

<b>Report of:</b>	Chief Executive
<b>Relevant Executive Member:</b>	The Mayor and Executive Member for Adult Social Care and Public Health
<b>Submitted to:</b>	Executive
<b>Date:</b>	14 February 2024
<b>Title:</b>	Corporate Performance Review: Quarter Three 2023/2024
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Strategic priority:</b>	All
<b>Key decision:</b>	No
<b>Why:</b>	Not applicable
<b>Subject to call in?:</b>	No
<b>Why:</b>	Not applicable

**Proposed decision(s)**

That the Executive:

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

**Executive summary**

This report advises the Executive of corporate performance at the end of Quarter Three 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).

This report also asks that the Executive:

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

## **Purpose**

1. This report advises the Executive of corporate performance at the end of Quarter Three 2023/2024 and where appropriate seeks approval of any changes, where these lie within the authority of the Executive.

## **Recommendations**

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

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

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

## **Background and relevant information**

4. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.
5. 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.
6. The projected financial outturn at the end of Quarter Three 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.
7. 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.
8. 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 Three 2023/2024**

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

### **Progress in delivering Executive actions.**

10. 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.
11. At the end of Quarter Three 2023/24, 51 of 75 live actions (68%) were reported as on target to be delivered by the agreed timescales; an improved position from the Quarter Two 2023/24 report of 60%, remaining below the 90% expected standard of achievement of actions.
12. There are six 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 the delivery of *On Street Residential Electric Vehicle Charging Points* has been delayed, whilst awaiting and Executive decision to progress.
  - Two actions relating to *Final Report of the Children and Young People's Social Care and Services Scrutiny Panel - Locality Working from a Children's Services Perspective - Service Response*, requesting closure due to being subsumed into new neighbourhood working practice.
  - An action relating to *Tender Pipeline 2023/24* has been delayed whilst awaiting and Executive decision to progress.
  - Two actions relating to *Approach to Nutrient Neutrality and delivery of Middlesbrough Council housing schemes* has been delayed, whilst awaiting a decision on the Government's proposal to remove Nutrient Neutrality.

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

13. 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.
14. 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.

15. 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**

16. 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.

17. This is reflected in the performance overall at Quarter Three 2023/24 against Strategic Plan outcomes, reported as 46% against the 90% performance standard.

18. This will be addressed in the development of the new Council Plan 2024-27, ensuring demonstrable impact and effective reporting against outcomes measure, work for which is underway.

### **Workplan**

19. At Quarter Three 2023/24, performance against the Strategic Plan workplan is below the target corporate standard of 90% and has slightly worsened from the reported position at Quarter Two, with 71% (45 of 63) of initiatives on-track. RAG-rated progress is detailed at Appendix 2.

Status	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
COMPLETED	52%	49%	44%	90%	No	↓
GREEN	19%	27%	37%			
AMBER	0%	5%	0%	N/A	N/A	N/A
RED	2%	6%	8%	N/A	N/A	N/A
WITHDRAWN	27%	13%	11%	N/A	N/A	N/A

20. There is one workplan initiative off-track at Quarter Three 2023/24, requesting approval to be withdrawn, detailed in Appendix 3. All change requests require Executive approval.

21. As reported at Quarter Four 2022/23, several Strategic Plan workplan initiatives have been withdrawn from the active workplan during and since the 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.

22. Reasons in the main for withdrawal from the reporting portfolio outside of budget setting impact, were where initiatives related to sites that fell within the MDC boundary or external issues beyond Middlesbrough Council control, which deemed them undeliverable.

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

## Strategic Risk Register

24. 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

25. There are no changes to the current risk scores proposed at Quarter Three 2023/24. Once the new Council Plan has been agreed by Council, a full review of the current risks will be undertaken to ensure the Strategic Risk Register continues to identify and manage risks that could impact on the delivery of the Council's priorities.

### Progress in delivering Programmes and Projects

26. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic priorities. At Quarter Three 2023/24, 100% (21) 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	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
GREEN	86%	82%	82%	90%	Yes	↑
AMBER	14%	12%	12%			
RED	0%	6%	6%	N/A	N/A	↑

### Progress in other corporate performance matters

27. In addition to the above performance and risk issues, LMT reviews a range of other performance measures on a monthly basis, including compliance with agreed actions from internal audits, responsiveness to statutory information requests, information security incidents and complaints.

Status	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	46%	90%	83%	90%	Yes	↓
FOI / EIR responded to <20 days*	78%	71%	82%	90%	No	↑
% live SARs open and in time	100%	100%	94%	90%	Yes	↔
Information security incidents	34	21	26	N/A	N/A	↑
Incidents reported to the ICO	2	0	2	N/A	N/A	↑
% complaints closed in time	79%	88%	87%	90%	N/A	↓

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

- There was a significant drop in the percentage of audit actions being complete in-line with expected timescales at the end of Quarter Three 2023/24, though current performance trajectory is likely to demonstrate a significant increase in the next reporting period.
- At Quarter Three 2023/24 it was reported that 78% of Freedom of Information Requests (FOIs) and Environment Information Requests (EIRs) were responded to within statutory timescales; an increase from the 71% reported in Quarter Two.
- The Council continues to maintain 100% compliance with the legal timescales in relation to Subject Access Requests (SARs).
- There has been increase in information security incidents reported in the quarter, reflective of improved governance around loss of Identification Cards and access fobs, in part.
- Complaints resolved within timescales dropped to 79% this quarter, a reduction from 88% in Quarter Two 2023/24.

**Other potential alternative(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. Any financial implications relating to issues set out in this report, are summarised in the Revenue and Capital Budget Quarter Two 2023/24 report, also considered by the Executive at its meeting of 9 September 2023.

***Legal***

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

***Risk***

32. 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, Public Sector Equality Duty and Community Cohesion***

33. 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.

***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)**

<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>
Approved Quarter Three 2023/24 amendments to Executive actions and Strategic Plan workplan to be implemented, via appropriate feeder systems.	J Chapman	28/02/2024

### **Appendices**

<b>1</b>	Executive actions; proposed amendments at Quarter Three 2023/24
<b>2</b>	Strategic Plan Workplan: progress at Quarter Three 2023/24
<b>3</b>	Strategic Plan Workplan: proposed amendments at Quarter Three 2023/24

### **Background papers**

<b>Body</b>	<b>Report title</b>	<b>Date</b>
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
Executive	Corporate Performance Results: Quarter Two Year 2023/24	09/09/23

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