

STATEMENT OF ACCOUNTS DRAFT IMPROVEMENT PLAN

AREA FOR IMPROVEMENT	ACCOUNTABLE OFFICER	RESPONSIBLE OFFICER	ACTION(S)	TIMESCALE	STATUS
<p>There is currently no effective overall programme management of the Council's portfolio of capital projects</p>	<p>AD O&G</p>	<p>Head of Partnerships & Performance</p>	<p>Assign corporate responsibility for Programme Management Performance and Partnerships.</p>	<p>September 2015</p>	<p>Completed</p>
			<p>Agree and implement corporate Programme Management Protocol with minimum document set and associated toolkits.</p>	<p>October 2015</p>	<p>On target</p>
			<p>Dedicated resources for programme management of Change Programme and Capital Programme included in Service Promise.</p>	<p>Dec 2015</p>	<p>On target</p>
			<p>Provide specific Programme Management training for staff with Programme Management responsibilities</p>	<p>March 2016</p>	<p>LMT approved approach Sept 2015</p>
			<p>A programme monitoring system is being developed to enable reporting of outcomes and milestones across all capital projects. Capital monitoring reports from the second review in 2015/2016 will include performance against budgets for</p>	<p>Feb 2016</p>	<p>Report on proposed process has been considered by LMT and recommendations supported.</p>

			key schemes and the overall programme.		
The Council has not established a project management framework together with associated procedures to be used by all officers engaged in project management assignments.	AD O&G	Head of Partnerships & Performance	Implement corporate Project Management Protocol with minimum document set and associated toolkits for programme and project management.	October 2015	On target
			Commence training programme for all staff with project management responsibilities.	Jan 2016	On target
			Implement project management IT solution to improve effectiveness of management.	Oct2016	
Capital monitoring reports present the changes in planned spend, with extensive levels of spend being reprofiled into subsequent years, but no information is provided on the capital programme itself in terms of performance against budget or progress in the delivery of key strategic projects or the overall programme	AD F&I (in liaison with AD O&G)	Deputy CFO in liaison with Head of ICT & Capital Monitoring	LMT to consider revised arrangements for capital monitoring	August 2015	Complete
			Capital programme monitoring system is being developed to enable reporting of outcomes and milestones across all capital projects. Capital monitoring reports from the second review in 2015/2016 will include performance against budgets for key schemes and the overall programme.	February 2016.	
			A new corporate project management framework will also	March 2016.	

			be developed and implemented, including a staff development programme, to ensure that all projects are properly planned, managed and resourced.		
Governance arrangements for the disposal of properties display a lack of clear documentation in some cases, particularly in relation to decision-making, make it difficult to assess	AD EPCS	Head of Strategic Assets	Executive approval for a new approach to the management the Councils' Land and Property Assets. Based on;	March 2015	Complete
			<ul style="list-style-type: none"> The Council's assets being managed within five distinct portfolios 	April 2016	On target
			<ul style="list-style-type: none"> Assets being managed in line with a new Estate Strategy that reflects Deloitte's recommendations and the restructure of the Valuation & Estates function A new Asset Disposal Process and revised scheme of delegation. 	April 2016	On target
				April 2015	Complete line with the recommendations
The Council should seek to expand its MTFP to be supported by a more detailed breakdown in its income and expenditure position across the life of the plan. The supporting detailed information should clearly correlate both with the Change Programme and the	AD F&I	AD F&I	The Council's MTFP assesses the impact of significant changes in funding and expenditure across the Council. MTFP will be developed on an outcome area basis.	March 2016	
			A Unit Cost methodology has been developed to identify potential	Feb 2015	Complete

<p>Mayor's strategic vision for the town in the coming years and include a range of key balance sheet ratios and non-financial activity / demand led metrics. The Council should have more transparently available financial information to enable medium term decisions to be made with greater certainty.</p>			<p>areas for cost reductions. This will be developed and applied on an ongoing basis.</p> <p>The Chief Finance Officer is to attend Change programme Board meetings.</p> <p>The transparency of financial information will be strengthened by the introduction of balanced scorecards and updated budget monitoring reports to Executive</p> <p>Key balance sheet items will be considered and reported alongside revenue reporting timescales.</p>	<p>Oct 2015</p> <p>Dec 2015</p> <p>March 2016</p>	<p>Agreed August 2015</p>
<p>The Council needs to look at making further transformational changes to its operations in future years to ensure its Change Programme can deliver new ways of working to meet the savings targets required.</p>	<p>Exec Director CCS</p>	<p>Head of Partnerships & Performance</p>	<p>Outcome Deliver Plans have been developed that outline the financial allocation each Outcome Area will receive over the next 3 years and the change activity required to meet the budget reductions targets set. These identify 3 key areas of transformational focus:</p> <p>Wellbeing Care and Learning</p> <p>External expertise has been appointed to work with the Directorate to formulate and manage a Transformation Programme Plan and associated governance arrangements</p>	<p>July 2015</p> <p>Jan 2015</p>	<p>Complete</p> <p>Expertise secured – 18 month work programme</p>

