

MIDDLESBROUGH COUNCIL	
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Report of:	The Chief Executive, Director of Finance and Director of Legal and Governance Services
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Relevant Executive Member:	Elected Mayor of Middlesbrough, Chris Cooke
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Submitted to:	Audit Committee
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Date:	14 December 2023
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Title:	Corporate Governance Improvement and Section 24: progress report
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Report for:	Information
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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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Exempt from call in?:	Not applicable
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Why:	This is not an Executive report
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Proposed decision(s)

Executive summary
<p>This report sets out the key activities and progress since last reported to Audit Committee on the Corporate Governance Improvement Plan and activity in response to the Section 24 recommendations made by the Council's External Auditors. This detail was also recently presented to all councillors at Council on 29 November 2023.</p>

Alongside the activity that has been delivered, the report also sets out the impact actions have had on the measures of success that have been identified within the Corporate Governance Improvement Plan.

The report sets out a baseline of measures of success to be used to assess the impact of the Section 24 actions and gives an overview of planned next steps.

Purpose

1. This report sets out the key activities and progress since an update was last provided. The report also provides an update on activity in response to the Section 24 recommendations made by the Council's External Auditors.
2. Alongside the activity that has been delivered, the report also sets out the impact actions have had on the measures of success that have been identified within the Corporate Governance Improvement Plan. Furthermore, the report sets out a baseline of measures of success to be used to assess the impact of the Section 24 actions.

Recommendations

3. That the committee notes the progress made in relation to the Corporate Governance Improvement Plan and the Section 24 action plan and the planned next steps.

Rationale for the recommended decision(s)

4. The Council must respond effectively and at pace to the deliver the improvements set out in both the Corporate Governance Improvement Plan and the Section 24 report if it is to effectively address the concerns around its culture, governance and financial challenges.
5. Member oversight will be a key step in both delivery of these actions and provision of assurance that they are having the intended impacts they were designed to do to address the governance weaknesses identified by the Council's External Auditors.

Background and relevant information

6. On 18 September 2023, Council received a report that set out the activities of Phase Three of the Council's Corporate Governance Improvement Plan, alongside the governance arrangements to oversee delivery of this plan.
7. The activities in the improvement plan comprise ten workstreams, each with a milestone delivery plan which is monitored and reported monthly to the Leadership Team, the Independent Improvement Advisory Board and at each full Council and Audit Committee meeting.

Corporate Governance Improvement Plan: progress

- 8. For the current reporting period, six of the workstreams are on target in terms of activity, as per timescales set out in the corporate Governance Improvement Plan, with four are off target.

People Strategy

- 9. There was a slight delay in presentation of the strategy to Constitution and Member Committee, which has had a knock-on effect to resulting implementation milestones, however the target date for completion of implementation remains unchanged.

Ensuring stable and sustainable leadership for the organisation

- 10. Milestones to commence and deliver a review have been delayed by a month to seek further data to inform proposals. The target date for completion of implementation remains unchanged.

Development and implementation of an improved focus on employee performance and accountability

- 11. Milestones to launch the new appraisal system have slipped by a month. The target date for completion of implementation remains unchanged.

Setting a balanced budget for 2024/25 to 2026/27

- 12. Activity within this workstream have slipped in relation to the commencement of transformation and service redesign development proposals. This work has now commenced and will be supported by external consultants over the period to mid-February in order to develop robust proposals that will contribute towards balancing the budget in 2024/25 and over the medium term. The table below sets out the current status of activity. Future reports will include information on impact it is having on measures of success (where data has been refreshed) along with a further section, currently being developed which will set targets for each indicator in order to identify if further action is required to impact positively on the measures of success within the plan.

