

## Appendix 1: Corporate Governance Improvement Plan: measures of success

	Outcome	Measure of Success	Current performance	Previous performance	Target	Status against target	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	No change	Improved	0	Below target	every 2 months	2 out of 16 complete audits	March 2024 report	2 out of 12 complete audits	December 2023 report
		Improve the percentage of priority One and Priority Two actions from Internal Audits that are delivered within original timescales	n/a baseline	Improved	80% or higher	n/a baseline	Quarterly	No P1s or P2s so far in 24/25	Jun-24	20% of P1 actions and 13% of P2 actions were complete within original timescales	Mar-24
	Improved relationships between officers and members	Staff and Member surveys to assess health of relationships and direction of travel	No change	n/a baseline	50% of staff and 80% of councillors or higher	Below target	Ad hoc	77% of heads of service and directors now view relationships with Executive members as positive or very positive (22 respondents)	Dec-23	26.6% of staff think relationships are somewhat or very positive, compared to 69% of Councillors	August 2023 Survey
	Improved retention of staff	Staff turnover rates – Number of leavers	No change	Improved	5%	Above target	Quarterly	3.40%	Q4 2023/24	5.60%	Quarter 3 2023/24
	Improved staff satisfaction	1-10 Score of how valued staff feel as an employee of the Council	No change	n/a baseline	6.2 or higher	Below target	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	Worse	Worse	75	Below target	Monthly	164	Jun-24	135	May-24
		Number of agency staff working for Middlesbrough Council – Transformation	No change	No change	No target set	No target set	Monthly	10	Jun-24	10	May-24
	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	No change	No change	3	At target	Monthly	3	Jun-24	3	May-24
	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	Worse	Less than 150	Below target	Monthly	174	May-24	221	Apr-24
		% of complaints upheld or partially upheld by the central team	Worse	Worse	Less than 40%	Below target	Monthly	75%	May-24	60%	Apr-24
	Members have a Member development programme that meets their needs and is well used	Percentage of members completing all mandatory training	Complete	Complete	100%	At target	Annual	100%	Oct-23	100%	Oct-22
		Percentage of Members attending wider skills training	n/a baseline	n/a baseline	95%	Above target	Annual	98%	Oct-23	Data not available	Oct-22
		Member satisfaction with the Member development programme	n/a baseline	n/a baseline	90%	Below target	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	Improved	n/a baseline	95%	Below target	Annual	63%	Jun-24	48%	May-24
	Improved Member behaviour	Number of member on member complaints received	No change	Improved	2 or fewer per quarter	Above target	Quarterly	0	Q4 2023/24	6 complaints received member on member	Q3 2023/24
	Residents are increasingly satisfied with the way the Council is ran and with the Council overall	Questions within the 2023 Resident survey currently underway	No change	n/a baseline	61% (NE average 21/22)	Below target	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	No change	Not previously asked	55% (NE average 21/22)	Below target	TBD	43%	Nov-23	n/a	Not previously asked	

	Outcome	Measure of Success	Current Performance	Previous Performance	Target	Status Against Target	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	No change	Improved	£0	Below target	Quarterly report to Executive	£3.6m	Period 10 2023/24	£7.023m	Period 8 2023/24
	Maintain General Fund balance and usable revenue reserves at 31/3/23 levels	Maintain GF balance at £12m at 31/3/24	Complete	Improved	£12m or more	Below target	Annually	£10.986m on 31/3/24 (but on 1/4/24 will increase to £11.1m due to release of Collection Fund surplus)	23/24 outturn (to Executive 26/6/24)	£9.09m	Q3 23/24
		Maintain unrestricted usable revenue reserves at a minimum of £4m at 31/3/24.	Complete	Improved	£4m or more	Above target	Annually	£1.033m on 31/3/24 (but on 1/4/24 will increase to £9.280m due to release of Collection Fund surplus)	23/24 outturn (to Executive 26/6/24)	£6.3m	Feb-24
	Establish Medium Term Plan to rebuild GF Balance and revenue reserves	Section 151 Officer assessment of adequacy of reserves	Complete	n/a	n/a	Complete	Feb-24	Judgement of S151 officer	Feb 2024 report to Council	n/a sufficient resources in place - judgement of S151 officer	Feb 2023 report to Council
	Financial Procedure Rules and Contract Procedure Rules training delivered	LMT, WLMT, all Budget Holders trained by 31 December 2023	Complete	Improved	95% or higher	Complete	Monthly	87.66%	Jun-24	86.88%	May-24
	Corporate finance training programme established	Quarterly programme of finance training established	100%	n/a baseline	One training session delivered per quarter	Complete	Quarterly	100%	Feb-24	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	Complete	n/a	Dashboard in place	Complete	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	Complete	n/a	95% or higher	n/a at this stage	n/a one off measure	n/a due from April 2024 onwards	n/a	n/a	n/a
	2024/25 net expenditure is delivered within the approved budget	Forecast outturn is within the agreed budget	n/a to be reported from June onwards	n/a	Compliant / within budget	n/a					
	The Council's financial position is sustainable	Maintain GF balance in line with approved reserves policy - 7.5% of the net revenue budget which would be £11.1m at 31/3/25	At target	Improved	£11.1m	At target	Annually	£11.1m	Apr-24	n/a	n/a
	The Council's financial position is sustainable	Maintain unrestricted usable revenue reserves at a minimum of £8m at 31/3/25	At target	Improved	£8m	At target	Annually	£8m	May-24	n/a	n/a
	2025/6 budget is set and balanced	Balanced Budget for 2025/6 set	Not yet measured	n/a	£0 variance	baseline set	Quarterly	n/a	n/a	n/a	n/a
	Set a sustainable Medium Term Financial Plan in place for the period 2025/6 to 2028/9	Balanced MTFP to 2028/9	Below target	n/a	Compliant / within budget	Below target	Annually	n/a	n/a	n/a	n/a
Robust financial governance is in place	Achievement of 3 star or higher rating for financial governance against the CIPFA criteria	Below target	n/a	3 star or higher	Below target	18 months	2 star	Jun-24	n/a	n/a	