

MIDDLESBROUGH COUNCIL	
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Report of:	Executive Member for Finance and Governance Chief Executive
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Submitted to:	Executive
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Date:	21 November 2023
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Title:	Corporate Performance Review: Quarter Two 2023/2024
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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
<p>This report advises the Executive of corporate performance at the end of Quarter Two 2023/2024, 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).</p> <p>This report also asks that the Executive:</p> <ul style="list-style-type: none"> • Approves the proposed amendments to Executive actions at Quarter Two 2023/24, detailed in Appendix 1 • notes progress of delivery of the Strategic Plan 2022-24 at Quarter Two 2023/24, detailed in Appendix 2. • Approves the proposed amendments to Strategic Plan workplan at Quarter Two 2023/24, detailed in Appendix 3.

Purpose

1. This report advises the Executive of corporate performance at the end of Quarter Two 2023/2024 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 approved actions, delivery of the Strategic Plan and other key associated items, together with actions to be taken to address any issues identified.
4. The projected financial outturn at the end of Quarter Two 2023/2024 is 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 the end of Quarter Two 2023/2024

7. The Council's performance overall at the end of Quarter Two saw a slight dip from the position reported at Quarter One, with progress towards expected performance standards, as set out in the Council's risk appetite, achieved in one of the four active performance disciplines in 2023/24.

Progress in delivering Executive actions.

8. 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.
9. At the end of Quarter Two 2023/24, 21 of 35 live actions (60%) were reported as on target to be delivered by the agreed timescales; a worsening position from the Quarter One 2022/23 report of 68%, remaining below the 90% expected standard of achievement of actions.

10. There are nine 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:
- Four actions relating to *Boho 11; Expansion of the Digital Sector*, are no longer relevant, as activity falls within the agreed boundary of the Mayoral Development Corporation and are therefore proposed to be removed.
 - Two actions relating to *Locality Working from a Children's Services Perspective* have been delayed, awaiting the outcome of the new Council Plan priorities.
 - An action relating to Phase 2 of the *Linthorpe Local Cycling and Walking Implementation Plan* has been delayed, whilst awaiting an Executive decision to progress.
 - An update report on *Dealing with major vacant Town Centre properties* to Executive in line with reports of the Towns' Fund, has been delayed by two months, to November 2023.
 - Development of an online training module, an action relating to the *Final Report of the Adult Social Care and Services Scrutiny Panel*, to raise awareness of roles of social care workers has been delayed, to allow for focus on service practice assurance, in readiness for CQC inspections.

Progress in delivering the Strategic Plan 2022-24

11. 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.
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.

Outcomes

14. There continues to be a diluted relationship between delivery of the Strategic Plan workplan and the agreed outcomes and measures, originally expected as a result of successful delivery of the refreshed Strategic Plan workplan, in 2022.
15. This is reflected in the performance overall at Quarter Two 2023/24 against Strategic Plan outcomes, reported as 44% against the 90% performance standard.
16. This will be addressed in the development of the new Council Plan, ensuring demonstrable impact and effective reporting against outcomes measure, work for which is underway, with an initial draft expected in October 2023.

Workplan

17. At Quarter Two 2023/24, performance against the Strategic Plan workplan is slightly below the target corporate standard of 90%, though remains steady from the reported position at Quarter One, with 81% (51 of 63) of initiatives on-track. RAG-rated progress is detailed at Appendix 1.

Status	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
COMPLETED	49%	44%	90%	No	↔
GREEN	27%	37%			
AMBER	5%	0%	N/A	N/A	N/A
RED	6%	8%	N/A	N/A	↓
WITHDRAWN	13%	11%	N/A	N/A	N/A

18. There are seven workplan initiatives off-track at Quarter Two 2023/24, six of which have requested closure due to being no longer achievable, and one initiative requesting an extension to the due date, detailed in Appendix 2. All change requests require Executive approval.

