

Report of:	The Mayor Chief Executive
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Submitted to:	OSB
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Date:	22 June 2022
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Title:	Corporate Performance Update: 2021/22 Year End Results
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Report for:	Discussion
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Status:	Public
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Strategic priority:	All
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Key decision:	No
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Why:	Not applicable
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Urgent:	No
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Why:	
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Executive summary

This report advises the OSB of progress against corporate performance at Year-End 2021/22, providing the necessary information to enable the OSB to discharge its performance management responsibilities.

This report also asks that the OSB:

- notes the proposed amendments to Executive actions outlined at Appendix 1
- notes achievement in implementation of the Strategic Plan 2021-24 at 2021/22 Year-End, detailed in Appendix 2
- notes the Council's updated position in relation to Strategic Risk
- notes 2021/22 Year-End achievement in delivery of the 2021/22 Directorate Priorities, detailed in Appendix 3

Purpose

1. This report advises the OSB of corporate performance at Year-End 2021/22.

Background and relevant information

2. The Council's Scheme of Delegation gives the OSB collective responsibility for monitoring corporate strategic performance, together with associated action.
3. This report provides the necessary information to enable the OSB 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 issues identified.
4. The projected Year-End 2021/22 financial outturns are presented separately and so not repeated here. Where performance has had a significant impact on finances this is highlighted within the body of the report.
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 Year-End

7. The Council's performance overall at Year-End saw a slight improvement in performance from the Quarter Three reported position, with progress towards expected performance standards as set out in the Council's risk appetite, achieved in three out of seven 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, the Executive is advised of this an approval sought of alternative actions or amended timescales.
9. At Year-End, 39 of 51 live actions (76.5%) were reported as on target to be delivered by the agreed timescales, improved from the 72% reported at Quarter Three and slightly below the 90% standard of achievement of actions, with 7 amendments sought for Executive approval set out at Appendix 1. All remaining Executive actions are expected to be achieved within their approved timescales.
10. The amendments relate to:

- The Amazing Alleyways project requires extension as a result of COVID-19 restrictions relating to meeting outdoors and volunteering.
- Inclusion of Middlesbrough in Refugee Resettlement Scheme has been paused due to developing situation in Ukraine to form part of considerations.
- Mapping of all toilet facilities in the town centre to assist older people as part of Age Friendly improvements, is delayed following grant submission to increase number of town centre toilet facilities and Captain Cook Square developments.
- Implementation of dementia awareness training for Boro Taxi drivers delayed due to prioritisation of mandatory training, by Boro Cars.
- Delayed Dementia Friends information sessions following requirement for face to face or virtual sessions, to provide flexibility for dates and delivery.
- Delayed progression of securing Recovery City Status for Middlesbrough during pandemic, due to reallocation of staff resources.
- Delay to implementation of scaling-up of Opioid and Gabapentinoid reduction programme recently piloted as a result of uncertainties around costs and funding.

Progress in delivering the Strategic Plan 2021-24

11. The Strategic Plan for 2021-24, set 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 2021/22 Year-End, 10 out of 24 (41.7%) of the Strategic Plan outcomes were either improving or static against the Quarter Three position, with 10 (41.7%) worsening. As some measures as updated annually, there is no trend information available for 4 (16.7%) outcome measures at the present time.

13. Of those which are Red and of a worsening trend, the following narrative is provided below:

- *Household waste sent for reuse, recycling and composting*: The Year-End recycling rate is not available until June 2022 and so the position reported currently is at Quarter Three and reflects expected seasonal fluctuations i.e. green waste collections. It is expected that the position reported in June 2022 will show an improved position.
- *Additional Affordable Homes*: The data - from the height of the pandemic - reflects reduced levels of housing, with sites shut for many months and reopening with reduced capacity. Future data releases should provide a much more positive trend.
- *Number of Street Warden enforcement actions*: Whilst Year-End data reflects a worsening position, the introduction of mobile incident management system now allows the service to record more accurately the level of activity undertaken which shows significant improvements as a result of improved ways of working, processes, systems and performance management, as demonstrated below:

Street Warden activity	2020/21	2021/22
Interventions	2,178	3,775
Enforcement actions	1,444	2,232

- *Satisfaction with the way MBC runs things, satisfaction with the local area, number of residents feeling safe during the day within the local area and number of residents feeling safe after dark within the local area:* All 5 Strategic Plan outcome measures referenced, relate to questions asked alongside the budget consultation. There is therefore a level of volatility in the response rate year on year and as such, these measures should be viewed with some caution.
- *Self-reported wellbeing (people with a high or very high satisfaction score as %):* Life satisfaction dropped for each North East Local Authority and nationally; though the fall was less in Middlesbrough, it remains the lowest satisfaction with life in the North East overall. Responses for anxiety saw an upturn across the North East and the increase remains at the lower end of the scale for Middlesbrough. Perceptions of life satisfaction will be impacted by the situation with the increased cost of living, particularly in areas already struggling with and adjusting to issues emerging from the pandemic, with areas experiencing greater levels of deprivation reporting similar levels of satisfaction.

