

Report of: Andy Preston - The Mayor and Executive Member for Adult Social Care and Public Protection
Tony Parkinson - Chief Executive

Submitted to: Executive - 14 February 2022

Subject: Corporate Performance Update: Quarter Three 2021/22

Summary

Proposed decision(s)

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

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

Contribution to delivery of the 2021-24 Strategic Plan

People	Place	Business
---------------	--------------	-----------------

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 the Executive of corporate performance at the end of Quarter Three 2021/22 and where appropriate seeks approval of any changes, where these lie within the authority of the Executive.

Why does this report require a member decision?

2. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.
3. This report provides the necessary information to enable the Executive to discharge its performance management 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 Three are presented separately to this meeting of the Executive, and so 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 Three 2021/22

7. The Council's performance overall at the end of Quarter Three saw a drop in performance from the Quarter Two reported position, with progress towards expected performance standards as set out in the Council's risk appetite projected to be achieved in three out of seven areas. Work will be undertaken in the final quarter of the year, as set out within the report, to get performance back to target wherever possible.

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 Three, 56 of 78 live actions (72%) were reported as on target to be delivered by the agreed timescales, down from the 89% reported at Quarter Two and below the 90% standard of achievement of actions, with five proposed amendments

for Executive approval set out at Appendix 1. All remaining Executive actions are expected to be achieved within their approved timescales.

10. The proposed amendments relate to:

- '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 18 months in total, as a result of prioritisation of mandatory training over Dementia Friendly sessions by Boro Taxis, resulting in lack of dementia awareness for drivers and which could further impact upon dementia and carer isolation.
- 'Reducing Empty Homes in Middlesbrough Report' and an action to create a full time role within the Revenue and Benefits Service to reduce avoidance and increase the collection of Council Tax on empty homes was delayed as a result of non-essential visits being suspended. Job evaluation has now recommenced.
- 'Community Asset Transfers' report seeking extension to three actions as a result of late receipt of business cases and subsequent assessment, impacting upon completion of community asset transfers.

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 Three, 11 of 24 (45.8%) Strategic Plan outcomes were either improving or static against the Quarter Two position, with 3 (12.5%) worsening. As many measures as updated annually, there is no trend information available for 10 (41.7%) outcome measures at the present time.

- Household waste and recycling shown slight decrease from previous reported position at Quarter Two, in the main due to seasonal green waste levels. It is expected that the overall 12 month average will see an improved position and the target met.
- Data from the National Highways and Transport Network annual report (based on 2020 survey data) identifies that road conditions show a slight worsening from the position previously reported and is likely as a result of data lag not demonstrating recent improvement works and will feed into ongoing Highways investment works.
- Children's Care audits Requiring Improvement or better outcome reduced during Quarter Three as a result of audits focusing on specific areas of weakness to support learning and improvement in practice. As the 12 month rolling average figure stands at 78%, there is no concern in respect of the general direction of travel on this measure, which remains positive.

13. Whilst Quarter Three source data shows short-term trend in a worsening position, this is due to a number of reasons, prompting changes which have seen significant improvements to ways of working, performance management and refined processes and systems within the service.

14. The introduction of mobile incident management system has enabled calls and complaints received to be processed and serviced more productively and as such, the service is now in a position to record more accurately the level of activity undertaken which shows increases as follows:

Street Warden activity	2021/22	Q1-Q3 2021/22
Interventions	2,178	14,125
Enforcement actions	1,444	5,832

15. Whilst trend data has improved, crime and anti-social behaviour remains of concern at the end of Quarter Three. Anti-social behaviour is now at its lowest level in five years, with levels of crime continuing to be the issue. Work and discussions continue Cleveland Police to bring crime down which includes the need to increase and reinforce police numbers across the town.
16. COVID-19 has resulted in significant fluctuation performance and outcome measures (will largely involve multi-agency working) will be reviewed during Quarter Four and revised targets will subsequently presented to the Executive for approval in the Year-End performance report.

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 Three, performance against Strategic Plan workplan was as set out below, exceeding the corporate target of 90%.

Status	Q2 21/22	Q3 21/22	Expected standard	Standard achieved	Trend
COMPLETED	13.4%	29.8%	90%	Yes	↓
GREEN	86.6%	68.7%			
AMBER	0%	0	N/A	N/A	N/A
RED	0.0%	1.5%	N/A	N/A	N/A

19. Quarter Three saw an additional 8 (11.9%) of the 67 Strategic Plan initiatives within the workplan completed (to the eight completed in Quarter Two), four of which were COVID-19 Recovery related:

- Increase town centre footfall to 85% of pre-COVID levels
- Initiate repurposing of Captain Cook Square and House of Fraser for leisure and commercial use
- Resume service plans impacted by COVID-19 to support children in remaining with their families e.g. futures for families and family group conferencing
- Ensure high achievement for all from the early years, by closing the gaps for the most vulnerable and focusing on Key Stage 4 outcomes
- Target young people who are NEET and provide support to progress into education, employment and training opportunities

