

Report of: Andy Preston - The Mayor and Lead Member for Children's Social Care, Adult Social Care and Public Health
Tony Parkinson - Chief Executive

Submitted to: Overview & Scrutiny Board - 18 January 2022

Subject: Corporate Performance Update: Quarter Two 2021/22

Summary

Proposed decision(s)

- That OSB notes the proposed amendments to Executive actions outlined at Appendix 1.
- That OSB notes progress in implementing the Strategic Plan 2021-24 at Quarter One 2021/22 (Appendix 2) and the revised deadlines for the action at paragraph 20.
- That in light of the position outlined in the report, OSB notes the Council's updated Strategic Risk Register at Appendix 3.
- That OSB notes progress in implementing 2021/22 Directorate priorities, which are set out at Appendix 4.

Report for:	Key decision:	Confidential:	Is the report urgent?
Noting	No	No	No

Contribution to delivery of the 2021-24 Strategic Plan

People	Place	Business
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Quarterly monitoring, review and action planning plays a central role in ensuring that the Strategic Plan and associated activity is delivered effectively.

Ward(s) affected

None.

What is the purpose of this report?

1. This report advises OSB of corporate performance at the end of Quarter Two 2021/22.

Why does this report require a member decision?

2. The Council's Scheme of Delegation gives OSB collective responsibility for monitoring corporate strategic performance, together with associated action.
3. This report provides the necessary information to enable OSB to discharge its performance monitoring responsibilities, setting out progress against Executive action, the Strategic Plan and other key associated items, together with actions to be taken to address any issued identified.
4. The projected 2021/22 financial outturns for Quarter Two were presented separately to OSB at its meeting of 7 December 2021, and so are not repeated here. Where performance has had a significant impact on finances this is highlighted within the body of the report.

Report Background

5. As part of continuous improvement in performance and risk management, the Council's Leadership Management Team (LMT) has implemented monthly reviews of corporate performance utilising a Directorate Performance dashboard, drawing data from a range of performance systems.
6. The output from these sessions is reflected through quarterly updates to the Executive and Overview and Scrutiny Board and covering in addition, progress in delivering actions agreed by the Executive, key Directorate performance issues and other performance-related matters.

Overall progress at Quarter Two 2021/22

7. The Council's performance overall at the end of Quarter Two was largely positive, with expected performance standards as set out in the Council's risk appetite being achieved and further improving from the Quarter One reported position in the majority of areas.

Progress in delivering Executive actions

8. Actions agreed by the Executive to deliver approved decisions are tracked by LMT on a monthly basis. If, subsequent to the Executive's approval, any action is found to be no longer feasible or appropriate, or cannot be delivered within the approved timescales, this report will be used to advise the Executive of this and seek approval of alternative actions or amended timescales.
9. At Quarter Two, 59 of 65 live actions (91%) were reported as on target to be delivered by the agreed timescales, down from the 98% reported at Quarter One, but remaining above the 90% standard of achievement of actions, with four proposed amendments for Executive approval set out at Appendix 1.

10. Of the proposed amendments to Executive actions:
 - Three relate to the 'Final Report of the Adult Social Care and Services Scrutiny Panel - Physical Activity for Older People (aged 65 plus) - Service Response', which has seen delays of approximately 12 months as a direct result of the impact on staffing capacity from COVID-19.
 - Consultation on the Local Implementation Plan was delayed due to issues with the production of physical copies of the consultation document, though is now concluded. It is proposed that the plan is put forward for individual Executive decision by 31 December 2021.

Progress in delivering the Strategic Plan 2021-24

11. The Strategic Plan for 2021-24, sets out nine strategic priorities for this period which are supported by an associated set of outcome measures and a workplan, which will see delivery of sustained improvement, up to and beyond 2024.

