

Report of:	The Mayor Chief Executive
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Submitted to:	Executive
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Date:	14 February 2023
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Title:	Corporate Performance Update: Quarter Three 2022/23
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Report for:	Decision
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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:	Not applicable
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Executive summary

This report advises the Executive of corporate performance at the end of Quarter Three 2022/23, providing the necessary information to enable the Executive to discharge its performance management responsibilities and where appropriate, seeks approval of any changes (where these lie within the authority of the Executive).

This report also asks that the Executive:

- approves the proposed changes to Executive actions, detailed in Appendix 1,
- notes progress of delivery of the Strategic Plan 2022-24 at Quarter Three 2022/23, detailed in Appendix 2,
- approves the proposed changes to the Strategic Plan workplan initiatives, detailed in Appendix 3,
- notes the Council's updated position in relation to Strategic Risk, at Quarter Three 2022/23 at Appendix 4,
- notes progress of the 2022/23 Directorate Priorities at Quarter Three 2022/23, detailed in Appendix 5.

Purpose

1. This report advises the Executive of corporate performance at the end of Quarter Three 2022/23 and where appropriate seeks approval of any changes, where these lie within the authority of the Executive.

Background and relevant information

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 issues identified.
4. The projected 2022/23 financial outturns 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.
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

7. The Council's performance overall at Quarter Three saw a slight dip in performance, with progress towards expected performance standards as set out in the Council's risk appetite, achieved in two out of five performance disciplines and a further two within tolerance.
8. Significant work has taken place to address the projected 2022/23 overspend position and to provide for a balanced budget in 2023/24. The outcome of the budget preparatory work has seen some impact on current Strategic Plan workplan initiatives, previously approved by Executive and has a result, impacted on performance monitoring outcomes in Quarter Three 2022/23, as detailed in Appendix 2.

Progress in delivering Executive actions

9. Actions agreed by the Executive to deliver approved decisions are tracked by LMT, monthly. If following 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.

10. At the end of Quarter Three 2022/23, 55 of 89 live actions (62%) were reported as on target to be delivered by the agreed timescales, worsened from the reported position at Quarter Two of 67% and below the 90% standard of achievement of actions.
11. There are 10 amendments to Executive actions presented for Executive approval, summarised below, and detailed in Appendix 1. It is assumed that outside of these revisions, Executive actions will be achieved within their approved timescales:
- An action relating to examining the roles of Social Workers and Occupational Therapists through restructuring has been delayed, to align with Scrutiny panel timescales
 - Online training module to raise awareness of roles of social workers / social care workers has been delayed, so as to ensure focus on service practice assurance in readiness for CQC inspections
 - The action requiring notification to be severed regarding Poole Hospital map modification, is no longer relevant and is proposed to be removed
 - The action requiring a legal order regarding Poole Hospital was delayed as a result of minor amendments made
 - Dates to be amended to reflect delayed submission and resubmission of expression of interest for Heritage Lottery Fund
 - Delayed commencement of selective landlord proposal consultation
 - Two actions relating to the new community centre at Southlands; specifically in relation to alignment of planning application and funding bid timescales
 - Two actions relating to the final report of the Children and Young People's Social Care and Services Scrutiny Panel for sufficiency and permanency, specifically to extend due date to allow for scoping exercise to inform data for both actions

Progress in delivering the Strategic Plan 2022-24

12. 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 2022/23, to ensure that the Council has sufficient time to consider implications of national and potential forthcoming local changes on its strategic direction.
13. 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.
14. 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.
15. 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

16. 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.
17. This will be addressed in the next annual refresh of the Strategic Plan, to ensure demonstrable impact and effective reporting against Strategic Plan outcomes measures and on that basis, reporting of Strategic Plan 2022-24 outcome measures will be deferred to the Year End 2022/23 Corporate Performance Update.

Workplan

18. At Quarter Three 2022/23, performance against the Strategic Plan workplan was as set out below, slightly under the target corporate standard of 90%, with 84% (52 of 63) of initiatives on track, with RAG-rated progress detailed at Appendix 2.

