

Report of:	Chief Executive
-------------------	-----------------

Relevant Executive Member:	The Mayor and Executive Member for Adult Social Care and Public Health
-----------------------------------	--

Submitted to:	Executive
----------------------	-----------

Date:	4 September 2024
--------------	------------------

Title:	Corporate Performance: Quarter One 2024/2025
---------------	--

Report for:	Decision
--------------------	----------

Status:	Public
----------------	--------

Council Plan priority:	All
-------------------------------	-----

Key decision:	No
----------------------	----

Why:	Decision does not reach the threshold to be a key decision
-------------	--

Subject to call in:	No
----------------------------	----

Why:	Not urgent
-------------	------------

Proposed decision(s)

That at Quarter One of 2024-27, the Executive:

- notes the progress and position of the corporate performance disciplines, including the Transformation Portfolio
- approves the proposed changes to the Executive actions, detailed at Appendix 1
- notes delivery status of the Council Plan 2024-27 supporting workplan at Quarter One, detailed at Appendix 2
- approves the proposed changes to the Council Plan workplan actions, detailed at Appendix 3
- notes the Strategic Risk Register, at Appendix 4

Executive summary

This report advises the Executive of progress against corporate performance at Quarter One 2024-27, providing the necessary information to enable the Executive to discharge its performance management responsibilities against the following performance disciplines

- Actions pertaining to decisions approved via Executive reports;
- Delivery of the Council Plan 2024-27 and associated outcome measures;
- Strategic Risk Register performance;
- Programme and Project management performance;
- Transformation progress and performance; and
- Other matters of compliance.

Where appropriate, this report seeks approval of any changes or amendments, where these lie within the authority of the Executive.

Purpose

1. This report advises the Executive of corporate performance at the end of Quarter One 2024/2025, and where appropriate seeks approval of any changes, where these lie within the authority of the Executive.

Recommendations

2. That the Executive:
 - notes the progress and position of the corporate performance disciplines, including the Transformation Portfolio
 - approves the proposed changes to the Executive actions, detailed at Appendix 1
 - notes delivery status of the Council Plan 2024-27 supporting workplan at Quarter One, detailed at Appendix 2
 - approves the proposed changes to the Council Plan workplan actions, detailed at Appendix 3
 - notes the Strategic Risk Register, at Appendix 4

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 priority performance disciplines and other key associated items, together with actions to be taken to address any issued identified.
6. The projected financial outturn at Quarter One and 2024/2025, is presented separately to this meeting of the Executive, and so not repeated here.

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 feeder systems.
8. 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 One 2024/25

9. The Council's performance overall at the end of Quarter One 2024/25 saw ith progress towards expected performance standards, as set out in the Council's risk appetite, achieved in three of the five corporate performance disciplines.

Performance discipline	Q1 2024/25	Expected standard	Standard achieved	Trend
Executive actions	68% (30/44)	90%	No	n/a
Council Plan outcomes	13% (5/39)	90%	No	n/a
Council Plan workplan	98% (55/56)	90%	Yes	n/a
Strategic Risk Register	94%	90%	Yes	n/a
Programme and Project Management	100% (18/18)	90%	Yes	n/a

10. It should be noted that performance against Council Plan outcomes for Quarter One 2024/25 is measured by tracking progress against baseline key performance indicators, as outlined in the Council Plan 2024-27 and its associated workplan. It is expected that over time, 90% of the outcome measures will be achieved.

Progress in delivering Executive actions

11. Actions agreed by the Executive to deliver approved decisions are tracked by LMT, each month. If following Executive approval, any action is found to be no longer feasible, 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.
12. At Quarter One 2024/25, 30 of 44 live actions (68%) were reported as on target to be delivered by the agreed timescales; a significant improvement from the 48% reported at Quarter Four 2023/24 Year End, though continuing to remain below the 90% expected standard of achievement of actions, with reasons detailed below:
 - 11 (25%) actions were delayed due to external factors beyond Middlesbrough Council control
 - 3 (7%) actions were delayed due to internal capacity to complete within approved timescales
13. There are seven proposed amendments to Executive actions presented for approval at Quarter One as detailed in Appendix One. It is 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 Two 2024/25.

