-term sustainability of Children's Services and reduce budget pressures.** High placement costs and continued reliance on agency staff has created significant financial pressures within the service. To address this, senior leaders are reviewing staffing structures to ensure that our establishment appropriately matches the needs of our children and is aligned to delivery of children's social care reforms. This work aims to reduce agency dependency, strengthen workforce capacity and support delivery of the Children's Services transformation programme.
2. **Demand for high-cost external placements has increased consistently over the past 12 months and has continued into Quarter 1.** This mirrors the overall rise in the number of children cared for by the Council and has resulted in a forecast overspend of £2.575 million within the External Placements and Independent Foster Carers budget. Measures to strengthen practice and reduce dependence on high-cost placements are being progressed through the Children's Improvement Plan.



Delivering Best Value

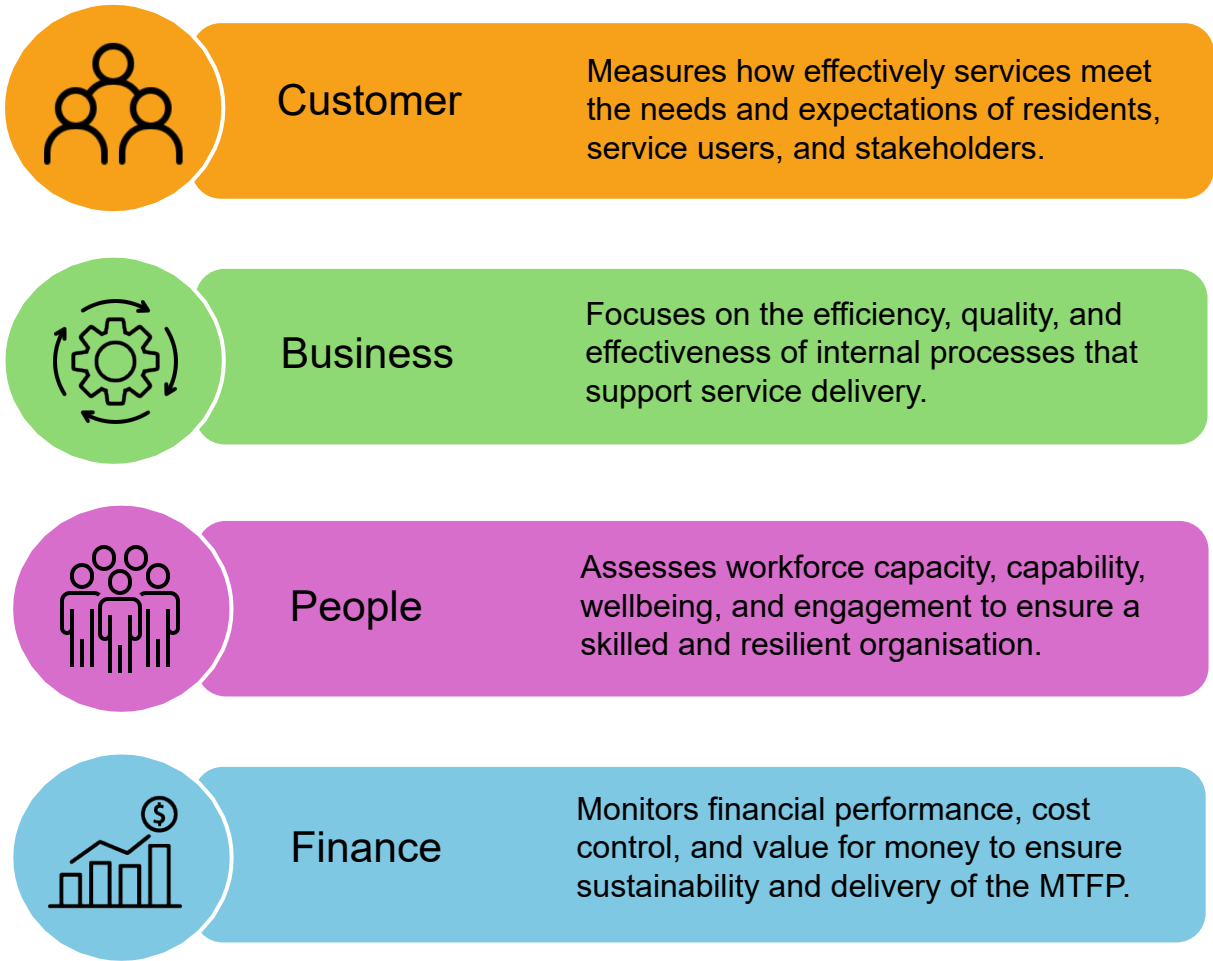
3. **Children's Improvement Plan** - Ongoing delivery of our Children's Services Improvement Plan, incorporating Ofsted feedback and the key areas for improvement identified during the June 2026 inspection:

- Strengthen leadership ambition and aspiration for children and young people in Middlesbrough, while ensuring children, young people and families are actively involved in shaping services through participation, engagement and influence.
- Improve the quality, consistency and timeliness of written records for children, young people and families.
- Enhance the identification of young carers and the quality of support available to meet their needs.
- Improve the quality and impact of management supervision to ensure effective progression of assessments and plans, including robust and timely decision-making for children entering care.
- Strengthen the exploration and engagement of family networks for children in need of help, care and protection.
- Improve the effectiveness of challenge and escalation by Independent Reviewing Officers, ensuring children receive timely permanence planning and high-quality life-story work.

Directorate Plans - Introduction

In addition to the Council Plan, each Directorate is expected to operate within a consistent framework of financial control indicators, including workforce cost controls, which must be monitored throughout the year. During 2026/27 Directorates are reestablishing Directorate Plans. In line with the Making Middlesbrough Thrive report, Directorate Plans will identify the key evidence of need relevant to each Directorate's responsibilities and the commitments through which services will respond.

These Plans will include indicators that measure the health of the Directorate across the themes of people, business, customer and finance. As the plans are developed, this report will highlight key successes and challenges and provide assurance about the relationship between evidence of need, planned activity, resources and outcomes.



APPENDIX A

Key Performance Indicators (KPIs)

Priority 1 – A successful and ambitious town

We will grow businesses and employment opportunities within the town

1. Number of apprenticeships provided by the Council
2. Number of apprenticeships provided by LA Schools
3. Achievement rate of apprenticeships delivered by MBC
4. Births of new enterprises

We will close attainment gaps and work with education providers to increase the number of students who achieve their expected grades

1. Gaps in GLD outcomes will reduce year on year
2. Percentage of children achieving a Good Level of Development (GLD) will improve year on year
3. Gaps in phonic attainment will reduce year on year
4. The percentage of children achieving expected standard in phonics will improve
5. The proportion of children achieving the expected standard in Reading, Writing and Maths combined will improve year on year
6. Gaps in attainment at Key Stage 2 will reduce year on year (All Pupils)
7. Gaps in attainment at Key Stage 2 will reduce year on year (Disadvantaged Pupils)
8. To close the gap of percentage of CLA, CIN and CP pupils at KS2 meeting the expected standard in reading, writing and maths (combined)
9. All pupils will make strong progress from their starting points, reflected in improved Progress 8 outcomes
10. The proportion of pupils achieving a Grade 4+ in English and Maths will improve
11. Gaps in both attainment and progress between key pupil groups will reduce. Reduction in the attainment and progress gap year on year (All Pupils)
12. Gaps in both attainment and progress between key pupil groups will reduce. Reduction in the attainment and progress gap year on year (Disadvantaged Pupils)
13. To close the gap of Percentage of pupils achieving grade 4 or above in English and maths GCSEs
14. Reduction in the number of children who are suspended (rate) by FSM
15. Reduction in the number of children who are suspended who have SEN Support
16. Reduction in the number of children who are suspended who have an EHCP
17. Reduction in the number of children who are permanently excluded (rate) by FSM
18. Reduction in the permanent exclusions of children with SEN Support
19. Reduction in the permanent exclusions of children with an EHCP
20. Overall absence of all children in Middlesbrough will increase in line with national

We will ensure housing supply meets local demand

1. Number of empty properties brought back into use
2. Number of empty properties brought back into use that have been empty for 12 months+
3. Selected properties identified as being problematic cease to become problem properties
4. Net additional dwellings
5. % reduction of homeless applicants owed a relief duty
6. % increase of individuals / families accessing prevention services
7. Increase in enquiries resolved at first contact (those enquiring don't progress to an open case)
8. Number of households with children in temporary accommodation
9. Number of families in B&B over 6 weeks
10. Number of people sleeping rough on a single night
11. Number of people sleeping rough over the month who are long term