Status	Q3 2022/23 position	Q2 2022/23 position	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	17%	1.6%	0%	90%	No	↓
GREEN	65%	96.8%	100%			
AMBER	2%	0%	0%	N/A	N/A	N/A
RED	16%	1.6%	0%	N/A	N/A	↓

19. There are 11 off-track workplan initiatives at the end of Quarter Three, which is detailed in Appendix 2, requiring Executive approval of revised dates in order to avoid future slippage and to ensure delivery.

Strategic Risk Register

20. 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.

21. 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. The heat maps appended to this report demonstrate the number of risks that contribute to those overall strategic risks.

22. Corporate performance reports advise on trend information and reasons for changes to those heat map positions, providing an overview of risk movement within the organisation and the narrative / context for such movement, with Appendix 3 setting out the movement of risks, split by risk category alongside a Quarter Two comparison.

23. During Quarter Three rationalisation of risks continued, with risks meeting target and / or completed, removed from the register. During Quarter Three a review of the overarching approach was commenced to assess whether this new approach meets the organisation's needs. This review will be concluded within Quarter Four.

24. The following significant changes to risk during Quarter Three to note, are listed below.

- During Quarter Three, five new strategic risks were created:

Category	Risks Title	Reason for addition
Failure to achieve balanced budget	Fair cost of care; ability to deliver services within budget	To reflect the lack of clarity given by the government in relation to the fair cost of care.
Failure to achieve good governance	Internal resources available to support compliance with requirements of the forthcoming CQC inspection regime	Added in recognition of requirement for internal resources for forthcoming inspection regime and the potential impact, should they not be available.
Failure to comply with law	Non-compliance with charging reforms	If the Council is unable to understand and implement the social reforms requirements, the impact would be non-compliance with the law and unbudgeted financial pressure.
Failure to achieve balanced budget	Winter planning; managing the impact of the cost of living and energy costs on the town	In recognition of the increase cost of living pressures being felt across the town
Failure to meet Strategic and Directorate Plans	Insufficient IT coverage on-site in Middlesbrough Alcohol Centre of Excellence (MACE)	Insufficient bandwidth on-site in MACE has the potential to disrupt critical services, due to information not being communicated through the appropriate systems.

- 32 strategic risks were deactivated across the five categories, due to a cleanse of duplicated risks, risks with completed actions that are now business as usual, deactivation of risks created in relation to non-compliance with mandatory COVID safety measures, and risks that have reached their target score with no further action required.
- Seven strategic risks were re-categorised from 'Failure to achieve balanced budget' to 'Failure to meet Strategic and Directorate plans', to better reflect their potential impact.
- One strategic risk was reassessed and updated, reducing the current score:

Risks Title	Category	Previous Score	New Score	Reason
Government proposed changes to funding model and business rates system	Failure to achieve balanced budget	15 – Major - Possible	10 – Major - Unlikely	Reduced likelihood because of deferred funding model by the government.

Progress in delivering Directorate Priorities 2022/23

25. Each year, Directorates set and are accountable for a set of Directorate-specific actions 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.

26. At Quarter Three 2022/23, 80% (77 of 96) of Directorate Priorities are on-track or completed; slightly under the target corporate standard of 90% against reported position at Quarter Three.

Status	Q3 2022/23 position	Q2 2022/23 position	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	18%	6%	0%	90%	Yes	↓
GREEN	62%	85%	100%			
AMBER	0%	0%	0%	N/A	N/A	-
RED	20%	9%	0%	N/A	N/A	↓

27. Within this reporting period the following Directorate Priorities have been flagged as unachievable within 2022/23, due to various factors detailed below:

Directorate Priority	Reason
ASCHI01: Prepare for the implementation of the Liberty Protection Safeguards.	Implementation for LPS has now confirmed for October 2023 / April 2024.
ASCHI07: Prepare for the implementation of the People at the Heart of Care While Paper.	Implementation of the Care Act Cap is now deferred until 2025.
ASCHI09: Prepare for the implementation of the two-day reablement standard in April 2023.	No additional funding to support reablement element of the Urgent Community Response.
ECS03: Complete works on Column 22b.	Delays relating to design revisions and impact on tender window, mean unachievable within 2022/23.
ECS08: Secure additional Capital funding to improve the condition of the Council's operational and commercial built asset portfolio	Report to be deferred until informed position on potential impact on building closures, as a result of proposed 2023/24 budget proposals.
ECS10: Seek funding to improve the A66 through Middlesbrough.	Due to the Council's current financial position any funding for remedial works will have to be from external sources, deeming unachievable in 2022/23.
F01: Analyse impacts of Local Government finance reforms, including the Fair Funding Review	No local government finance reforms likely to be announced during current financial year.
F02: Implementation of a centralised corporate welfare solution, to support the financial wellbeing of Middlesbrough residents.	Superseded by cost of living cross-Directorate plan - which includes Welfare Strategy.
F03: Review procurement policy and practice in preparation for the outcome of the Procurement Green Paper.	Further delays to publication of Green Paper means that this action is unachievable within 2022/23.
F09: Implement the new accounting regulations in relation to leasing.	Regulatory body delay by 12mths, means that this action is unachievable within 2022/23.
LGS01: Commence implementation of revised business intelligence dashboard plan following agreement by LMT.	Vacancy freezes as part of financial recovery plan for 2022/23 will see maintenance of existing dashboards only.
LGS03: Develop an Operations Strategy for the Council, to reflect post-COVID changes / new ways of working.	Change in strategic and operational directional. Directorate Priority will therefore not be delivered.
LGS08: Ensure effective implementation and transition to the new Liberty Protection Safeguards, through Legal advice and support to Adults Services.	Implementation for LPS has now confirmed for October 2023 / April 2024.
R&C06: Prepare a new balanced Local Plan for consultation, based on greater community engagement.	Council approval of local draft plan not expected until June 2023, as agreed by Executive in October 2022.
R&C03: Development of central Middlehaven for commercial space (Boho X), housing units and restoration of the Old Town Hall and Captain Cook Pub.	Ongoing power supply issues have delayed completion of BOHO X, HLF bid confirmation delaying Old Town Hall work and housing planning application delayed due to Neutrality directive.

Progress in delivering Programmes and Projects

28. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic and directorate priorities. At Quarter Three 2022/23, 96% (24 out of 25) of the programmes / projects were on-track to deliver against project time, cost, scope and benefits, remaining above the expected combined standard of 90%.

Status	Q3 2022/23 position	Q2 2022/23 position	Q1 2022/23 position	Expected standard	Standard achieved	Trend
GREEN	72%	81%	77%	90%	Yes	↑
AMBER	24%	10%	20%	N/A	N/A	↑
RED	4%	10%	3%	N/A	N/A	↓

Progress in other corporate performance matters

29. 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.

30. At Quarter Three 2022/23, the key points of note in matters of compliance, were:

- Complaints dealt with within timescales remain at 83%.
- Freedom of Information Requests (FOI) and Environment Information Requests (EIR) responded to within statutory timescales, reduced very slightly from 86.9% to 86%.
- There were no overdue Subject Access Requests at the end of Quarter Three, reflecting the outcome of an ongoing exercise to tackle overdue SARs and improve performance going forward.

What decision(s) are being recommended?

31. That the Executive:

- approves the proposed changes to Executive actions, detailed in Appendix 1
- notes progress of delivery of the Strategic Plan 2022-24 at Quarter Three 2022/23, detailed in Appendix 2
- approves the proposed changes to the Strategic Plan workplan initiatives, detailed in Appendix 3
- notes the Council's updated position in relation to Strategic Risk, at Quarter Three 2022/23 at Appendix 4,
- notes progress of the 2022/23 Directorate Priorities at Quarter Three 2022/23, detailed in Appendix 5

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 proposed recommendations are key to and consistent with supporting deliver 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 – Quarter Two Outturn Position 2022/23 report, also considered by the Executive at its meeting of 8 November 2022.