Workplan

14. At 2021/22 Year-End, performance against the Strategic Plan workplan was as set out below, exceeding the corporate target of 90%.

Status	2021/22 YE position	Expected standard	Standard achieved	Trend
COMPLETED	42%	90%	Yes	↓
GREEN	51%			
AMBER	3%	N/A	N/A	N/A
RED	4%	N/A	N/A	N/A

15. Quarter Four saw an additional 7 of the 67 (10.4%) Strategic Plan initiatives within the workplan completed (totalling 26 across 2021/22), one of which was COVID-19 Recovery related:

- Maintain sufficient local domiciliary care capacity to meet local demand
- Work towards achievement of Tree City Status, demonstrating responsibility and management of town tree stock
- Implement a community grant scheme, providing funding to improve the physical environments of residential alleyways to create a useable community space / asset
- Installation of a town-wide lighting scheme, highlighting key buildings and landmarks to improve the physical appearance of the town
- Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection levels
- Stimulate investment in our local economy through procurement opportunities and the promotion of our buy local initiative
- Deliver the Youth Justice Plan to reduce re-offending, safe and effective use of custody and reducing the number of first time entrants

16. There were 3 (4.5%) Red / off-track Strategic Plan workplan initiatives, reported I Quarter Four at 2021/22 Year-End:

- Deliver the Green Strategy to meet Government targets for greenhouse gas emissions and make Middlesbrough more climate resilient and minimise the environmental impact of Council services in future
- Explore the potential to designate sites across the town as a local wildlife / nature reserve, increasing biodiversity in Middlesbrough
- Further develop the ' Dementia Friendly' Middlesbrough programme to improve the wellbeing of individuals with dementia and their carers, connecting communities and business

Strategic Plan workplan 2022/23

17. At the 23 February 2022 meeting, Council was advised that an annual refresh for the Strategic Plan 2021-24 would not be brought forward and that as such the Strategic Plan would remain in place for the coming financial year to ensure that the Council has sufficient time to consider implications of national and potential forthcoming local changes on its strategic direction.
18. Council was further advised that the Strategic Plan's supporting workplan would be refreshed to reflect and address issues identified in the recent budget consultation, including infrastructure within the town.
19. At a meeting of the Executive on 5 April 2022, the refreshed Strategic Plan workplan for the 2022-24 period and Directorate Priorities for 2022/23 was approved, which combined provide a cohesive approach to the delivery of key priority activities across Council services.
20. Progress will continue to be monitored via detailed milestone plans, adhering to the corporate programme and project management framework, where applicable. Progress will continue to be reported to all senior managers and Members as part of the quarterly corporate performance results reports presented to Executive and Overview and Scrutiny Board.

Strategic Risk Register

21. A review of the approach to the way risk is captured and reported at a strategic level - reported at Quarter Three - has now been completed. Risk impacts will now be grouped into the following categories:
 - Failure to achieve a balanced budget
 - Failure to comply with the law
 - Failure to achieve good governance
 - Failure to deliver the Strategic Plan and Directorate Plans
 - Failure of partnership agreements
22. All individual risks will be aligned to one of the above categories and overall scores, trend information and reasons for changes to scores, will be presented via this report, for transparency.
23. During Quarter Four, the following risks were added to the Strategic Risk Register:

- A risk to reflect the outcome of a High Court Case against another Local Authority that could result in identification of non-compliance in relation to adoption processes. The implications of this decision are currently being assessed nationally.
- A risk in relation to the Adult Education budget was added during the Quarter to reflect the risk of funding loss from the impact of covid on a particular set of adult learning courses.

24. All risks added to the Strategic Risk Register will be transitioned to risk categorisation and reported to the Executive via the Corporate Performance Update: 2022/23 Quarter One Results report

25. The following existing risks were reviewed and their scores amended:

- The risk that the Health and Bill could result in financial pressure exceeding resources was reduced in likelihood, following the establishment of a multi-disciplinary board to plan for it.
- Following an improvement in capacity and a reduction in operational pressures, the risk 'ensure the Best start in life for Middlesbrough's children was reduced in both likelihood and impact.
- Following implementation of measures and use of behavioural insight work, the risk of poor uptake of the COVID-19 vaccine was reduced in both likelihood and impact.

Progress in delivering Directorate Priorities 2021/22

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 3.

27. At 2021/22 Year-End, 60% (65) of Directorate Priorities were completed, which is below the expected standard of 90%. Performance in delivering mitigating actions associated with high or medium risks on Directorate Risk Registers is 90% and 93% respectively, above the performance standard of 90%.