Outcomes

12. At the end of Quarter Two, six of 24 Strategic Plan outcomes were either improving or static against the Quarter One position, with three worsening. As many measures as updated annually, there is no trend information available for 15 outcome measures at the present time.
13. COVID-19 has resulted in significant fluctuation in some measures and so targets for outcome measures (will largely involve multi-agency working) will be reviewed during Quarter Three and revised targets subsequently presented to the Executive for approval in the Quarter Three performance report.
14. Crime and anti-social behaviour remained of concern at the end of Quarter Two. While anti-social behaviour has remained below pre-pandemic levels, crime has returned broadly to its pre-pandemic state. Discussions are ongoing with Cleveland Police to develop an action plan to bring crime down which includes the need to increase and reinforce police numbers across the town.
15. A new town centre vacancy survey was completed in the quarter, showing a vacancy rate of 22.4% (up from 17.8% in the last survey, August 2018). Bricks and mortar retail has been in significant decline globally for over a decade, with the North East of England suffering the greatest increase in retail vacancies nationally; an average of 21.2% of vacancies across the entire region.
16. Middlesbrough's Town Centre Strategy, recent successful Towns Fund and Future High Street Funds now provide the wherewithal to deliver the actions to rebalance the market. New leisure tenancies in Captain Cook Shopping Centre will occupy in late 2021 and this will have a positive impact on the short term vacancy rates. In the longer term, new leisure uses will drive additional footfall to the Town Centre, both sustaining retained retail businesses and attracting similar leisure provision. Footfall is also stabilising at a rate of 255k (select sites) per week, comparable with pre-COVID levels.

Workplan

17. Current workplan activity in respect of Strategic Plan outcomes has been reviewed and assessed to ensure it is sufficient to recover performance to agreed target. Where required, any additional activities required will be brought forward for approval within future quarterly updates to the Executive.
18. At the end of Quarter Two, performance against Strategic Plan workplan was as set out below, exceeding the corporate target of 90%.

Status	Q1 21/22	Q2 21/22	Expected standard	Standard achieved	Trend
COMPLETED	4.5%	13.4%	90%	Yes	Improving
GREEN	91%	86.6%			
AMBER	0%	0%	N/A	N/A	N/A
RED	4.5%	0.0%	N/A	N/A	N/A

19. Quarter Two saw an additional eight (11.9%) of the 67 Strategic Plan initiatives within the workplan completed (to the three completed in Quarter One), seven of which were COVID-19 Recovery related:

- Maintain cultural participation to pre-COVID levels.
- Maintain 5% tolerance in demand protection modelling within Adult Social Care to address the effects of COVID / long-COVID.
- Maintain sufficient local residential care capacity to meet local demand.
- Increase the uptake of flu vaccinations across Middlesbrough.
- Increase the number of early interventions where domestic abuse is a factor, as a result of COVID-19.
- Increase Early Help assessments across Newport and North Ormesby to mitigate increased levels of deprivation, unemployment and crime, as a result of COVID-19.
- Increase attainment and attendance levels, reducing exclusions for all children across Middlesbrough.
- Provide opportunities and training to support people to move into work / further training.

20. Whilst there were no Red / off-track workplan initiatives at the end of Quarter Two, following review at Directorate Dashboard Performance Reviews, the two set out below were identified as requiring revised dates in order to avoid future slippage, and the Executive is asked to approve proposed deadlines where specified.

Initiative	Owner	Agreed Due Date	Reason for (R) / Impact (I) of delay	Proposed Revised Due Date
QOS 01: Encourage community participation in the development of Council plans and initiatives, increasing community cohesion and resilience	Legal and Governance Services	30/09/21	R) Need to integrate work with Community Governance Review agreed by Council. (I) Positive in provides for comprehensive review of engagement structures and plans	30/09/22

Initiative	Owner	Agreed Due Date	Reason for (R) / Impact (I) of delay	Proposed Revised Due Date
AS04: Develop and maintain appropriate support provision for informal carers.	ASC	31/12/21	(R) Delayed approval of Carers Strategy (I) Delayed delivery of training	30/12/22