Transport connectivity will improve

1. 400m walk of a commercial daytime bus service
2. KM of highways resurfaced

Priority 2 – A Healthy Place

People live healthier lives for longer and health inequalities are reduced

1. Proportion of schools engaged in Eat Well Schools Programme (%)
2. Proportion of Year 6 children classified as obese (%)
3. Proportion of successful quits in the stop smoking service (%)
4. Adult smoking prevalence (%)
5. Attendances at Everyone Active leisure centres (No.)
6. Adults who are physically inactive (%)
7. Proportion of clients in substance misuse treatment services that are showing substantial progress (%)

The look and feel of the physical space in Middlesbrough will improve

1. Satisfaction of with the local area as a place to live
2. A reduction in the number of environmental reports
3. Increase in LAMS Surveys to ensure consistent 'scoring'
4. Number of alleyways cleared within current service promise every 2 weeks
5. % of ROSPA identified equipment now repaired

We will be closer to our communities and involve them in decision –making

1. Number of co-designed creative programmes supported
2. Number of cultural events supported outside of the town centre
3. Number of people participating in cultural events delivered outside of the town centre
4. The average open rate of news and neighbourhood e-newsletters issued by the Marketing and Communications team
5. Increase the proportion of people in the local area that pull together to improve the area
6. Count the footfall through Community Hubs
7. Number of engagements (people) through Neighbourhood activity

We will reduce and alleviate the impact of poverty to improve lives and life chances for people in Middlesbrough

1. The proportion of children in receipt of benefit related free school meals accessing the HAF Programme
2. Percentage of children completing the Childhood Enrichment Guarantee (10x10 programme)
3. Number of residents accessing Community Learning and Employment Hub services per annum
4. Identified unclaimed Benefits (Value) - Number of people we have sorted benefits out and the total amount they've received
5. Crisis Resilience Fund – We will introduce and further develop a policy in accordance with government guidance to target households and reduce poverty, improve financial resilience, financial management and encourage employment
6. Assistance Provided (Value) – An assessment of the total value of awards made by the Council in providing support to households across the schemes managed through Resident and Business Support
7. Support for families through the Multibank through units distributed

Priority 3 – Safe and resilient communities

All adults are supported through strength-based practice to live the lives they choose

1. The number of adults aged 18 to 64 whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
2. The number of adults aged 65 and over whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
3. Repeat safeguarding concerns rate
4. Time taken to complete section 42 enquiries
5. Proportion of safeguarding enquiries where the person reports their desired outcomes were achieved
6. Number of clients living in Extra Care Housing
7. % of people who leave reablement with no ongoing care needs, or reduced package of care
8. % of people whose long-term care reduces or remains stable at the point of review

We will promote digital inclusion

1. Number of individuals receiving digital skills support through the digital inclusion programme
2. Number of focus session / engagement session regarding digital skills
3. To maintain a minimum of 14 Digital Champions on the programme
4. % of digital champions actively supporting individuals with digital skills

We will continue to work with Voluntary and Community groups and individuals to improve the resilience of our communities

1. Progress in putting Neighbourhood plans in place
2. Number of community events co-originated by Neighbourhoods Team

Residents will feel safer

1. Rate of Crime per 1,000 population
2. Rate of ASB per 1,000 population
3. Percentage agree adults in their communities can be trusted
4. How safe or unsafe do you feel when outside in your local area - during the day
5. How safe or unsafe do you feel when outside in your local area - after dark
6. Individuals supported at domestic abuse safe accommodation services

Priority 4 – Delivery Best Value

We will be a well-run Council that provides Value for Money Services

1. Staff survey level of engagement measured as a %
2. % of staff who agree with the following statement: I am proud to work for MBC
3. % of staff who agree with the following statement: I would recommend MBC as a good place to work
4. >90% of internal audit reports to provide Substantial or Reasonable assurance
5. External Audit Annual Value for Money judgement
6. % actions on target or delivered against the Continuous Improvement Plan

We will set a balanced budget and medium-term financial plan

1. Maintain unrestricted usable revenue reserves in line with approved reserves
2. Maintain GF balance in line with approved reserves policy
3. We will maintain budgeted levels into the collection fund

APPENDIX B

Council Plan Initiatives (2026)