- Support all Middlesbrough schools following COVID-19 spikes / outbreaks, ensuring all vulnerable children have continued access to education, by December 2021
- Deliver and extend the 50 Futures programme 2020 - 2022 to provide meaningful work experience opportunities to those Middlesbrough residents who find it most difficult to gain employment
- Installation of a town-wide lighting scheme, highlighting key buildings and landmarks to improve the physical appearance of the town

20. There was one Red / off-track workplan initiative at the end of Quarter Three, which is set out below and requires revised dates in order to avoid future slippage. 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
Key Council plans (MTFP, Strategic Plan, Business Continuity, Operations Strategy, etc.) will reflect the impact of COVID, to support Recovery / new normal, by June 2021.	LGS	31/12/2021	(R) Revisions to Strategic Plan, underway. (I) Minimal.	30/06/2022

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 28 from 30 at Quarter Three, comprising 18 high and 10 medium risks.
23. Two risks were de-escalated to directorate risk registers during the quarter:
- Inaccurate MTFP resulting in funding gap requiring further savings, which was deescalated following the development of the proposed draft budget and release of the local government finance settlement.
 - Failure of Boho X to deliver anticipated benefits and financial returns, due to the extent of the interest in the site and the high likelihood of the building being let in the near future.
24. No new risks were added or scores amended during the quarter. Performance in delivering mitigating actions associated with high or medium risks on the SRR has fallen below the expected performance standard of 90% in Quarter Three, to 71%.
25. Work continued on a fundamental review of the SRR throughout Quarter Three, to reflect revisions to the Council's strategic priorities outlined in the Strategic Plan 2021-24. It was anticipated that this work would be concluded in time to present a revised SRR to the Executive in the Quarter Three report, however due to detailed analysis work underway, this work is still ongoing and will be reported to the Executive in the Year- End report. This work will also address any issues with mitigating actions outlined in paragraph 23.

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

26. 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.
27. At the end of Quarter Three, 96% of Directorate Priorities were rated either Green or Amber (i.e. some milestone slippage but still expected to be delivered in-year), above the expected standard of 90%. Performance in delivering mitigating actions associated with high or medium risks on Directorate Risk Registers is 86% and 71% respectively, below the performance standard of 90%.
28. Quarter Three saw 9 (8.3%) of 108 Directorate Priorities completed, as follows:
 - Embed Making Every Adult Matter (MEAM) guidance to ensure improved support to adults with multiple disadvantages
 - Completion of sexual health procurement
 - Deliver the Multi-agency Early Help and Prevention Strategy to support a commitment to intervening at the earliest stage possible
 - Deliver the Achievement Plan to deliver school improvement and improve educational outcomes in Middlesbrough
 - Deliver the Inclusion and Specialist Support Strategic Plan to remove barriers to learning and wellbeing for children and young people and reduce exclusions and out-of-area educational placements
 - Build capability and embed the Values to support the achievement of the Council's Strategic Aims through recruitment, recognition, performance management and employee engagement
 - Conduct Local planning Referendums
 - Launch and embed the revised corporate Information Governance Framework, completing outstanding actions from the ICO Data Protection Audit
 - Update the business intelligence dashboard plan to reflect revisions to performance management arrangements and roll-out learning from work within Children's Services

Progress in delivering Programmes and Projects

29. 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 Three, 26 (76%) of the 34 programmes / projects were rated Green or Complete, 4 (12%) Amber, slightly below the expected combined standard of 90%. Much of this relates to post-COVID reprofiling, and no programmes or projects required escalation to the Executive at the end of Quarter Three.

Progress in other corporate performance matters

30. 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.

31. At Quarter Three the key points of note were:

- There was a slight reduction in compliance with statutory deadlines in relation to Freedom of Information (Fol) and Environmental Information Regulations (EIR) from 65.3% in Quarter Two to 63.1% in Quarter Three, as a result of increased complex cases. The Council has increased capacity in this team to improve performance longer term.
- The number of information security incidents continues to be low.
- There continues to be improvements in compliance in key areas in relation to the management of complaints. Overall the percentage of complaints closed in time improved from 79% at the end of Quarter Two and to 93% at the end of Quarter Three.

What decisions are being asked for?

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

Why is this being recommended?

36. 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

37. Not applicable.

Impact(s) of recommended decision(s)

Legal

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

Financial

39. Any financial implications relating to issues set out in this report, were summarised in the Revenue and Capital Budget – Projected Outturn Position at Quarter Three 2021/22 report also considered by the Executive at its meeting of 14 February 2022.

Policy framework

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

Equality and diversity

41. 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

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

Actions to be taken to implement the decision(s)

43. 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

- | | |
|---|---|
| 1 | Proposed amendments to Executive actions at Quarter Three 2021/22 |
| 2 | Strategic Plan Workplan: progress at Quarter Three 2021/22 |
| 3 | Summary Strategic Risk Register at Quarter Three 2021/22 |
| 4 | Directorate Priorities 2021/22: progress at Quarter Three 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
07/12/21	Executive	Corporate Performance Update: Quarter Two 2021/22

Contact: Paul Stephens, Head of Strategy, Information and Governance
Gemma Cooper, Strategy Delivery Manager

Email: paul_stephens@middlesbrough.gov.uk
gemma_cooper@middlesbrough.gov.uk