Appendices

1	Executive actions; proposed amendments at Quarter Three 2022/23
2	Strategic Plan Workplan: progress at Quarter Three 2022/23
3	Strategic Plan Workplan: proposed amendments at Quarter Three 2022/23
4	Strategic Risk at Quarter Three 2022/23
5	Directorate Priorities 2022/23: progress at Quarter Three 2022/23

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
Executive	Corporate Performance Results: Quarter One 2022/23	06/09/22
Executive	Financial Recovery Plan 2022/23	18/10/22
Executive	Corporate Performance Results: Quarter Two 2022/23	08/11/22

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Appendix 1: Executive actions; proposed amendments at Quarter Three 2022/23

Executive of	Report	Action	Owner	Agreed Due Date	Proposed Revised Due Date
18/10/2022	Final report of the Adult Social Care and Services scrutiny panel; the recruitment and retention of staff within adult social care	That further consideration be given to the restructuring of Adult Social Care; examining the roles of Social Workers and Occupational Therapists as part of this. Exploratory work to be undertaken with regards to roles; impact on existing staff and terms and conditions; salary column grading; and clear routes for career progression.	ASCHI	31/12/2022	08/02/2023
		To raise awareness of the roles of Social Workers and Social Care Workers, an online learning module be created and implemented on Middlesbrough Learns for all Elected Members and Council staff.	ASCHI	31/12/2022	30/06/2023
18/10/2022	Poole Hospital Definitive Map Modification Order	Notification Severed on the Owner of the land and all relevant parties. Action no longer relevant.	ECS	10/11/2022	n/a
		Legal Order made and advertised.	ECS	01/12/2022	01/02/2023
12/07/2022	Restoration of the Old Town Hall	Expression of Interest to the Heritage Lottery Fund be submitted, to support the restoration and redevelopment of the Old Town Hall.	REG	30/09/2022	31/07/2024
18/11/2022	Selective Landlord Licensing	Consultation on proposal.	ASCHI	30/11/2022	31/01/2023
14/06/2022	Developing a New Community Centre at Southlands	That authority be delegated to the Director of Regeneration and Culture and Director of Finance, to adjust any final budget allocations.	REG	30/11/2022	30/11/2023
		That discussions continue with Sport England to enable the lifting of planning conditions relating to Marton Avenue	REG	30/11/2022	30/11/2023
06/09/2022	Final Report of the Children and Young People's Social Care and Services Scrutiny Panel - Sufficiency and Permanency	A specific piece of work be undertaken to establish why high percentage of children (15.1%) become looked after at birth.	CS	31/10/2022	31/03/2023
		Working with young people, develop a dictionary of terms used with the aim of changing the language used to describe the care system.	CS	30/09/2022	31/03/2023

Appendix 2: Strategic Plan Workplan; progress at Quarter Three 2022/23

We will show Middlesbrough's children that they matter and work to make our town safe and welcoming and to improve outcomes for all children and young people.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Expand the current model for youth provision in areas that suffer high levels of deprivation	Green	Green	Red
Make steps towards every child playing a musical instrument by extending to one other school or year group	Green	Green	Green
Evidence that Middlesbrough Council listens to children's voices	Green	Green	Red
Create and deliver a strategy to increase digital inclusion for children, young people and adults across Middlesbrough	Green	Green	Blue
Consolidate and build on recent Children's Services progress to improve Ofsted rating	Green	Green	Green
Explore potential for the establishment of an Eton Sixth Form in Middlesbrough	Green	Green	Green

We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support the vulnerable.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Deliver and extend the 50 Futures programme	Green	Green	Red
Further develop the Dementia Friendly Middlesbrough programme	Green	Green	Green
Achieve 'Age Friendly Communities' status	Green	Green	Blue
Implement and extend locality working	Green	Green	Green

