

<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>	26 June 2024
<b>Title:</b>	Corporate Performance: Quarter Four 2023/2024, Year End
<b>Report for:</b>	Decision
<b>Status:</b>	Public
<b>Council Plan priority:</b>	All
<b>Key decision:</b>	No
<b>Why:</b>	Decision does not reach the threshold to be a key decision
<b>Subject to call in:</b>	Yes
<b>Why:</b>	Not urgent

**Proposed decision(s)**

That the Executive:

- notes delivery status of the Strategic Plan workplan (2022-24) at Quarter Four, and 2023/24 Year End, as detailed in Appendix 1,
- approves the proposed actions to the finalise reporting of the Strategic Plan 2022-24 at Quarter Four and Year End 2023/24, as detailed in Appendix 2,
- notes the Strategic Risk Register, at Appendix 3.

## **Executive summary**

This report advises the Executive of corporate performance at Quarter Four, and 2023/2024 Year End, providing the necessary information to enable the Executive to discharge its performance management responsibilities and where appropriate, seeks approval of any changes or amendments, where these lie within the authority of the Executive.

Future corporate performance reports will be against the new Council Plan 2024-27.

### **Purpose**

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

### **Recommendations**

2. That the Executive:
  - notes delivery status of the Strategic Plan workplan (2022-24) at Quarter Four and 2023/24 Year End, as detailed in Appendix 1,
  - approves the proposed actions to the finalise reporting of the Strategic Plan 2022-24 at Quarter Four and Year End 2023/24, as detailed in Appendix 2, and
  - notes the Strategic Risk Register, at 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 issued identified.
6. It should be noted that the Strategic Plan 2022-24 was established under the Council's previous administration and are a set of priorities of the then elected Mayor, monitored through various performance disciplines, to reflect progress and achievements.
7. The projected financial outturn at Quarter Four and 2023/2024, Year End is presented separately to this meeting of the Executive, and so not repeated here.
8. 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.
9. The output from these sessions is reflected through quarterly updates to the Executive 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 Four, and 2023/24 Year End

10. The Council's performance overall at Quarter Four, and 2023/24 Year End saw a dip from the position reported at Quarter Three, with progress towards expected performance standards, as set out in the Council's risk appetite, achieved in only one of the four active performance disciplines in 2023/24.

Performance discipline	Q4 2023/24 position	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
Executive actions	<b>48%</b> <b>(32 / 66)</b>	68% (51 / 75)	60% (21 / 35)	68% (32 / 47)	90%	No	↓
Strategic Plan outcomes	<b>44%</b> <b>(11 / 24)</b>	46% (11 / 24)	44% (10 / 24)	25% (6 / 24)	90%	No	↓
Strategic Plan workplan	<b>76%</b> <b>(48 / 63)</b>	71% (45 / 63)	81% (51 / 63)	81% (51 / 63)	90%	No	↑
Strategic Risk Register	<b>88%</b>	95%	62%	95%	90%	No	↓
Programme and Project Management	<b>95%</b> <b>(20 / 21)</b>	100% (21 / 21)	94% (16 / 17)	94% (16 / 17)	90%	Yes	↓

11. The key reasons for the dip in performance at 2023/24 Year End is due to overdue or non-achievement of Executive actions and Strategic Risk actions, summarised below:

### *Executive actions:*

- One action required a final Executive report approval which was then scheduled for April 2024, outside of year end reporting.
- The remaining outstanding actions are as a result of missed reporting system refresh cut-off date (18 March 2024 and therefore prior) and therefore outside of year end reporting capture, several actions are delayed due to external factors beyond Middlesbrough Council's control, or as a result of lack of internal capacity to complete actions within approved timescales.

### *Strategic Risk Register actions:*

- There is an overdue development and approval of Cyber security policy and strategy.
- Delayed development of ILAC Improvement Plan.
- Extension required for RAAC approval to enable the final 23 buildings to be surveyed.
- The remaining outstanding actions are as a result of missed reporting system refresh cut-off date (18 March 2024 and therefore prior) and therefore outside of year end reporting capture.