Progress in delivering the Council Plan 2024-25

14. The Council Plan, formerly known as the Strategic Plan, is the Council's overarching business plan for the medium-term, can be refreshed on an annual basis, and sets out the priorities of the Elected Mayor of Middlesbrough and the ambitions for our communities and the ways in which we seek to achieve them.
15. The Leadership Team worked collaboratively with the Mayor and the Executive to develop and shape the Mayor's priorities for the town, to inform the Council Plan 2024-27.
16. The Council Plan articulates the 4 priorities of the Mayor and outlines the approach that will be taken to addressing those priorities:

Mayor's Priority	Description
A successful and ambitious town	Maximising economic growth, employment, and prosperity, in an inclusive and environmentally sustainable way.
A healthy place	Helping our residents to live longer and healthier lives, improving life chances and opportunities to thrive.
Safe and resilient communities	Creating a safer environment, where residents can live more independent lives.
Delivering best value	Changing how we operate, to deliver the best outcomes for residents and businesses.

17. Supporting initiatives and workplans to support delivery of the Council Plan 2024-27 ambitions and measures of success and the proposed performance and governance arrangements were approved at a meeting of the Executive on 10 April 2024, to demonstrate a robust approach to the delivery of key priority activities across Council services.

Council Plan 2024-27: outcomes

18. Progress of delivery of the Council Plan 2024-27, is monitored via detailed milestone plans which support each initiative under the four priorities and will include the success measures determining the impact upon:
 - the types of businesses being established in Middlesbrough, to ensure that we attract those which will give residents access to well-paid and rewarding careers,
 - healthy life expectancy of residents of Middlesbrough, who currently experience ill-health much earlier than wealthy areas across the UK,
 - community safety, as part of our plans to reduce crime and make residents and communities feel safer
 - progress against the Council's governance improvement journey, to provide assurance to members of the public and our partners, that the services we are providing are value for money
19. Performance management and monitoring of the Council Plan adheres to the corporate programme and project management framework where applicable and is reported to all senior managers and Members as part of this quarterly corporate performance results report, presented to Executive for noting and decision, where applicable.

20. Performance overall against the Council Plan 2024-27 outcome measures at Quarter One 2024/25, is reported as 5 of 39 (13%) improving or static, against the 90% performance standard. The starting position for reporting outcome measures will always be 0%, with the expectation that over time and the duration of the Council Plan, 90% of the outcome measures will be achieved, as these are outcome measures predicted over the period of the Council Plan, 2024-27.

Outcome Status	Q1 2024/25	Previous reported position	Expected standard	Standard achieved	Trend
Number (%age) GREEN	4 / 39 (10%)	n/a	90%	No	n/a
Number (%age) AMBER	1 / 39 (3%)	n/a	n/a	n/a	n/a
Number (%age) RED	34 / 39 (87%)	n/a	n/a	n/a	n/a

21. In the meantime, and to be able to demonstrate more tangible progress to the Executive, a commitment has been made to develop a set of proxy measures, which will be presented and included in the Q2 2024/25 corporate performance report.

Council Plan 2024-27: workplan

22. At Quarter One 2024/25, performance against the Council Plan workplan is above the corporate standard of 90%, with 98% of all initiatives on target to be achieved in full within approved timescales.

Status	Q1 2023/24 position	Expected standard	Standard achieved	Trend
COMPLETED	2% (1 / 56)	90%	No	N/A
GREEN	96% (55 / 56)			
AMBER	0% (0 / 56)	N/A	N/A	N/A
RED	2% (0 / 56)	N/A	N/A	N/A

23. One Council Plan initiative is reporting as off-track, regarding the refresh of the Information Strategy which has linked dependencies with the development of the organisational Target Operating Model (TOM). Further detail is provided at Appendix 2 and 3.

