

<b>Report of:</b>	The Elected Mayor of Middlesbrough; Chief Executive
<b>Submitted to:</b>	Overview & Scrutiny Board
<b>Date:</b>	21 September 2022
<b>Title:</b>	Corporate Performance Update: Quarter One 2022/23
<b>Report for:</b>	Information
<b>Status:</b>	Public
<b>Strategic priority:</b>	All
<b>Key decision:</b>	Not applicable
<b>Why:</b>	Report is for information only
<b>Urgent:</b>	No
<b>Why:</b>	N/A

**Executive summary**

This report advises the Overview and Scrutiny Board of corporate performance at the end of Quarter One 2022/2023, providing the necessary information to enable the Board to discharge its overview functions.

The report also asks that the Overview and Scrutiny Board:

- notes the amendments to Executive actions outlined at Appendix 1.
- notes progress of delivery of the Strategic Plan 2022-24 at Quarter One 2022/23, detailed in Appendix 2.
- notes the Council's updated position in relation to Strategic Risk, at Quarter One 2022/23.
- notes progress of the 2022/23 Directorate Priorities at Quarter One 2022/23, detailed in Appendix 3.

## **Purpose**

1. This report advises OSB of corporate performance at the end of Quarter One 2022/23.

## **Background and relevant information**

2. The Council's Scheme of Delegation gives the Overview and Scrutiny Board collective responsibility for the overview and scrutiny of corporate strategic performance.
3. This report provides the necessary information to enable the Overview and Scrutiny Board 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 issues identified.
4. The projected 2022/23 financial outturns for Quarter One are presented separately to this meeting of the Overview and Scrutiny Board, 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 Quarter One**

7. The Council's performance overall at Quarter One saw positive progress in performance at Quarter One 2022/23, with progress towards expected performance standards as set out in the Council's risk appetite, achieved in five out of six areas.

## **Progress in delivering Executive actions**

8. Actions agreed by the Executive to deliver approved decisions are tracked by LMT, monthly. 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 the end of Quarter One 2022/23, 62 of 66 live actions (94%) were reported as on target to be delivered by the agreed timescales, improved from the reported at 2021/22 Year End position and above the 90% standard of achievement of actions, with 4 proposed amendments, as approved by the Executive on 6 September 2022, set out at Appendix 1. All remaining Executive actions are expected to be achieved within their approved timescales.

10. Of the proposed amendments to Executive actions:
  - Three relate to the Children and Young People's Learning Scrutiny Panel's Final Report: Behaviour, Discipline and Bullying in Schools (Service Response) actions which have seen slight delay to ensure survey findings are included in the SEND Green Paper and final Inclusion Strategy to further enhance.
  - A future report on Community Asset Transfers to be presented to Executive outlining outcome of financial appraisal and recommendations for community asset transfers, is delayed, due to changes in service area responsibility.

### **Progress in delivering the Strategic Plan 2022-24**

11. On 23 February 2022 full 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 2022/23, to ensure that the Council has sufficient time to consider implications of national and potential forthcoming local changes on its strategic direction.
12. 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.
13. Progress continues 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.
14. The Strategic Plan for 2022-24, 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**

15. The Strategic Plan measures are the outcomes expected from successful delivery of the Strategic Plan workplan and initiatives. As the Strategic Plan workplan was refreshed for 2022-24 in isolation to the existing Strategic Plan outcome measures, there is a diluted relationship between progress against delivery and outcome measures.
16. Whilst this will be addressed in the next annual refresh of the Strategic Plan itself, further consideration on effectively reporting against Strategic Plan outcomes measures for 2022-24 will be given and presented in the Corporate Performance Update: Quarter Two 2022/23 report.

### **Workplan**

17. At Quarter One 2022/23, performance against the Strategic Plan workplan was as set out below, exceeding the corporate target of 90%.