### *Programme and Project Management:*

- The Children's Improvement Plan is currently Amber, due to a delayed closure report and reflects the 5% slip in performance.

## Progress in delivering Executive actions

12. Actions agreed by the Executive to deliver approved decisions are tracked by LMT, monthly. If following Executive 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 as such, and to seek approval of alternative actions or amended timescales.
13. At Quarter Four and 2023/24 Year End, 32 of 66 live actions (48%) were reported as on target to be delivered by the agreed timescales; a significant dip from the Quarter Three 2023/24 report of 68%, remaining below the 90% expected standard of achievement of actions, with reasons detailed at paragraph 10.

14. There are no amendments to Executive actions presented for approval at Quarter Four. It is therefore assumed that the remainder of Executive actions will be achieved within originally approved timescales and a further update on progress against plans, will be provided at Quarter One 2024/25.

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

15. At a meeting of full Council on 23 February 2022, it was noted 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 2023/24, to ensure that the Council has sufficient time to consider implications of national and potential forthcoming local changes on its strategic direction.

16. 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.

17. Progress continues to be monitored via detailed milestone plans, adhering to the corporate programme and project management framework, where applicable and reported to all senior managers and Members as part of the quarterly corporate performance results reports presented to Executive.

**Strategic Plan 2022-24: outcomes**

18. Performance overall against the Strategic Plan 2022-24 outcome measures at Quarter Four and 2023/24 Year End, is reported as 10 of 24 (42%) either improving or static, against the 90% performance standard.

Outcome Status	Q4 2023/24	Previous reported position	Expected standard	Standard achieved	Trend
Number (%age) GREEN	<b>6 / 24 (25%)</b>	6 / 24 (25%)	90%	No	↔
Number (%age) AMBER	<b>4 / 24 (17%)</b>	5 / 24 (20.8%)	N/A	N/A	↔
Number (%age) RED	<b>14 / 24 (58%)</b>	13 / 24 (54.2%)	N/A	N/A	↑

19. Of those which are Red and of a worsening trend, the following narrative is provided below:

- *Number of new trees planted:* The expected performance outturn during the period 2021-2024 was 6,555 / 30,000 target. Due to changes in the senior management team and the need to address financial pressures, the planting of new trees ceased during 2022/23.
- *Self-reported wellbeing (people with a high or very high satisfaction score as %):* The performance outturn at 2023/24 Year End, is 73.86% (online data last updated 2022/23), slightly below the target of 78.80% and worsening from the recorded baseline of 75.60%.
- *% of monthly Children's Care audits judged as Requires Improvement and above:* The performance outturn at 2023/24 Year End is 89%, which is above the target of 84.60% and has much improved from the recorded baseline of 79%. Group audit has now been introduced to improve consistency and upskill audit abilities.
- *Town Centre Movement:* The performance outturn at 2023/24 Year End is 767,400 which is below the target of 1,000,000 and has worsened from the baseline of 1,067,502. However, it should be noted that visitor rates are known and understood to fluctuate somewhere between 700k and 1300k, throughout the year.

- *Number of Street Warden enforcement actions:* The performance outturn at 2023/24 Year End is 105 / 1,661 target and has significantly worsened from the recorded baseline of 1,444. The reason for the low outturn is due to changes made to the data structure and recording, since originally set.
- *Town centre vacancy rate:* The performance outturn at 2023/24 Year End is 24.7%, significantly higher than the target of 13.5%, worsening from the baseline of 15%.
- *Satisfaction with the local area:* The performance outturn at 2023/24 Year End is 66%, below the target of 85%, though improved from the baseline of 58%.

20. As a result of refreshing the Strategic Plan workplan in February 2022, the relationship between delivery of the Strategic Plan workplan and the agreed outcomes and measures were diluted, as demonstrable by the reduced impact on the outcome measures.

21. This was identified and understood at the time of refreshing the workplan on a standalone basis, with the intention to address as part of the development and implementation of the Council Plan 2024-27.