Theme	Cultural Transformation	Activity RAG	Prev Activity RAG	Trend	Portfolio Lead	LMT lead
	Development and implementation of a People Strategy	Red	Green	↓	N Walker	C Benjamin
	Development and implementation of a Member Development Strategy and Programme	Green	Green	↔	N Walker	C Benjamin
	Development and implementation of a corporate governance training programme	Green	Green	↔	N Walker	C Benjamin
	Ensure stable and sustainable leadership for the organisation	Red	Green	↓	C Cooke	C Heaphy
	Development and implementation of an improved focus on employee performance and accountability	Red	Green	↓	N Walker	C Heaphy
	Review the Council's approach to Member enquiries and engagement	Green	Green	↔	N Walker	C Benjamin
	Develop and implement communications and engagement plan to support cultural transformation	Green	Green	↔	C Cooke	C Heaphy
Theme	Financial Recovery and Resilience	Activity RAG	Prev Activity RAG	Trend	Portfolio Lead	LMT lead
	Controlling 2023/24 expenditure to within approved budgets	Green	Green	↔	N Walker	D Middleton
	Setting a balanced budget for 2024/25 to 2026/27	Red	Green	↓	N Walker	D Middleton
	Improvements to financial governance, spending controls and monitoring through more effective financial management, across the organisation	Green	Green	↔	N Walker	D Middleton

Measures of success

13. The Council, in identifying the data sources to measure success, has set a baseline against which it will judge ongoing performance. Frequencies in updating these measures vary and are detailed in Appendix 1.

14. Seven measures of success have seen positive movement, since initial baselining:

- The budget position has improved from a pressure of £11.562m overspend at Quarter One, to an predicted overspend of £8.556m at Quarter Two
- The staff turnover rate has reduced from 6.22% in September 2023 to 5.64% in October 2023.
- The total number of agency staff has reduced from 126 to 102, driven mainly by a reduction in the use of agency staff within Children’s services.
- Number of roles held at Head of Service and above that are vacant / occupied by an agency or interim appointment reduced by one between September and October 2023, from eight to seven.
- Number of complaints: reduced from 211 to 164. To note, the previous month’s performance included a spike in complaints, following service issues that interrupted bin collections.
- LMT, WLMT and all budget holders involved in Purchase to Pay to receive training: increased from 69.71% to 70.30%.
- The number of complaints upheld by the Central Team: reduced from 111 to 78.

15. One measure of success worsened slightly, since first baselined:

- How valued staff feel as an employee of the Council: scores dropped from 6.22 out of 10 (November 2022) to 5.9 (August 2023) when the staff survey was last conducted.

16. At the December meeting of the Independent Improvement Advisory Board it was agreed that the Council would develop a set of targets for the measures of success going forward to assess not only direction of travel but to also set out the goals for each measure of success across both the Corporate Governance Improvement Plan and the Section 24 Measures of Success. Information on these will be included in future reporting.

Key activities

17. The following activities within the governance improvement plan have been delivered since progress was last reported to Council, in-line with planned timescales:

Theme	Workstream	Completed activities in this reporting period
Cultural Transformation	Development and Implementation of a People Strategy	Draft strategy was presented to Leadership Management Team.
	Development / implementation of a Member Development Strategy and Programme	A draft Member Development Strategy has been consulted on during October 2023 and formally presented to Constitution and Member Development Committee.

	Development and implementation of a corporate governance programme	The programme was launched on 1 November by the Chief Executive, Director of Finance and the Director of Legal and Governance Services.
	Development and implementation of an improved focus on employee performance and accountability	While there has been some slippage in the finalisation of the programme content, background work to manage the process once it goes live has been completed in the Council's HR system.
	Review the Council's approach to Member enquiries and engagement	All member sessions have been held to understand immediate issues and longer-term requirements for a revised process. Sessions have also been held with staff on the same topic. The outputs from that session have been reviewed and support guidance and templates developed for service staff to improve quality of responses.
	Develop and implement communications and engagement plan to support cultural transformation	A plan was developed and put in place during October which will be delivered alongside the activity set out in the improvement plan.
Financial Recovery and Resilience	Setting a balanced budget for 2024/25 to 2026/27	An initial scoping exercise for an asset review has been completed and presented to Executive in November 2023.