Status	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	0%	90%	Yes	-
GREEN	100%			
AMBER	0%	N/A	N/A	N/A
RED	0%	N/A	N/A	N/A

## Strategic Risk Register

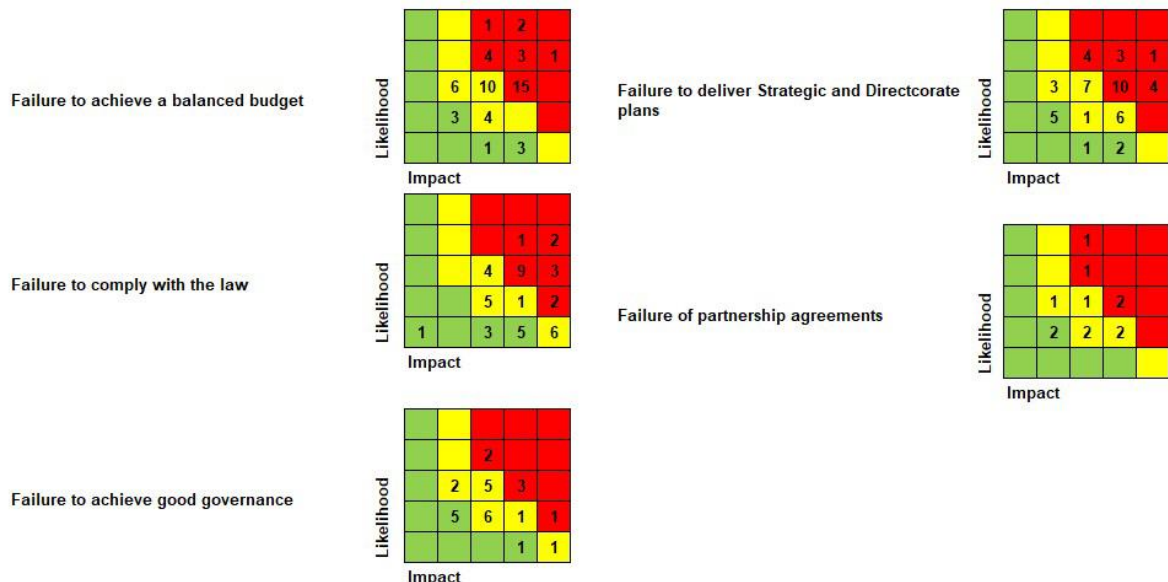
18. The Council's strategic risks are:

- 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.

19. All individual organisational risks are aligned to one of the above categories, with work ongoing to refine their content, which should see a reduction in the volume of risks reported in the Quarter Two report. The heat maps below demonstrate the number of risks that contribute to those overall strategic risks.

20. Future reports will set out trend information and reasons for changes to those heat map positions, providing Members with an overview of risk movement within the organisation and the narrative / context for such movement.

21. The risk category position at Quarter One 2022/23 is as follows:



22. During Quarter One, as a result of work undertaken to refine the number of individual risks that comprise the five strategic risk categories, the following significant change has been made to one existing risk:

- ‘Failure to deliver good governance’ strategic risk, had progressed from risk to issue. A new risk has therefore been created to capture the risk of failure to deliver the required improvements to address areas of non-compliance with the Local Code of Corporate Governance.

### Progress in delivering Directorate Priorities 2022/2023

23. 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 2022/23 are set out at Appendix 3.
24. Since approval of the Directorate Priorities for 2022/23 at Executive on 5 April 2022, some minor amendments have been made to remove duplication of effort with the Strategic Plan workplan initiatives, as follows:

Ref.	Directory Priority	Action	Reason
ALL	Deliver all budgeted savings initiatives and maintain spend within the limits provided for in the Medium-Term Financial Plan.	Remove	BAU activity
REG 08	Support Thirteen Group to deliver development at Gresham.	Remove	Not an MBC owned / led project
CUL 05	Increase attendance at existing Council events like Orange Pip.	Remove	Duplicate of SP workplan activity, CUL 01
EC 02 / EC 12	Increase the levels of Environment Enforcement and Increase levels of environment enforcement, where appropriate.	Remove	Duplicate of SP workplan activity, ASB 04
EC 05	Develop a five-year highways asset investment plan.	Remove	Duplicate of SP workplan activity, PEN 03
EC 07	Explore the potential to designate sites across the town as local wildlife / nature reserves, increasing biodiversity in Middlesbrough.	Remove	Duplicate of SP workplan activity, CCH 02
EC 08	Secure additional funding to improve the condition of the Council's operational estate and highways infrastructure.	Remove	Change title to 'Secure additional Capital funding to improve the condition of the Council's operational & commercial Built Asset Portfolio'.
EC 11	Further implement the locality working model to additional wards.	Remove	Duplicate of SP workplan activity, VUL 02
EC 13	Plant another 10,000 trees across Middlesbrough.	Remove	Duplicate of SP workplan activity, CCH 07
FI 11	Development and implementation of a series of projects to maximise opportunity to improve Council Tax collection.	Remove	Duplicate of Directorate Priority, FI 14
CC 02	Deliver the Quality Assurance and Performance Strategy.	Remove	BAU activity
CC 03	Strengthen the way the Children and Young People partnership work together and challenge the quality of practice through the delivery of the Safeguarding	Remove	REMOVE as element of wider strategic partnership working
CC 06	Improve the quality of practice to deliver the Middlesbrough Children's Services Improvement Plan.	Remove	Duplicate of SP workplan activity, CYP 05

25. At Quarter One 2022/23, 100% (98) of Directorate Priorities are on track; above the expected standard of 90%.

Status	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	0%	90%	Yes	-
GREEN	100%			
AMBER	0%	N/A	N/A	N/A
RED	0%	N/A	N/A	N/A

### Progress in delivering Programmes and Projects

26. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic and directorate priorities. At Quarter One 2022/23, 97% (30) of the 311 programmes / projects were on-track to deliver against project time, cost, scope and benefits; above the expected combined standard of 90%.

Status	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	0%	90%	Yes	-
GREEN	77%			
AMBER	20%	N/A	N/A	N/A
RED	3%	N/A	N/A	N/A

### **Progress in other corporate performance matters**

27. 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.
28. At Quarter One 2022/2023, the key points of note in matters of compliance were:
- Complaints dealt with within timescales continues to improve to 83%.
  - Freedom of Information Requests (FOI) and Environment Information Requests (EIR) responded to within statutory timescales improved, increasing to 80% from 76.8% at the end of 2021/2022
  - Overdue Subject Access Requests reduced further.

### **What decision(s) are being recommended?**

29. That the Overview and Scrutiny Board:
- notes the amendments to Executive actions outlined at Appendix 1.
  - notes achievement progress of the Strategic Plan 2022-24 at Quarter One 2022/23, detailed in Appendix 2.
  - notes the Council's updated position in relation to Strategic Risk, at Quarter One 2022/23.
  - notes progress of the 2022/2023 Directorate Priorities at Quarter One 2022/23 detailed in Appendix 3.

### **Rationale for the recommended decision(s)**

30. 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

31. Not applicable.

## Impact(s) of recommended decision(s)

### Legal

32. Not applicable.

### Strategic priorities and risks

33. The information provided 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

34. 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

35. Any financial implications relating to issues set out in this report, are summarised in the Revenue and Capital Budget – Quarter One Outturn position 2022/23 report, also considered by OSB at its meeting of 21 September 2022.

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

Action	Responsible Officer	Deadline
Executive action revisions to be implemented on modern.gov	Democratic and Registration Service Manager	16/09/2002
/Revised approach in reporting against Strategic Plan outcomes measures for 2022-24 to be developed by Quarter Two reporting	Strategy Delivery Manager	28/10/2022

## Appendices

1	Proposed amendments to Executive actions at Quarter One 2022/23
2	Strategic Plan Workplan; progress at Quarter One 2022/2023
3	Directorate Priorities 2022/2023: progress at Quarter One 2022/2023

## 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	14/02/22
Executive	Refreshing the Strategic Plan workplan for the 2022-24 period	05/04/22
Executive	Corporate Performance Results: Year End 2021/22	14/06/22

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