			<p>Customer Strategy</p> <p>A dedicated resource has been appointed to work with all Outcome areas in re-designing services in line with the Councils Customer Strategy and digital by default ambitions</p>	Jan 2015	Resource secured – 18 month + work programme
			<p>ICT</p> <p>The Council is seeking a new service provider to assist in the identification, implementation and management of IT systems to aid its Transformation plans</p>	Oct 2016	Work has commenced
The Council needs to ensure that Middlesbrough Managers have sufficient knowledge and technical expertise to both use automated systems efficiently and to validate and interpret the data produced in order to operate an effective budget monitoring process.	AD O&G	Head of HR	<p>The Council has invested in a significant Middlesbrough Manager training programme covering all 6 behaviours and 4 core skills within the model, which is classroom based.</p> <p>Phase 1 – 3rd Tier Managers</p> <p>Phase 2 – 4th Tier Managers</p> <p>Agresso Finance & Procurement training is provided by online guides, videos, e-cards and a 'Play Pen'. Developed to meet Agresso roll out of 1 July.</p>	<p>Dec 2014</p> <p>Dec 2015</p> <p>July 2015</p>	<p>Completed</p> <p>On target</p> <p>Completed</p>

			<p>More complex training needs, for example, for staff that previously did not use SAP, a 'New to Agresso Manager Training Workshop' is under development.</p> <p>Analysis of feedback from Middlesbrough Manager training has identified a need for further Budget Management training. A Middlesbrough Manager Toolkit will be developed for the Council's LMS. Additional classroom training will be considered, if a need is identified.</p>	<p>November 2015</p> <p>Sept 2016</p>	<p>On target</p> <p>On target</p>
<p>Ongoing work to develop the balanced scorecards should include consideration of clear identification of the key issues, the use of comparative data and trends, and the alignment and sourcing of financial and non-financial data to both determine an appropriate suite of KPIs and ensure timeliness of reporting.</p>	AD O&G	Head of Partnerships & Performance	<p>Commence Balanced Scorecards pilot phase.</p> <p>Agree new Performance and Risk Management Framework for the Council.</p> <p>Agree and implement corporate Performance Management Protocol with minimum document set and associated toolkits for performance management.</p> <p>Review methodology and content including issues raised by auditor and trial changes from Q4</p>	<p>April 2015</p> <p>July 2015</p> <p>October 2015</p> <p>December 2015</p>	<p>Completed</p> <p>Completed</p> <p>On target</p> <p>On target</p>

			Implement revised Scorecards for 2016/17.	March 2016	On target
Improvements can be made to the content, consistency and the timeliness of in year financial reporting against both revenue and capital budgets. These should allow the reader to clearly identify movements between periods on significant budget lines, and to be reported in a sufficiently timely manner so as to allow corrective action to be taken where members deem it necessary.	AD F&I	Deputy CFO	Monthly budget monitoring exception reports are provided to each outcome area	April 2015	Complete
			New accounting system (Agresso) introduced which allows real time access to financial information.	July 2015	Complete
			LMT to consider revenue monitoring processes and agree improvement actions	April 2015	Complete
			LMT actions to be implemented as follows; <ul style="list-style-type: none"> • A new format for Revenue Monitoring reports to be agreed that allows figures to be dropped in • Process review to enable reports to be presented to Executive within 8 weeks of period end • MTFP impacts to be reflected in Budget Monitoring reports 	Dec 2015	On Target
The level of internal challenge of the risk register as well as scrutiny by members could be improved to ensure the risks recorded are an appropriate	AD O&G	Head of Partnerships & Performance	Agree and implement corporate Risk Management Protocol with minimum document set and associated toolkits for risk	October 2015	On target

<p>reflection of the risks faced by the organisation.</p>			<p>management.</p> <p>Develop new Strategic Risk Register reflecting objectives of the Council's Strategic Plan / Outcome Delivery Plans.</p> <p>Commence quarterly monitoring of Strategic Risk Register (reported via Balanced Scorecards to LMT and OSB).</p> <p>Implement risk management training programme for Heads of Service and above.</p> <p>Risk registers in place for all Heads of Services, informing overall Strategic Risk Register.</p>	<p>Nov 2015</p> <p>Dec 2015</p> <p>November 2015</p> <p>December 2015</p>	<p>On target</p> <p>On target</p> <p>On target</p> <p>On target</p>
<p>The Council reviews the guidance that officer delegated decisions to set charges do not require formal recording, to ensure such decisions are sufficiently transparent</p>	<p>AD O&G</p>	<p>Head of Democratic Services</p>	<p>Undertake exercise to establish which charges will need recording through the Openness Regulations.</p> <p>Issue revised guidance.</p> <p>Include update as part of 'roadshow' to Managers Network and Departmental Management Teams</p>	<p>Nov 2015</p> <p>Dec 2015</p> <p>Jan 2015</p>	<p>Mapping exercise already commenced.</p>
<p>When officers are making delegated decisions in areas where the process is prescribed in legislation, legal advice is</p>	<p>AD O&G</p>	<p>Head of Legal Services</p>	<p>LMT agreed delegation of powers to appropriate levels in organisation, through formal delegation documents, and</p>	<p>Sept 2015</p>	<p>Complete</p>

<p>provided to ensure compliance with those requirements.</p>			<p>maintenance of register of such delegations in Legal Services.</p> <p>Service Areas to complete delegation proformas</p> <p>Completion of Legal Services Service Promise, providing expected service levels and areas of advice.</p>	<p>Dec 2015</p> <p>Dec 2015</p>	<p>Proformas issued Sept 2015</p> <p>Draft provided June 2015</p>
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