Changes to delivery dates

- 18. Detailed delivery milestone plans have been developed to underpin the workstream activities within the improvement plan.
- 19. Where slippage occurs to individual milestones but the overarching end date for the workstream activity is not impacted, no escalation or change control will be required and it can be assumed that any required mitigated will be put in play at an operational level. Where there is impact on achieving the intended measure of success or overarching end date of workstream activity, a change control will be proposed for noting.
- 20. On that basis and for this reporting period, there are no change controls presented.

Independent Improvement Advisory Board

- 21. Since the past report, the Board has met formally on 7 November 2023 and 1 December 2023 and has twice met informally. The board received further information at these meetings on delivery of the Council's Corporate Governance improvement plan at the formal meeting and considered the draft People strategy. Elements of both the informal and formal meetings have involved the whole Leadership Management Team of the organisation as well as the Executive.
- 22. The key focus of these meetings has been on the activity the Council is taking to address its in-year budget pressures and the steps it is taking to develop, at pace, savings proposals and the transformative plans that need to be in place to ensure a balanced budget can be set for 2024/25.
- 23. The Board held a briefing for all members on 1 December 2023, setting out their areas of focus to date, which will be reflected in its first report, due to be considered by Executive on 17 January 2024.

Section 24: progress update

24. The table below sets out the current status of activity in response to the Section 24 recommendations, again, future reports will set out impact in the same table going forward on success measures alongside targets:

S24 recommendations	Activity RAG	Prev Activity RAG	Trend
1. We recommend that the Council ensures the recent progress with development of the next phase of the Corporate Governance Improvement Plan is progressed without further delay, and that appropriate prioritisation is given to actions which address the cultural and governance issues of the Council within the expanded scope of the revised Corporate Governance Improvement Plan.			↔
2. We recommend that the Council develop contingency and succession governance protocols to ensure that delivery of the Corporate Governance Improvement Plan is not further disrupted by any future changes in one or more of the Council's senior leadership positions.			↓
3. We recommend that the Council prioritises the conclusion of its review and updating of the Constitution, drawing upon examples of best practice, and ensuring that the refreshed Constitution is clear in its language and requirements. Training on the refreshed Constitution should be provided to all officers and members to ensure that changes are appropriately understood and implemented.			↔
4. We recommend that the Council builds upon the steps already taken to control its expenditure to identify specific deliverable savings over the short term (next 12 months) and protect its limited remaining reserves. Where appropriate, this may need to include the Council changing how it meets its statutory responsibilities and the extent to which it delivers services which are not required to discharge its statutory responsibilities.			↔
5. We recommend that the Council reviews its service delivery models to ensure that they are efficient, represent value for money and achieves the outcomes required for the resources invested. Where opportunities to improve service delivery models re identified, the Council should develop detailed plans for implementation of service delivery transformation and how the up-front transformation costs will be funded.			↓
6. We recommend that the Council review its financial forecasting processes to understand why significant financial pressures, over and above those anticipated and reflected in the Council's annual budget, have emerged within the first half of both the 2022/2023 and 2023/2024 financial years and ensure future forecasting reflects lessons learnt.			↔
7. We recommend that the Council conclude its review of its Financial and Contract Procedure rules to ensure that they reflect the needs of the Council and the expectations of members and implement the revised rules without delay. This should include being explicit on how contract modifications should be assessed and managed, as the Financial and Contract Procedure rules do not currently address contract extensions.			↔
8. We recommend that, once the Financial and Contract Procedure rules are finalised, training is provided to all officers who are involved in contracting, procurement or financial decision making to ensure that the Financial and Contract Procedure rules are understood and adhered to.			↔
9. We recommend that the council complete their review of all ongoing contracts which were initially awarded under an exemption but have been subject to subsequent amendment (including extension) to identify whether they are compliant with The Public Contracts Regulations 2015. If further non-compliance is identified, the Council should evaluate whether any further remedial action is necessary.			↔
10. We recommend that the council review its oversight arrangements for Middlesbrough Development Company for the period up to the demise of the entity, so that it can satisfy itself that Middlesbrough Development Company is delivering value for money with the resources provided to it during this period.			↔
11. We recommend that the Council develop an action plan for the demise of Middlesbrough Development Company which sets out how the Council will realise the value which has been created through the resources provided to Middlesbrough Development Company by the Council.			↑