We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Support the police and hold them to account for each neighbourhood	Green	Green	Green
Establish and support Neighbourhood Watch schemes across the whole town	Green	Green	Green
Increase CCTV across the whole town	Green	Green	Blue
More environmental action and punishment for fly tipping	Green	Green	Blue
Encourage more residents to report crime and ASB	Green	Green	Green
Reward and champion individuals for being good neighbours	Green	Green	Green
Increased enforcement against problem properties / streets / gardens in disrepair	Green	Green	Green

We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Develop an Urban Farm	Green	Green	Red
Develop local wildlife / nature reserve in North Ormesby and one other site	Green	Green	Green
Demonstrate increased recycling rates	Green	Green	Green
Establish six community growing areas	Green	Green	Green
Double the size of our urban meadows / wildflower planting sites	Green	Green	Green
15 new EV charging points across town	Green	Green	Green
Big community tree planting days	Green	Green	Blue
Middlesbrough hosts inaugural climate conference	Green	Green	Red

We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Delivery of the Council's COVID19 Recovery Plan to enable individuals, families, communities and business across Middlesbrough achieve a proper level of functioning, post-Pandemic	Blue	Blue	Blue
Ensure effective Council response to immediate issues of COVID19 impacting upon individuals, families, communities and business	Blue	Blue	Blue

We will work closely with local communities to protect our green spaces and make sure that our roads, streets, and open spaces are well-designed, clean and safe.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Improve identified play parks and spaces in line with our Towns Fund Recommendation	Green	Green	Green
Establish the requirement for potential CPO of derelict buildings and problem sites	Green	Green	Blue
Improve our Highways	Green	Green	Green
12 new back alleys are reclaimed, improved and showcased	Green	Green	Blue
Neighbourhood and town wide front garden competitions	Green	Red	Red
Vastly improve Thorntree and Pallister Parks in line with Towns Fund Recommendation	Green	Green	Yellow
Creation of Tree Maintenance Squad and ongoing maintenance work programme	Green	Green	Green
Creation of a subsidised Pest Control service	Green	Green	Red

We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Complete town-wide lighting scheme			
Consider potential for BOHO digital expansion			
St Hilda's housing starts around Old Town Hall			
Protect and celebrate heritage through marketing and comms strategies and complete planned works on Captain Cook pub and Old Town Hall			
Open three entertainment facilities within Captain Cook Square (cinema, Lane 7, eSports)			
Commence construction on the south side of the dock			
Action plan agreed and commenced for House of Fraser building			
Action plan agreed and commenced for Centre North East			
Action plan agreed and commenced for The Crown Pub building			
Action plan agreed and commenced for Gurney House			

We will invest in our existing cultural assets, create new spaces and events, and improve access to culture.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Increased ticket sales and attendance of events through effective marketing			
Complete improvements to Teesaurus Park			
Create three new annual events in 2022 as per existing approvals			
Aim for all children to get an experience of live theatre			
Increase attendance at existing Council events like Orange Pip			
Increase visitor numbers to museums and attractions			
Increase tickets sales at town hall performances			

We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Encourage public to help drive decision making			
Introduce a marketing campaign and associated support to significantly grow Middlesbrough Lottery			
Work with the voluntary sector to create and promote volunteering opportunities and an increase in volunteers			
Introduce Neighbourhood Action Weeks, driven by volunteers			

We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough.	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Market a small local grant programme	On-track	On-track	Unachievable
Market a strong buy-local campaign	On-track	On-track	On-track
Commence work on the new Southlands Centre	On-track	On-track	On-track
Commence work on Nunthorpe community centre	On-track	On-track	On-track
Promote Middlesbrough on the national stage	On-track	On-track	Complete
Increase sponsorship income from businesses for various council activities	On-track	On-track	On-track
Improve user experience of the council website, increasing online transactions	On-track	On-track	On-track

Key	
Complete	Complete
On-track	On-track
Some slippage	Some slippage
Unachievable	Unachievable