### **Strategic Plan 2022- 24: workplan**

22. At Quarter Four and 2023/24 Year End, performance against the Strategic Plan workplan is below the corporate standard of 90%, with 60% of all initiatives achieved in full. This is a dip in the reported position at Quarter Three due to 11% (7 of 63) of the remaining initiatives reporting as overdue at Year End reporting position. Further detail is provided at Appendix 1.

Status	Q4 2023/24 position	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
COMPLETED	<b>60%</b> <b>(38 / 63)</b>	52% (33 / 63)	49% (31 / 63)	44% (28 / 63)	90%	No	↓
GREEN	<b>0%</b> <b>(0 / 63)</b>	19% (12 / 63)	27% (17 / 63)	37% (23 / 63)			
AMBER	<b>0%</b> <b>(0 / 63)</b>	0% (0 / 63)	5% (3 / 63)	0% (0 / 63)	N/A	N/A	N/A
RED	<b>11%</b> <b>(7 / 63)</b>	2% (1 / 63)	6% (4 / 63)	8% (5 / 63)	N/A	N/A	N/A
WITHDRAWN	<b>29%</b> <b>(18 / 63)</b>	27% (17 / 63)	13% (8 / 63)	11% (7 / 63)	N/A	N/A	N/A

23. 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 continued to be reported in Appendix 1, reflecting their closure / withdrawal from the reporting portfolio.

24. 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.

25. There are seven workplan initiatives that have not been fully achieved within approved timescales at Quarter Four and 2023/24 Year End, however it is proposed that they will continue to be progressed either within the Council Plan 2024-27 workplan (increasing recycling rates) or as standalone corporate projects. Detail is provided in Appendix 2 with a summary provided below:

- *Explore potential for the establishment of an Eton Sixth Form in Middlesbrough.* Delayed by the proposed transfer of land to the Middlesbrough Mayoral Development Corporation
- *Demonstrate increased recycling rates due to an increase in levels of contaminated waste.* For continued progression as an initiative within the Council Plan 2024-27 (Ref CP-ECS-01).

- *Vastly improve Thorntree and Pallister Parks.* Delayed outcome of match-funding bid to the Football Foundation, now expected late 2024. This will continue as a corporate project.
- *Protect and celebrate heritage through marketing strategies, and Complete planned works on Captain Cook pub / Old Town Hall.* Delayed outcome of Heritage Lottery Fund bid, now expected December 2024. This will continue as a corporate project.
- *Open three entertainment facilities within Captain Cook Square.* Delayed completion of the final site facility, now expected May 2024. Soon to be fully achieved and closed off.
- *Commence work on the new Southlands Centre.* Delay in approved planning permission, now expected August 2024. This will continue as a corporate project.
- *Commence work on Nunthorpe Community Centre.* Delay in approved planning permission, now expected August 2024. This will continue as a corporate project.

### **Strategic Risk Register**

26. During 2023/24, the Council refreshed approach to the management of strategic risk which resulted in their being 12 key risks identified. Those risks were regularly reviewed throughout the year and amended as necessary. A full review of risks will be reported to members within the Quarter one report, to align with reporting on delivery against the Council's new Council Plan. Risks at the end of year are set out in full in Appendix 3 of this report.

27. At Quarter Four and 2023/24 Year End, there were no new additions to the risk register. As part of steps to increase visibility of risk management in the organisation, the risk register has been appended to this report, which sets out:

- *Raw risk score:* What the impact would be if no internal controls were in place.
- *Current score:* What controls are in place to reduce the likelihood of the risk occurring and / or the impact.
- *Target score:* Where the Council aims to manage the likelihood and impact of the risk down to.

28. Scoring of risks is in line with the Risk and Opportunity Management Policy, agreed by Executive in June 2023. The following change was made to risk scores between Quarter Three and Quarter Four and 2023/24 Year End:

- *The likelihood of there being unknown volatility in demand for adult social care services,* reduced in likelihood and impact, reducing the score from 25 to 20.

### **Progress in delivering Programmes and Projects**

29. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic priorities. At Quarter Four and 2023/24, Year End, 100% (21 of 21) of the programmes / projects within the portfolio, remained on-track to deliver against project time, cost, scope and benefits, remaining above the expected combined standard of 90%.

