Council Improvement Plan

Governance area	outcomes to be achieved	Action(s)	OA	Supporting OA	Timescale	Status
Programme and Project Management	Robust Programme and Project Management practices that align with good governance practices and support delivery of programmes and projects to planned time, cost and quality objectives.	Fully implement corporate Programme and Project Management Framework	8	All	Aug-16	
		ADs to ensure all relevant staff are nominated for training; they attend training that will be put in place training put in place for staff with Project Management responsibilities; and then comply with the framework and use the IT solution provided where necessary going forward.	8	All	Aug-16	
		Project Management ICT solution imnplemented that meets the needs of the organisation	8	all	Oct-16	
		Implement a programme monitoring system 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	8	all	Jun-16	
		Internal Audit to review progress against implementation of the Programme and Project Management Framework	8		Mar-16	
Risk Management	An approach to risk management that is fit for purpose to ensure that risks are effectively mamaged by the organisation strategically, operationally and as part of good project and programme management	Put in place a Risk Improvement Plan to deliver the required outcomes by rolling out risk registers in line with the Performance Management levels, putting place training, improving links with insurance and revising supporting documentation	8	All	Aug-16	
		Share information between risk and insurance and reflect the results of the exercise within the Council's approach to risk and the content of the orgnisation's risk registers	8	all	Jun-16	
		Put in place Risk Registers for levels 1-3 of the performance management system and offer training on the IT system on which they will be located	8	all	Jun-16	
Performance and Financial Management	Ensure that the performance management tools of the Council provide an effective framework to enable managers to consider and address performance within an intergrated process that drives improvement	Ensure finance and performance management reporting are embedded within one quarterly governance report	8	All	Jun-16	
		Review the balanced scorecard process and implement revised scorecards that they better reflect the differences in size and complexity of outcome areas, have improved links to the change programme and have weighting of quadrants where necessary	8	all	Aug-16	
Financial Monitoring	Ensure effective financial monitoring processes are in place for revenue and capital spend that aligns with expectations around good governance standards	Put in place an effective Capital Programme Management monitoring system that provides a meaningful overview of the programme and improved clarity around key elements of programme management (progress, spend, risk management, benefits delivery etc)	8	all	Aug-16	
		Full Corporate Capital Programme report will be included wihtin the 2017/18 budget setting report	8	All	Feb-17	
		Revise the process for preparation of the Annual Governance Statement to ensure LMT are involved in identifying areas for improvement and subsequent action plans.	8	All	Dec-16	
		Ensure that Middlesbrough Managers have sufficient knowledge and technical expertise to both use automated systems efficiently and to validate and interpret data produced to support effective budget monitoring by putting place an Agresso training plan providing further budget management training	8, 9	all	Sep-16	
Medium Term Financial Planning	Ensure that the Medium Term Financial Planning process effectively considers and transparently articulates the Council's financial likely position during the life of the plan and demonstrates how the Council's financial position aligns with the mayor's vision, providing an overarching financial assessment which is reflected in the Council's other key documents e.g. strategic plan, outcome delivery plans, Change programme content etc.	Establish a clear Reserves policy as part of the medium term financial plan setting process	8		Jul-16	
		Review the Medium Term financial Plan annually to ensure that it effectively assesses and articulates the impact of local government funding changes on an outcome area basis, it links to the 2020 vision, contains plans for opportunities and risk scenarios and is considered by Members	8	All	Jul-16	
		Ensure key balance items are considered and reported alongside revenue reporting timescales	8		Jul-16	
		Align the MTFP process with the budget setting process	8	All	Feb-17	
Change Programme	Provide effective programme management of transformational projects to deliver new ways of working ensure the Council continues to provide services which are fit for purpose and meet the needs of its residents	Develop a revised approach to cultural and enabling activity within the change programme to ensure staff are fully engaged with transformation activity	8		Sep-16	
		Implement an ICT strategy that supports Change Management, incorporates agile working, improved financial and management information and channel shift of customers	8	all	Oct-16	
		Put in place a new ICT provider to assist with identification, implementation and management of IIT systems to aid in the Council's Transformation plans	8	all	Apr-17	

	for purpose and meet the needs of its residents	Put in place additional resources to increase Change Programme capacity ans support organisational development, which will enable the pace of cultural and behavioural change to increase.	8	All	Sep-16
		Put in place a Business Intelligence development plan to eliminate manual intervention and cleansing of data	8	all	Oct-16
Asset Management	Ensure assests are maintained, operated, managed and disposed of within a framework that provides assurance around good governance	Ensure assets are managed in line with a new Estates Strategy that reflects Deloitte's recommendations and the restructure of the Valuation and estates function	7	8	Jun-16
		Review the Assets disposal process to ensure robust governance arrangements by ensuring the process provides effective consideration of public contract regulations in each disposal and effectively evidences consideration of best value and objectives.	7	8	Sep-16
		Review the section 106 framework process to ensure that it provides an appropriate level of control, monitoring, accounting and recording of section 106 obligations	1	8	Sep-16
Decision-making	Ensure effective and robust governance arrangements are in place to support delivery of the Council's priorities within a transparent framework.	Ensure all service areas complete officer delegated decisions pro formas to ensure compliance with legislation in relation to officer decision-making	8	All	Jun-16
		Internal Audit to review progress against improvement work around decision-making	8	all	Jun-16
		Provide a 'roadshow' on decision-making to Managers Network and Departmental Management Teams	8	All	Jun-16
		Review member level council wide governance including Member Scrutiny and Audit Committee and strengthen the Member development and training programme to provide more training on finance and performance	8	8	Jul-16
		Review partnership governance to establish whether a partnership forum is required to explore reform of public services on a strategic basis	8	all	May-16
Strategic planning and development	Ensure the Council is effectively addressing recommendations from the Corporate Peer Review in relation to a range of key activities	Develop the Strategic HR function to deliver the development of a Workforce Strategy and an integrated Employment Strategy	8	all	Sep-16
		Develop and commence implementation of an integrated corporate planning framework that provides a consistent, longer-term, integrated and rigorous development process.	8	all	Sep-16
		Develop a Strategic Masterplan for regeneration of the town, underpinned by an Investment Strategy	1	8	Jul-16
		Review the approach to Health and Social Care integration, including developing a prevention strategy for Adults and a sustainable approach to early intervention for children and families - improvement action plan to be developed by the Assistant Director for Adult Social Care	2,6	8	Aug-16
		Structural review of Finance, Governance and Support Outcome Area to ensure it aligns with the requirements of the organisation	8		Nov-16
		Review commisisoning arrangements - Consider increased co-production of commissioning to harness skills and knowledge to achieve best value - Develop an action plan to take this recommendation forward	8		Aug-16
		As part of the Corporate Consultation Policy review, ensure the revised document more clearly articulates the relationship between the two disciplines	8	2	Sep-16
		Review the current internal audit arrangement to put in place a solution that ensures internal audit more effectively supports organisational change.	8	all	Dec-16

NOTE: Outcome areas reflect the merger of outcomes 8 and 9 .