Strategic Risk Register

21. Issues raised within this report which impact on the risk profile of the Council are reflected within the Council's Strategic Risk Register (SRR), which was reviewed in the quarter in line with the Council's policy and is set out at Appendix 3.
22. The total number of risks on the SRR reduced to 30 from 35 at Quarter One, comprising 19 high risks and 11 medium risks.
23. Three new risks were added during the quarter:
 - Failure to have a legally compliant approach to CCTV – in particular, the need to have a comprehensive central register of Council-managed CCTV, which the Council's internal auditor has recently identified is not currently in place. Work is now underway to develop this register by end December 2021.
 - Local uptake of the C19 vaccine is poor resulting in increased transmission – Middlesbrough's vaccine uptake of those currently eligible is currently approximately 8% below the North East average, with promotion of uptake being progressed by local COVID-19 response groups.
 - Insufficient funding available to meet demand / costs associated with the Health and Social Care Bill – while the MTFP assumes the Council will be able to cover costs relating to the provisions of the bill, likely costs remain uncertain at this stage and final confirmation of future local authority funding for adult social care is still awaited, so it is therefore prudent to add this risk.
24. During Quarter Two, work commenced on a fundamental review of the SRR to reflect revisions to the Council's strategic priorities outlined in the Strategic Plan 2021-24. This work will be analysed during Quarter Three and the revised SRR presented to the Executive in the Quarter Three report.
25. Eight risks de-escalated or closed off during the quarter:
 - The risk of poor quality of services provided by health partners impacting / increasing demand for Council services has been de-escalated to Directorate level, following improvements within affected NHS trusts.
 - The risks of inadequate safeguarding practices leading to children and young people being at risk, and of increased harm to children and young people due to instability caused by Social Care transformation were closed following external validation of positive progress within Children's Services.
 - The risk that there are insufficient primary school places in central Middlesbrough is now at target score following delivery of all planned actions and so de-escalated to Directorate level.
 - The risk of failure to comply with statutory duties is now at target score following delivery of all planned actions and so de-escalated to Directorate level.

- The risk of failure of staff to complete Data Protection training has reduced following the launch of a revised e-learning programme and supporting compliance dashboard, and so de-escalated to Directorate level.
- The risk of failing to achieve full reimbursement from Government for costs incurred in response to COVID-19 to date was closed, as Government has operated in line with the Council's assumptions.
- The risk of failure to adhere to corporate procurement policies has reduced as the procurement policy has been refreshed and associated training delivered, and so de-escalated to Directorate level.

26. Scoring on the following risks was amended during the quarter:

- The risk to investment in high-quality office space for the digital sector was reduced, as the contract for BOHO X has now been let.
- The risk of failing to comply with the rights of data subject access of customers has been reduced, as a result of improved practice.
- The risk associated with a reduction in frontline policing impacting on crime / community resilience, has been reduced following renewal of the Executive-monitored Community Safety Partnership and agreement of the Community Safety Partnership Plan.

27. Performance in delivering mitigating actions associated with high or medium risks on the SRR has dipped below the expected performance standard of 90% in Quarter Two, to 82%. This will be addressed as part of the SRR review work outlined in paragraph 24.

Progress in delivering Directorate Priorities for 2021/22 and risk mitigations

28. Directorates are accountable for a number of Directorate-specific actions each year to ensure ongoing compliance with legal duties and best practice and that business change is well managed. Directorate Priorities for 2021/22 are set out at Appendix 4.

29. At the end of Quarter Two, 98% of Directorate Priorities were rated either Green or Amber (i.e. some milestone slippage but still expected to be delivered in-year), in line with the expected standard of 90%. Performance in delivering mitigating actions associated with high or medium risks on Directorate Risk Registers is 94%, above the expected performance standard of 90%.