25. The reasons why the three S24 workstreams that report activity off target, set out below with proposed amends at paragraph 22:

- Recommendation 2, Contingency and succession planning: milestones relating to senior management review show slight slippage but no impact on overall end date.
- Recommendation 5, Work to commence activity in relation to planned transformation and reviews of delivery models: initially delayed, though now commenced with external expertise to support the development of robust quantified proposals by mid-February to contribute towards achieving a balanced budget by 28 February 2024 and over the medium term.

- Recommendation 11, Closure work in relation to Middlesbrough Development Company: ongoing, though taken longer than anticipated. An assurance report will be presented to Executive in December 2023 on steps being taken to ensure value for money to the Council during this period, with a view to extend the planned closure report to March 2024.

Section 24: Key activities

26. Progress against the Section 24 action plan agreed by full Council on 18 September 2023 is reported to every meeting of Audit Committee. The first report was submitted to this committee on 5 October 2023 and set out the oversight arrangements and reported on two completed actions in-line with their target dates. Since that time, the following additional activity has been delivered:

Rec #	Activity	Supporting information
1	Development of the Corporate governance Improvement Plan	All planned actions in relation to this activity have now been delivered. Action to close.
4	S4.05: Implementation of reporting on monthly Purchase Card activity to Chief Officers	Monthly reports are now provided manually to chief officers. Work has begun to explore options to automate this.
5	S5.04 Review of the Council's asset base to identify surplus assets	A review has been completed. Outcome was presented to Executive on 21 November 2023.
8	S8.01 ensure all staff undertake mandatory e-learning procurement training	1,707 staff who are involved in procurement processes have now completed the training.

Section 24: changes to delivery dates

27. Detailed delivery milestone plans have been developed to underpin the workstream activities within the improvement plan. For this reporting period, the following change controls were agreed by full Council on 29 November 2023:

Key tasks / milestones	Original target date	Revised target date
Develop a protocol that articulates the formal arrangements that will be put in place to ensure improved continuity across key statutory posts and protection of key governance processes	30/11/2023	31/03/2024
Chief Officers to establish management overview arrangements to ensure compliance with contract and financial procedure rules in respect of use of Purchase Cards.	31/10/2023	30/11/2023
Provision of a closure report on Middlesbrough Development Company to Executive	31/12/2023	31/03/2024

28. The protocol will be developed alongside the senior management review and as such timing has been reprofiled. The second action has been amended to align with timescales in the Corporate Governance Improvement Plan. As set out above, it has been necessary to amend the timescales for the completion of the closure of the Middlesbrough Development Company, the change control plans for this.

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

29. Not applicable.

Impact(s) of the recommended decision(s)

Financial (including procurement and Social Value)

30. Not applicable

Legal

31. There are no direct legal implications as a result of this report, however delivery of this plan provides evidence of compliance with a number of recommendations that have been made by the Council’s External Auditors under Section 24 of the Local Audit and Accountability Act 2014.

Risk

32. If the Council fails to respond effectively to the improvement plan, this will have a negative impact on the following strategic risks:

- Failure to meet a balanced budget.
- Risk of an unlawful decision by the Council.
- Corporate governance is not fit for purpose.

Human Rights, Public Sector Equality Duty and Community Cohesion

33. Not applicable.

Climate Change / Environmental

34. Not applicable.

Children and Young People Cared for by the Authority and Care Leavers

35. Not applicable.

Data Protection / GDPR

36. Not applicable.

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

Not applicable.