Status	Q4 2023/24 position	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
GREEN	95% (20 / 21)	86% (18 / 21)	82% (14 / 17)	82% (14 / 17)	90%	Yes	↑
AMBER	5% (1 / 21)	14% (3 / 21)	12% (2 / 17)	12% (2 / 17)			
RED	0% (0 / 21)	0% (0 / 21)	6% (1 / 17)	6% (1 / 17)	N/A	N/A	↑

### **Projects successfully delivered in 2023/24**

- *Data Sharing*: A Children's Services project with key stakeholders in education, health, and care to allow for the continuation of the data sharing, following a change in protocol implemented in March 2021, to develop a robust management system for the data to allow for further analysis. The project has also supported the development of a dynamic Children's support register.
- *Liquid Logic*: A Children's Services project to deliver critical key changes to Liquid Logic system which supports Children's Services improvement journey. The changes have improved information recording, data capture, analysis and reporting processes and day to day case management.
- *BOHO X*: A Regeneration project to develop space for the Digital Sector in Middlesbrough, supporting business growth through the creation of high-quality office space within the Boho area. This has allowed expanding companies to move into larger premises supporting their growth and creating new space within the sector pipeline for new companies to develop and small companies to grow, facilitating the increase in job opportunities for local people and ensure that local talent remains in the town.
- *Debt Management Review*: A Financial Services project to undertake a deep-dive review of all debts, financial assistance, advice and support across the Council. The project has resulted in the implementation of a centralised solution within Revenues and Benefits bringing together all debt, financial assistance, advice and support functions from across the Council.

### Progress in other corporate performance matters

30. In addition to the above performance and risk issues, the Leadership and Management Team review 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	Q4 2023/4 position	Q3 2023/24 position	Q2 2023/24 position	Q1 2023/24 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	100%	46%	90%	83%	90%	Yes	↑
FOI / EIR responded to <20 days*	74%	78%	71%	82%	90%	No	↓
% live SARs open and in time	77%	100%	100%	94%	90%	No	↓
Information security incidents	28	34	21	26	N/A	N/A	↓
Incidents reported to the ICO	2	2	0	2	N/A	N/A	↔
% complaints closed in time	79%	79%	88%	87%	90%	No	↔

31. At Quarter Four and 2023/24 Year End, the key points of note in matters of compliance, are:

- Increase in audit actions completed within expected timescale, back to usual levels following a dip at Quarter Three as a result of a number of very short timescales relating to one audit, which have now been addressed.
- The largest category of information security incidents continues to be as a result of data being disclosed in error. All incidents were successfully contained and remedial action taken to correct any process or human errors.
- A slight dip to 78% of Freedom of Information Requests (FOIs) and Environment Information Requests (EIRs) responded to within statutory timescales as a result of capacity and complexity of requests.
- Compliance with the legal timescales in relation to Subject Access Requests (SARs) relates to a small number of SARs and is as a result of an increase in volume as well as a small number of complex SARs. The number overdue was three.

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

32. Not applicable.

**Impact(s) of the recommended decision(s)**

***Financial (including procurement and Social Value)***

33. There are no direct financial implications rising from the recommendations set out in this report.

***Legal***

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

***Risk***

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, Public Sector Equality Duty and Community Cohesion***

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.

***Climate Change / Environmental***

37. Not applicable.

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

38. Not applicable.

***Data Protection / GDPR***

39. Not Applicable.

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

Action	Responsible Officer	Deadline
--------	---------------------	----------

Feeder systems to be updated according to approval from Executive.	J Chapman	30/06/24
--	-----------	----------

## Appendices

1	Strategic Plan Workplan: progress at Quarter Four and 2023/24 Year End
2	Strategic Plan Workplan: proposed amendments at Quarter Four and 2023/24 Year End
3	Strategic Risk Register

## 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
Executive	Corporate Performance Results: Quarter Two Year 2023/24	09/09/23
Executive	Corporate Performance Results: Quarter Three Year 2023/24	14/02/24

**Contact:** Gemma Cooper, Head of Strategy, Business and Customer  
**Email:** gemma\_cooper@middlesbrough.gov.uk