Appendix 3: Strategic Plan Workplan; change controls

Initiative	Owner	Agreed Due Date	Reason for (R) / Impact (I) of delay	Proposed Due Date
CCH 01: Develop an Urban Farm	REG	31/03/2024	(R) No suitable site approved by Camphill Trust. (I) Request for approval to close initiative.	n/a
CCH 08: Middlesbrough hosts inaugural climate conference	ECS	30/11/2022	(R). Included as part of 2022/23 financial recovery plan (I) Request for approval to close initiative.	n/a
PEN 08: Creation of a subsidised Pest Control service	ECS	31/03/2023	(R) Included as part of 2022/23 financial recovery plan. (I) Delay in decision until agreement of 2023/24 budget proposals	31/03/2023
CYP 01: Expand the current model for youth provision in areas that suffer high levels of deprivation	CS	31/10/2022	(R) Included as part of 2022/23 financial recovery plan. (I) Delay in decision until agreement of 2023/24 budget proposals	31/03/2023
CYP 03: Evidence that Middlesbrough Council listens to children's voices	CS	30/11/2022	(R) Delays due to capacity / resource. (I) Minimal. Revised completion date.	31/05/2023
PEN 05: Neighbourhood and town wide front garden competitions	ECS	30/09/2022	(R) Droughts in summer months not conducive to front garden competitions. (I) Revised completion date.	30/06/2023
PEN 06: Vastly improve Thorntree and Pallister Parks in line with Towns Fund Recommendation	ECS	28/02/2023	(R) Delays relating to bidding window / match funding requirements. (I) Revised completion date.	31/03/2024
QOS 05: Market a small local grant programme	ECS	31/03/2023	(R) No funding allocated to this initiative. (I) Request for approval to close initiative.	n/a
TOC 01: Complete town-wide lighting scheme	ECS	31/12/2022	(R) Included as part of 2022/23 financial recovery plan. (I) Delay in decision until agreement of 2023/24 budget proposals	31/03/2023
TOC 05: Open three entertainment facilities within Captain Cook Square (cinema, Lane 7, eSports)	REG	31/12/2023	(R) Delay due to cost inflation, amended legal agreements, planning permission and licencing committee. (I) Revised completion date.	31/03/2023
VUL 01: To deliver and extend the 50 Futures programme	REG	30/11/2022	(R) Included as part of 2022/23 financial recovery plan. (I) Delay in decision until agreement of 2023/24 budget proposals	31/03/2024

Appendix 4: Strategic Risk at Quarter Three 2022/23

		Quarter One				Quarter Two				Quarter Three				
Failure to achieve a balanced budget	Likelihood			1	2			2	1			1	2	
	Impact			4	3	1		4	4	1		3	3	1
Failure to comply with the law	Likelihood		6	10	15		4	10	11		3	5	6	
	Impact		3	4			3	5	1			2	1	
Failure to achieve good governance	Likelihood			1	3			1	3				3	
	Impact													
Failure to deliver Strategic and Directorate plans	Likelihood													
	Impact													
Failure of partnership agreements	Likelihood													
	Impact													

Appendix 5: Directorate Priorities 2022/23; Progress at Quarter Three 2022/23

Environment and Community Services

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Review and deliver the Community Safety Strategy to reduce crime and anti-social behaviour across Middlesbrough	Green	Green	Blue
Complete works on Column 22b.	Green	Green	Red
Complete inspections of bridges and structures and implement resulting works where appropriate.	Green	Green	Green
Determine the future operational status of the Transporter Bridge and secure appropriate investment.	Green	Red	Red
Secure additional Capital funding to improve the condition of the Council's operational and commercial built asset portfolio	Green	Green	Red
Review the Asset Management Framework for Middlesbrough.	Green	Green	Green
Seek funding to improve the A66 through Middlesbrough.	Green	Green	Red
Implement Year Two actions of the Council's Green Strategy.	Green	Green	Green
Embed corporate values within the Directorate and make staff feel more valued.	Green	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	Green	Green	Green