Appendices

Appendix no.	Appendix title
1	Corporate Governance Improvement Plan: measures of success

Background papers

Reporting body	Report title	Date
Corporate Affairs and Audit Committee	Lessons Learnt: Best Value Inspection of Liverpool City Council	5 Aug 2021
Corporate Affairs and Audit Committee	Boho X: Draft findings from internal audit and proposed management response	6 Apr 2022
Corporate Affairs and Audit Committee	Audit Results Report 2020/21	22 Jul 2022
Corporate Affairs and Audit Committee	Statement of Accounts 2020/21	22 Jul 2022
Corporate Affairs and Audit Committee	Lessons learned: Best Value and external assurance within other councils.	22 Jul 2022
Corporate Affairs and Audit Committee	Commencing a corporate governance improvement journey	22 Jul 2022
Council	Corporate Governance Improvement Journey: CIPFA findings and next steps	19 Oct 2022
Council	Corporate Governance Improvement Plan and progress update	30 Nov 2022
Corporate Affairs and Audit Committee	External Audit: Value for Money Governance Update	5 Dec 2022
Council	Corporate Governance Improvement Plan and progress update	18 Jan 2023
Corporate Affairs and Audit Committee	Statement of Accounts 2020/2021	28 Apr 2023
Corporate Affairs and Audit Committee	Auditor's Annual Report – Year Ended 31 March 2021	29 Jun 2023
Council	Corporate Governance Improvement Next Steps	5 Jul 2023
Council	Section 24 Statutory EY recommendations	18 Sep 2023
Council	Corporate Governance Improvement Plan	18 Sep 2023
Corporate Affairs and Audit Committee	Lessons Learnt: Best Value Inspection of Liverpool City Council	5 Aug 2021
Audit Committee	Section 24 Report – Delivery and oversight arrangements	5 Oct 2023
Council	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	25 Oct 2023
Council	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	29 Nov 2023

Contact:

Ann-Marie Johnstone, Head of Governance, Policy and Information
 Gemma Cooper, Head of Strategy, Business and Customer

Appendix 1: Corporate Governance Improvement Plan: measures of success

	Outcome	Measure of Success	Current performance	Frequency of data refresh	Current performance data	Current performance period	Previous performance data	Previous performance period
Cultural Transformation	Improved understanding of corporate governance policies and process and improved adherence to them	Reduce the number of audits that have limited or no assurance		every 2 months	1 out of 8 complete audits	October 2023 report	n/a	
		Improve the percentage of priority One and Priority Two actions from Internal Audits that are delivered within original timescales		Quarterly			20% of P1 actions and 10% of P2 actions were complete within original timescales in 2022/23	
		Reduce / Upheld whistleblowing reports on non-compliance with corporate governance processes.		Annual	0 in 2022/23			
	Improved relationships between officers and members	Staff and Member surveys to assess health of relationships and direction of travel		Ad hoc	26.6% of staff think relationships are somewhat or very positive, compared to 69% of Councillors	August 2023 Survey	n/a	
	Improved retention of staff	Staff turnover rates – number of leavers	Improved	Quarterly	5.64%	Quarter 2 2023/24	6.60%	Quarter 1 2023/24
	Improved staff satisfaction	1-10 Score of how valued staff feel as an employee of the Council	Worse	Ad hoc	5.9	August 2023 Survey	6.22	Nov-22
	Reduced need to use agency staff	Number of agency staff working for Middlesbrough Council – total	Improved	Monthly	102	Nov-23	126	Oct-23
	improved ability to recruit to key roles.	Number of roles at Head of Service and above that are vacant / occupied by Agency or interim staff	Improved	Monthly	7	Nov-23	8	Oct-23
	improved outcomes for our community by ensuring that staff have the skills needed to deliver excellent services and that the behaviours increase trust in the Council	Number of complaints – total	Improved	Monthly	164	Oct-23	211	Sep-23
		Number of complaints upheld or partially upheld by the central team	Improved		78	Oct-23	111	Sep-23
	Members have a Member development programme that meets their needs and is well used	Percentage of members completing all mandatory training		Annual	100%	Oct-23	100%	Oct-22
		Percentage of Members attending wider skills	n/a	Annual	98%	Oct-23	Data not available	Oct-22
		Member satisfaction with the Member development programme		Annual	87.5% this is based on 21 responses out of 24	Oct-23	71% this is based on 5 responses out of 7	Oct-22
	Performance is effectively managed within the organisation	Completion of appraisal process	n/a	Annual	n/a	n/a	n/a	n/a
	Improved Member behaviour	Number of member on member complaints received		Quarterly	3 complaints received member on member	Q2 2023/2024	1 complaint received member on member	Q2 2022/2023
	Residents are increasingly satisfied with the way the Council is ran and with the Council overall	Questions within the 2023 Resident survey currently underway		TBD	40%	Nov-23	64%	Previous survey was in 2017
	Residents increasingly agree that the Council acts on their concerns	Questions within the 2023 Resident survey currently underway		TBD	43%	Nov-23	n/a	Not previously asked