Status	2021/22 YE position	Expected standard	Standard achieved	Trend
COMPLETED	60%	90%	No	↓
GREEN	4%			
AMBER	7%	N/A	N/A	N/A
RED	29%	N/A	N/A	N/A

28. Quarter Four saw an additional 22 (20.4%) of the 108 Directorate Priorities completed (to the 9 / 8.3% completed in Quarter Three), as follows:

- Deliver 450 new homes across Middlesbrough.
- Improve Middlesbrough Rail Station and the areas around it.
- Work with Thirteen Group to deliver development at Gresham.
- Analyse impacts of Fair Funding Review / Comprehensive Spending review and the provision of information to support the Council's position and representations to Government.
- Pension Fund Actuary procurement and on-boarding.

- Set a balanced budget for the Council and maintain an accurate and timely Medium Term Financial Plan (MTFP).
- Support COVID Recovery, ensuring that markets remain sustainable and continue to meet the needs of our vulnerable population.
- Training in a number of areas of financial governance, including: Business World e-learning modules, treasury management training for Members, counter-fraud awareness and training for staff and VAT training for DMT's and SMT's on relevant topics.
- Undertake a review of valuation and estates to ensure that both the development function and commercial management of assets are resourced and have clear strategic plans
- Deliver 2021/22 Better Care Fund.
- Review Levick House provision.
- Review of Direct Payments system to ensure consistency and equitability.
- Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.
- Deliver the Access to Education strategy, to ensure sufficient appropriate, high-quality places are available for children and young people now and in the future.
- Deliver the Middlesbrough Community Learning Strategy to deliver more learning opportunities in Middlesbrough
- Embed our Values within the Directorate and make staff feel more valued.
- Facilitate the delivery of the local area SEND plan for the Partnership to improve outcomes for children and young people with SEND.
- Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.
- Continue proactive promotion of vacancies within communities that are under-represented in the Council's workforce.
- Continue the implementation of corporate health and safety policy, procedures and applications to ensure that the Council has a fully auditable system in place.
- Ensure staff equality monitoring includes all protected characteristics.
- Explore means of comparing the diversity of applicants with the diversity of subsequently successful candidates.

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 2021/22 Year-End, 31 (92%) of the 34 programmes / projects were on-track to deliver against project time, cost, scope and benefits; slightly above the expected combined standard of 90%.

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 2021/22 Year-End, the key points of note in matters of compliance, were:

- Compliance with statutory requests for information processed in-line with the Freedom of Information Act and the Environmental Information Regulations, improved from 63.1% to 76.8% following investment in additional resources.
- The percentage of overdue live complaints has improved significantly, from 65% at Quarter Three to 34% at Year-End.
- Whilst there continues to be challenges in relation to compliance with Subject Access Requests, the percentage of those overdue has reduced from 75% to 68% at Quarter Four. During 2022/23 Quarter One, further options to tackle the backlog will be considered by senior managers.

What decision(s) are being recommended?

That the OSB:

- That the OSB notes the proposed amendments to Executive actions outlined at Appendix 1.
- That the OSB notes achievement in implementation of the Strategic Plan 2021-24 at 2021/22 Year-End, detailed in Appendix 2
- That in light of the position outlined in the report, the OSB notes the Council's updated position in relation to Strategic Risk.
- That the OSB notes 2021/22 Year-End achievement in delivery of the 2021/22 Directorate Priorities, detailed in Appendix 3.

Rationale for the recommended decision(s)

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

Other potential decision(s) and why these have not been recommended

33. Not applicable.

Impact(s) of the recommended decision(s)

Legal

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

Strategic priorities and risks

35. The information is key to and consistent with supporting delivery of the Council's strategic priorities and risks, as set out in the Strategic Plan.

Human Rights, Equality and Data Protection

36. 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.

Financial

37. Any financial implications relating to issues set out in this report, are summarised in the Revenue and Capital Budget – Year-End Outturn Position 2021/22 report, also considered by the Executive at its meeting of 14 June 2022.

Actions to be taken to implement the recommended decision(s)

Action	Responsible Officer	Deadline
Executive action revisions to be implemented on modern.gov	Strategy Delivery Manager	30/06/2022
Implementation of new approach to Strategic Risk Reporting	(Interim) Head of Strategy Information and Governance	30/06/2022

Appendices

1	Proposed amendments to Executive actions at 2021/22 Year-End
2	Strategic Plan Workplan: progress at 2021/22 Year-End
3	Directorate Priorities 2021/22: progress at 2021/22 Year-End

Background papers

Body	Report title	Date
Council	Strategic Plan 2021-24	24/02/21
Executive	Strategic Plan 2021-24: approach to delivery	11/05/21
Executive	Strategic Plan 2020-23 – Progress at Year End 2020/21	15/06/21
Executive	Corporate Performance Update: Quarter One 2021/22	07/09/21
Executive	Corporate Performance Update: Quarter Two 2021/22	07/12/21
Executive	Corporate Performance Update: Quarter Three 2021/22	14/02/21
Executive	Refreshing the Strategic Plan workplan for the 2022-24 period	05/04/21

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