19. As reported at Quarter Four 2022/23, a number of Strategic Plan workplan initiatives were withdrawn from the active workplan following 2023/24 budget setting process. For the purposes of transparency however, they continue to be reported in Appendix Two, reflecting their closure / withdrawal from the reporting portfolio.

20. It is assumed that outside of these revisions, all Strategic Plan workplan initiatives will be achieved as per approved timescales.

Strategic Risk Register

21. The Council has now completed its refreshed approach to the management of strategic risk. The 12 key risks that the organisation has set out, are detailed below:

Risk	Score
Failure to meet a balanced budget	High
Volatility in the demand and cost of children's social care	High
Unlawful decision by the Council	High
Serious accident or death occurs as a result of failure to comply with health and safety legislation	High
Unable to recruit and retain key staff	High
Failure to ensure a sound approach to cyber security	Medium
Corporate Governance arrangements are not fit for purpose	High
Negative impacts from the Mayoral Development Corporation on regeneration and council financial sustainability	High
Failure of the Council and its partners to work effectively together to deliver change	High
Failure to deliver quality practice within children's safeguarding services	High

22. There are no changes to the risks proposed at Quarter Two 2023/24.

Progress in delivering Programmes and Projects

23. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic priorities. At Quarter Two 2023/24, 94% (16 out of 17) of the programmes / projects remained on-track to deliver against project time, cost, scope and benefits, remaining above the expected combined standard of 90%.

Status	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
GREEN	82%	82%	90%	Yes	↔
AMBER	12%	12%			
RED	6%	6%	N/A	N/A	↔

Progress in other corporate performance matters

24. 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.

Status	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	90%	83%	90%	Yes	↑
FOI / EIR responded to <20 days*	71%	82%	90%	No	↑
% live SARs open and in time	100%	94%	90%	Yes	↑
Information security incidents	10	6	N/A	N/A	↑
Incidents reported to the ICO	0	0	N/A	N/A	↔
% complaints closed in time	88%	87%	90%	N/A	↓

25. At the end of Quarter Two 2023/24, the key points of note in matters of compliance, are:

- 90% of Priority 1 and 2 actions arising from internal audits have been completed.
- 71% of Freedom of Information Requests (FOIs) and Environment Information Requests (EIRs) were responded to within statutory timescales; a decrease from the 82% reported at Quarter One 2023/24.
- There continues to be no live Subject Access Requests (SARs) that have exceeded legal timescales; an ongoing positive performance trend which reflects the investment the Council has made to improve compliance.
- Complaints resolved within timescales continues to increase slightly, reporting 88% this quarter.

What decision(s) are being recommended?

26. That the Executive:

- Approves the proposed amendments to Executive actions at Quarter Two 2023/24, detailed in Appendix 1
- notes progress of delivery of the Strategic Plan 2022-24 at Quarter Two 2023/24, detailed in Appendix 2.
- Approves the proposed amendments to Strategic Plan workplan at Quarter Two 2023/24, detailed in Appendix 3.

Rationale for the recommended decision(s)

27. 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

28. Not applicable.

Impact(s) of the recommended decision(s)

Legal

29. 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

30. 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

31. 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

32. Any financial implications relating to issues set out in this report, are summarised in the Revenue and Capital Budget – Quarter One 2023/24 report, also considered by the Executive at its meeting of 23 August 2023.

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

Action	Responsible Officer	Deadline
Approved Quarter Two 2023/24 amendments to Executive actions and Strategic Plan workplan to be implemented, via appropriate feeder systems.	J Chapman	30/11/2023

Appendices

1	Executive actions; proposed amendments at Quarter Two 2023/24
2	Strategic Plan Workplan; progress at Quarter Two 2023/24
3	Strategic Plan Workplan; proposed amendments at Quarter Two 2023/24

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
Executive	Corporate Performance Results: Quarter Three 2022/23	14/02/23
Executive	Corporate Performance Results: Quarter Four Year End 2022/23	20/06/23
Executive	Corporate Performance Results: Quarter One Year 2023/24	23/08/23

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