	Outcome	Measure of Success	Current Performance	Previous Performance	Frequency of data refresh	Current performance data:	Current performance period:	Previous performance data:	Previous performance period:
Financial Recovery and Resilience	Expenditure for 2023/24 is completed within the approved 2023/24 budget	Actual expenditure and Forecast revenue outturn within the approved budget	Improved		Quarterly report to Executive	£8.556m	Q2 2023/24	£11.563m (9.2%) forecast overspend	Q1 2023/24
	Set a balanced budget for 2024/25 and adhered to during 2024/25	2024/25 revenue budget is balanced and maintained during 2024/25			Annual - One Time	n/a	n/a	n/a	n/a
	Set a sustainable Medium Term Financial Plan in place for the period 2024/5 to 2026/27	Balanced MTFP to 2026/27			Annually	n/a	n/a	n/a	n/a
	Maintain General Fund balance and usable revenue reserves at	Maintain GF balance at £12m at 31/3/24			Annually	£12.04m	31/03/2023	n/a	n/a
		Maintain usable revenue reserves at a minimum of £4m at 31/3/24.			Annually	£3.959m	01/04/2023	n/a	n/a
	Establish Medium Term Plan to rebuild GF Balance and revenue reserves	Section 151 Officer assessment of adequacy of reserves			Feb-24	n/a sufficient resources in place - judgement of S151 officer	Feb 2023 report to Council	n/a	n/a
	Financial Procedure Rules and Contract Procedure Rules training delivered	LMT, WLMT, all Budget Holders and all staff involved in Purchase to Pay trained by 31 December 2023	Improved	n/a baseline	31/12/2023 and monthly thereafter	70.30%	Nov-23	69.71	First week of Oct 23
	corporate finance training programme established	Quarterly programme of finance training established			Quarterly	n/a	n/a	n/a	n/a
	Budget management and purchase to pay dashboards developed to improve management information and compliance	Budget management dashboard available to all budget holders from Business World through Power BI reporting tools by 30 November 2023. P2P Dashboards available by 31 March 2024			n/a one off measure	n/a	n/a	n/a	n/a
	Budget management training rolled out to budget holders	All Chief Officers, Heads of Service and Budget Holders Training delivered December 23 to March 24			n/a one off measure	n/a	n/a	n/a	n/a
	Establish Business World as one version of the financial truth for internal and external reporting	Reduce/eliminate need for manual intervention and re-work to produce internal budget management and external statutory reporting.			Subjective measure	n/a	n/a	n/a	n/a
	Develop value added finance business partnering approach	Realignment of accountancy resource from preparation of reports and more towards business partnering analysis, advice, challenge. By June 2024			Service review completed	n/a	n/a	n/a	n/a