30. Quarter Two saw seven (6.5%) of 108 Directorate Priorities completed, as follows:

- Secure and commence delivery of the Future High Streets Fund programme.
- Secure and commence delivery of the Town's Fund programme.
- Complete review of the Occupational Therapy service and implement an improved service model to ensure that provision is in line with demand.
- Review autism provision and implement improved service model.
- Develop and implement an overarching surveillance policy for the Council, communicating the approach to members, employees and customers.
- Encourage all staff to update their equality information.
- Ensure continued provision of legal advice and support to the wider authority to contribute to the implementation and delivery of the Strategic Plan.

Progress in delivering Programmes and Projects

31. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic and directorate priorities. At the end of Quarter Two, 25 (73%) of the 34 programmes were rated Green, six (18%) Amber, together meeting the expected standard of 90%. No programmes or projects required escalation to the Executive at the end of Quarter Two.

Progress in other corporate performance matters

32. In addition to the above performance and risk issues, LMT reviews a range of other performance measures on a monthly basis, including compliance with agreed actions from internal audits, responsiveness to statutory information requests, information security incidents and complaints.
33. At Quarter Two the key points of note were:
 - Performance in responding to Subject Access Requests (requests by individuals for data that the Council holds about them) continues to improve, with the percentage of live SARs that were overdue continuing to reduce. Corporate Affairs and Audit Committee was updated on progress in this matter in October 2021.
 - LMT has now approved a business case to improve the Council's responsiveness to other statutory information requests (under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004) and this will be implemented during Quarter Three.
 - Information security incidents reported increased from 18 in Quarter One to 32 in Quarter Two, likely as a result of increased awareness of data protection issues following the roll out of e-learning training. No incidents were of sufficient seriousness for the Council to report them to the Information Commissioner's Office.
 - Practice changes in the corporate complaints process have begun to have an impact, with the rolling-twelve month average of complaints closed within time increasing from 77% to 79%.

What decisions are being asked for?

34. That OSB notes the proposed amendments to Executive actions outlined at Appendix 1.
35. That OSB notes progress in implementing the Strategic Plan 2021-24 at Quarter One 2021/22 (Appendix 2) and the revised deadlines for the action at paragraph 20.
36. That in light of the position outlined in the report, OSB notes the Council's updated Strategic Risk Register at Appendix 3.
37. That OSB notes progress in implementing 2021/22 Directorate priorities, which are set out at Appendix 4.

Why is this being recommended?

38. To enable the effective management of performance and risk in line with the Council's Local Code of Corporate Governance.

Other potential decisions and why these have not been recommended

39. Not applicable.

Impact(s) of recommended decision(s)

Legal

40. The proposed recommendations are consistent with and will promote the achievement of the Council's legal duty to achieve Best Value.

Financial

41. Any financial implications relating to issues set out in this report, were summarised in the Revenue and Capital Budget – Projected Outturn Position at Quarter Two 2021/22 report considered by OSB at its meeting of 7 December 2021.

Policy framework

42. The Strategic Plan and associated budgets form part of the Council's Policy Framework.

Equality and diversity

43. As reported to Council in February 2021, no negative differential impact on diverse groups and communities is anticipated from the direction of travel set out in the Strategic Plan 2021-24.

Risk

44. Risk implications are set out in the main body of the report.

Actions to be taken to implement the decision(s)

45. Mitigating activity set out in the main body of the report will continue to be applied by Directorates as stated and monitored by LMT as part of monthly Performance Dashboard reviews.

Appendices

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| 1 | Proposed amendments to Executive actions at Quarter Two 2021/22 |
| 2 | Strategic Plan Workplan – progress at Quarter Two 2021/22 |
| 3 | Summary Strategic Risk Register at Quarter Two 2021/22 |
| 4 | Directorate priorities 2021/22 – progress at Quarter Two 2021/22 |

Background papers

24/02/21	Council	Strategic Plan 2021-24
11/05/21	Executive	Strategic Plan 2021-24: approach to delivery
15/06/21	Executive	Strategic Plan 2020-23 – Progress at Year End 2020/21
07/09/21	Executive	Corporate Performance Update: Quarter One 2021/22

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