Regeneration and Culture

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Commence programme of investment in Middlesbrough Rail Station and the areas around it.	Green	Green	Green
Complete relocation of Teesside Archives.	Green	Blue	Blue
Development of central Middlehaven for commercial space (Boho X), housing units and restoration of the Old Town Hall and Captain Cook Pub.	Green	Green	Red
Commence programme of site infrastructure at Middlehaven through the Brownfield Housing Fund.	Green	Red	Green
Complete relocation of Council headquarters to Fountain Court.	Green	Green	Blue
Prepare a new balanced Local Plan for consultation, based on greater community engagement.	Green	Green	Red
Market the premium housing sites at Nunthorpe Grange and Newham Hall.	Green	Green	Green
Deliver 450 new homes across Middlesbrough.	Green	Green	Green

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Deliver Middlesbrough's Future High Streets Fund programme.			
Deliver Middlesbrough's Town Fund programme.			
Deliver transport schemes to improve efficiency and capacity of the network.			
Embed corporate values within the Directorate and make staff feel more valued.			
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.			

Finance

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Analyse impacts of Local Government finance reforms, including the Fair Funding Review and the provision of information to support the Council's position and representations to Government.			
Implementation of a centralised corporate welfare solution, to support the financial wellbeing of Middlesbrough residents.			
Review procurement policy and practice in preparation for the outcome of the Procurement Green Paper, including the opportunity for transformation and innovation.			
Review Valuation and Estates to ensure that both the development function and commercial management of assets are resourced and have clear strategic plans.			
Renegotiate the Section 75 arrangement with health partners to ensure services delivered are funded and fully accountable.			
Achieve an unqualified set of accounts for the 2021/22 financial year.			
Implement the 'payment to provider' solution, futureproofing with approach to procurement cards, ensuring the Council supports the local economy while delivering sound financial governance.			
Set a balanced budget for the Council and maintain an accurate and timely Medium-Term Financial Plan.			
Implement the new accounting regulations in relation to leasing.			
Implement the insurance service review and tender insurance contract arrangements to commence 1 April 2023.			
Monitor the financial position of the Council, including close working with Directorates ensuring correct allocation / maximising use of grants received (e.g. COVID-19), and the monitoring of the Investment Strategy and the effects on the Council's MTFP.			
Improve working and integration between services provided by Financial Planning & Support and Financial Governance & Revenues to maximise available resources and improve the overall service provided.			
Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection.			
Prepare and complete the Pension Fund triennial valuation as at 31 March 2023.			

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Deliver ongoing training and development to the Pension Fund Committee and Board.			
Deliver sound business management practice through the delivery of the asset disposal policy framework, ensuring best value is achieved and the benefit of disposals are shared with local communities.			
Re-procure pensions administration contract.			
Embed corporate values within the Directorate and make staff feel more valued.			
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.			

Adult Social Care and Health Integration

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Prepare for the implementation of the Liberty Protection Safeguards.			
Develop a Clean Air Strategy for Middlesbrough.			
Review the Gambling Act Policy.			
Review the Licensing Act Statement of Licensing Policies.			
Implement the Newport 2 Selective Landlord Licensing scheme.			
Deliver next phase of integrated model of support for complex needs in Middlesbrough.			
Prepare for the implementation of the <i>People at the Heart of Care</i> White Paper.			
Prepare for the implementation of the two-day reablement standard in April 2023.			
Complete the implementation of the Domestic Abuse Act and evaluate provision.			
Embed corporate values within the Directorate and make staff feel more valued.			
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.			

Public Health

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Implementation of a partnership approach to ensure the best start in life for Middlesbrough children, reducing early health inequalities and focusing on the first 1001 days of life.			
Publish a revised Pharmaceutical Needs Assessment for South Tees.			