Appendix 2 – Baseline – measures of success – Section 24 Report

Recommendation	Measure of Success	Frequency of data refresh	Current performance data:	Current performance period:	Previous performance data:
1	Delivery of the Corporate Governance improvement Plan activity	Monthly	6 out of 10 workstreams activity on target	Nov-23	10 out of 10
2	Number of roles at Head of Service and above that are vacant /occupied by Agency or interim staff	Monthly	7	Oct-23	8
3	Reduce the number of audits that have limited or no assurance	Quarterly	1 out of 8 complete audits	October 2023 report	
3	Improve the percentage of priority One and Priority Two actions from Internal Audits that are delivered within original timescales	Annual	20% of P1 actions and 10% of P2 actions were complete within original timescales in 2022/23	2022/23	
3	Percentage of members completing all mandatory training	Annual	100%	Oct-23	
3	Percentage of Members attending wider skills	Annual	98%	Oct-23	
3	Member satisfaction with the Member development programme	Annual	87.5% this is based on 21 responses out of 24	Oct-23	
4	2024/25 revenue budget is balanced and maintained during 2024/25	Annual	n/a	n/a	
5	90% of projects within the programme, once launched are on track	Quarterly once live	n/a	n/a	
5	90% of benefits from projects realised in line with benefits realisation trackers	Quarterly once live	n/a	n/a	
6	Actual expenditure and Forecast revenue outturn within the approved budget	Quarterly	£11.563m (9.2%) forecast overspend	Q1 2023/24	£2.755m (2.3%) overspend
6	Balanced MTFP to 2026/27	Annually	n/a	n/a	n/a
6	Maintain GF balance at £12m at 31/3/24	Annually	£12.04m	Apr-24	n/a
6	Maintain usable revenue reserves at a minimum of £4m at 31/3/24.	Annually	£3.959m	Apr-24	n/a
7 and 8	LMT, WLMT, all Budget Holders and all staff involved in Purchase to Pay trained by 31 December 2023	31/12/2023 and monthly thereafter	70.30%	Nov-23	69.71
9	Reduce / Upheld whistleblowing reports on non-compliance with corporate governance processes.	Annual	0 in 2022/23	2022/23	
10 and 11	provision of quarterly reports on MDC until closure	Quarterly	Report provided in September 2023	Sep-23	n/a

Appendix 3 – Summary of information requested and major action points arising from the Middlesbrough Independent Improvement Advisory Board (MIIAB)

Information requests	Status
Develop a structural diagram showing how different elements of Middlesbrough's Improvement Programme and Strategies fit together within the Council Plan and Mayor's priorities that are currently being developed	Complete
The following information to be circulated to Board Members: - A map of Middlesbrough's Mayoral Development Corporation geographical boundaries. - The People Strategy. - Organisational structure chart and confirmation of number of FTEs employed by the Council.	Complete
A schedule of 'difficult decisions' that could be taken over the next 18 months to balance the budget for each department	Complete
Provision of draft savings proposals to inform meeting discussions for both the in-year overspend and the 2024/25 budget	Complete
Corporate Governance Plan to have Portfolio Holders added to Deliverables reporting Framework	Complete
Provide more information on planned public communications that will be undertaken as part of the budget setting process	Complete
Provide a copy of the budget timetable	Complete
Prepare presentation to set out the common challenges facing the Council that are within the remit of both the MIIAB and the current Children's Safeguarding Improvement Board for the meeting on 1/12/2023	In progress
All member briefing session to be held on 1/12/2023 by the MIIAB	In progress

Major Action point	Meeting date
LGA support offers shared with the Council for consideration	7/11/2023
MBC to consider MIIAB's feedback on the draft operating model principles that will form part of the Council's Transformation Strategy	7/11/2023
Consideration of the Board's feedback on the Council's draft People Strategy	7/11/2023
Consideration of the Board's feedback on financial recovery plans and ensure greater urgency and pace is applied to ongoing work to quantify them for the in-year budget gap and the 2024/25 budget proposals	7/11/2023
Council to share details of draft savings proposals, categorised by type i.e. saving, growth or transformational	15/11/2023