Priority 1 – A successful and ambitious town

We will grow businesses and employment opportunities within the town

1. Expand the town's cultural offer through the creation of a Cultural Masterplan, alongside exploration of external investment to ensure long term sustainability
2. Development and implementation of a Place Strategy and Investment Prospectus
3. Improve the range of health and employment related services offered to the public through successful delivery of the Levelling Up Partnership funds
4. Development Employment Hub offer (employers / residents)
5. Partnership with Middlesbrough College

We will close attainment gaps and work with education providers to increase the number of students who achieve their expected grades

1. Implement refreshed SEND and Inclusion Strategy and establish local area strategic governance with ICB

We will ensure housing supply meets local demand

1. Improve access and support for individuals at risk of homelessness and domestic abuse
2. Implement Youth Homelessness Protocols
3. Empty Properties (Houses) delivery plan in place
4. Develop the Supported Housing Strategy
5. Strategic Housing Needs Assessment in place
6. Develop a Housing Provision Plan
7. Enforcement Protocol in place (action on Landlords of empty properties)
8. A Private Rented Sector Improvement Plan in place

Priority 2 – A Healthy Place

People live healthier lives for longer and health inequalities are reduced

1. Implement the Tees Suicide Prevention Strategy Action Plan
2. Improve substance use service delivery bases to ensure accessibility right across the borough and a full service offer as close to communities with the greatest needs as possible
3. Address the risk factors that contribute to ill health of our population and promote good health and wellbeing across the life course
4. Work with vulnerable communities to understand barriers to preventative healthcare and promote good health and improve access, experience, and outcomes
5. Identify knowledge gaps in the Health and Wellbeing Strategy goals and develop into research projects
6. Deliver a unified public health offer to schools
7. Embed the Healthy Weight Declaration

The look and feel of the physical space in Middlesbrough will improve

1. Increase community engagement to support a decrease in environmental offences
2. Refresh of the Green Strategy
3. Review of rewilding areas and other approaches to increase the habitat and quality of wildlife
4. Increase the use of community volunteers to help maintain and develop rewilding areas
5. Delivery of the pride in place impact funding (Centre Square Lake)

We will be closer to our communities and involve them in decision-making

1. Develop and implement Middlesbrough's Enrichment Strategy
2. Carry out Big Conversation with children and young people across Middlesbrough
3. Delivery of the Health and Wellbeing element of the Neighbourhood Plans
4. Work with vulnerable communities to understand barriers to preventative healthcare and promote good health and improve access, experience, and outcomes

We will reduce and alleviate the impact of poverty to improve lives and life chances for people in Middlesbrough

1. Develop and implement long term strategic plan across Children's Services through delivery of Children's Services Improvement Plan.
2. Introduce and further develop a policy in accordance with government guidance to target households and reduce poverty
3. Increase in Youth Provision
4. Develop a Public Health approach to improve early childhood development and school readiness
5. Delivery of the Health and Wellbeing Strategy Poverty Mission
6. Develop and launch a multi-agency evidence based South Tees Sexual Health Strategy to reduce, STIs and unintended pregnancies, and reduce inequalities
7. Influence the development of plans to support people into employment
8. Through the Tees Valley Anchor Network, work together to make employment from those areas with the greatest deprivation or those in low quality employment a priority

Priority 3 – Safe and resilient communities

All adults are supported through strength-based practice to live the lives they choose

1. Develop the care academy
2. Develop an autism strategy, and pathways for support
3. Develop the smart house
4. Undertake a review of reablement
5. Embed Directorate wide roll out of strength-based practice
6. Embed a quality framework across adult social care, ensuring an ethos of co-production
7. Obtain White Ribbon Accreditation

We will promote digital inclusion

1. Support and signpost more residents to access council services in way that meets their needs

We will continue to work with Voluntary and Community groups and individuals to improve the resilience of our communities

1. Increase in cultural events and activities to support communities to celebrate community cohesion

Residents will feel safer

1. Delivery of the Crime and ASB element of the Neighbourhood Plans

Priority 4 – Delivery Best Value

We will be a well-run Council that provides Value for Money Services

1. We will expand the content of the data we publish on our open data site to increase transparency and manage demand
2. Successful delivery of Information Strategy
3. Implementation of a Continuous Improvement Team
4. Further review of Financial Regulations
5. Further training for elected members and officers on Financial Regulations and Contract Procedure Rules
6. More targeted work with services non-compliant Financial Regulations
7. Improve forecasting over the medium to longer term
8. Successful delivery of People Strategy

We will set a balanced budget and medium-term financial plan

1. Improve forecasting over the medium to longer term