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Publish the Director of Public Health's Annual Report.	Green	Green	Green
Develop the Public Health workforce plan.	Green	Red	Blue
Recruit to shared Public Health Consultant roles with NHS and Teesside University.	Green	Red	Green
Develop robust plans to deliver the Holiday Activity Fund, building on the learning from 2021.	Green	Blue	Blue
Pilot the use of the health inequalities assessment tool on policies and business cases in at least five key areas across Council.	Green	Green	Green
Develop the 'Work Well' offer in collaboration with education partners to include the development of a bespoke employer-led programme for Public Health, with routes into long-term health and social care opportunities.	Green	Green	Red
Complete the action plan for the Health and Happiness strand of the Green Strategy.	Green	Green	Green
Complete in-depth insight work to understand how the Council can work with local communities to understand better local experiences of poverty and build better relationships.	Green	Green	Green
Complete the health protection assurance report.	Green	Green	Green
Develop and deliver an improved offer of support for addiction recovery through employment, housing and social / community re-integration.	Green	Green	Green
Embed corporate values within the Directorate and make staff feel more valued.	Green	Green	Blue
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	Green	Blue	Blue

Children's Services

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Deliver the Participation Strategy to support our service users to develop the services they receive in partnership with the Children and Young People's partnership.	Green	Red	Blue
Develop and deliver a workforce strategy to support a stable, skilled and focussed leadership at all levels and stable, permanent, skilled frontline workforce.	Green	Red	Red
Deliver the multi-agency Early Help and Prevention Strategy to commit to supporting families at the earliest stage possible and increase the offer of youth provision.	Green	Green	Green
Deliver the placement sufficiency strategy to increase our internal placement capacity (internal residential homes and in-house foster carers).	Green	Green	Red
Target young people who are NEET and provide support to progress into education, employment and training opportunities.	Green	Green	Green
Deliver the Inclusion and Specialist Support Strategic Plan to remove barriers to learning and wellbeing for children and young people.	Green	Green	Green
Deliver the Pupil Place Strategy, to ensure sufficient appropriate, high-quality school place are available for children and young people now in the future.	Green	Green	Green

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Work with partners across Education, Health and Social Care to deliver the priorities within the local area SEND Strategy 2021-24.			
Deliver Middlesbrough Community Learning Strategy to increase learning opportunities across Middlesbrough in line with local, regional and national priorities.			
Deliver the Learning and Education Strategy to help school improvement and support educational outcomes in Middlesbrough.			
Work with school and partners to help improve attainment and attendance levels and reduce exclusions for all children across Middlesbrough.			
Deliver a refreshed Youth Justice Plan aligned to the Youth Justice Board's 'Child First' principle			
Embed corporate values within the Directorate and make staff feel more valued.			
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.			

Legal and Governance Services

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Commence implementation of revised business intelligence dashboard plan following agreement by LMT.			
Commence implementation of Robotic Process Automation within the Council.			
Develop an Operations Strategy (incl. Customer, ICT, operational estate, etc.) for the Council, to reflect post-COVID changes / new ways of working.			
Develop and implement a strategic planning cycle to inform the Council's approach to budget planning and consultation.			
Carry out Local Government Pension Scheme re-enrolment, in-line with legal obligations and duties.			
Ensure limitation dates are met in-line with the Prosecutors Code when dealing with instances of Crime and Anti-Social Behaviour.			
Further embed the Legal Business Partner approach to ensure Regeneration project deadlines and legal needs of the Council are aligned.			
Ensure effective implementation and transition to the new Liberty Protection Safeguards, through Legal advice and support to Adults Services.			
Continued Legal Services support to Children's Services Improvement Journey.			
Review implementation of revised approach to appraisal framework to ensure employee objectives are aligned to the Council's values and Strategic Priorities.			
Complete the Community Governance Review to establish future parish and community councils for Middlesbrough.			

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position
Oversee delivery of actions within the 2020/21 Annual Governance Statement.	On-track	Unachievable	On-track
Oversee delivery of actions with the 2021 Annual Equality and Inclusion Report.	On-track	On-track	Some slippage
Embed corporate values within the Directorate and make staff feel more valued.	On-track	On-track	On-track
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	On-track	On-track	On-track

Key	
Complete	Complete
On-track	On-track
Some slippage	Some slippage
Unachievable	Unachievable