Strategic Risk Register (SRR)

24. The Strategic Risk Register (SRR) sets out the key risks, which if they occurred, could stop the Council achieving its objectives, as set out in the Council Plan.
25. The Register also sets out control measures in place to reduce the impact and / or likelihood of a risk occurring, as well as further planned actions to manage the risk. Risks in the SRR are identified and managed by the Council's Leadership Management Team in line with the Risk and Opportunity Management Policy, agreed by Executive in 2023. Progress in managing these risks is reported to the Leadership Management Team on a monthly basis, with a full review of the SRR conducted on a quarterly basis. It is the role of the Executive to ensure that this occurs.

26. The more volatile the risk, the more closely it must be monitored and managed. Managers are responsible for identifying and recording the countermeasures / actions required to address risks and opportunities and maintaining those details within the Council's risk management solution. Countermeasures to risk will include actions to terminate, transfer, treat or tolerate the risk. Actions in relation to opportunity will include exploitation (fully or partially) or avoidance.

27. The Strategic Risk Register contained 14 risks at Quarter One 2024/25, following review of the SRR against the Council Plan's objectives, which is an increase of two additional risks, as set out below:

- **SR-13, Failure to deliver transformation successfully:** If the Council fails to transform its service delivery model to a model that can deliver outcomes for residents at a reduced cost base, then the Council's financial position will become untenable and may result in the issuing of a S114 notice.
- **SR-14, Failure to ensure effective governance of the Middlesbrough Development Corporation:** If the Middlesbrough Development Corporation fails to reflect the relevant findings from the review of [Tees Valley governance](#) in its structures (where relevant), then there is a risk that it could fail to ensure value for money or good governance in its decision making, which will have an adverse impact on the economic vitality of the Town Centre.

28. In addition, there were some changes to existing risks, summarised below:

Risk	New actions added to manage the risk	Justification
SR-01, Failure to Maintain a balanced budget and MTFP.	SR-01c, Failure of the Recover, Reset, Deliver Transformation Portfolio.	To ensure that the Council delivers on the approved savings of £13.910m in 2024/4 and raising to £21.028m in 2026/7.
	SR-01d, Failure of the Recover, Reset, Deliver Transformation Portfolio to identify further savings.	To identify further savings of at least £7.474m in 2025/26 raising to 7.965m in 2025/27.
SR-07, Unable to recruit and retain key staff	SR-07e, Recruitment of Chief Executive and S151 Officer.	To determine the plan to recruit to CEX and S151 officer posts by March 2025 to ensure stability for the local authority.
	SR-07f, Track delivery of first quarterly report to LMT on delivery against improvement plan.	To ensure that the local authority are doing as requested by the improvement board.

29. Risks within the SRR are scored three times, using the following table: the first score assesses the likelihood and impact of the risk occurring without any control measures in place; the second assesses the impact of the control measures currently in place; and the third sets a target for the management of the risk.

Likelihood (Probability)	Almost Certain >80%	5	Low (5)	Medium (10)	High (15)	High (25)	High (35)
	Likely 51% - 80%	4	Low (4)	Medium (8)	High (12)	High (20)	High (28)
	Possible 21% - 50%	3	Low (3)	Medium (6)	Medium (9)	High (15)	High (21)
	Unlikely 6- 20%	2	Low (2)	Low (4)	Medium (6)	Medium (10)	High (14)
	Rare <6%	1	Low (1)	Low (2)	Low (3)	Low (5)	Medium (7)
			1	2	3	5	7
			Insignificant	Minor	Moderate	Major	Extreme
			Impact				

Progress in delivering Programmes and Projects

30. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic priorities. At Quarter One 2024/25, 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	Q1 2024/25 position	Expected standard	Standard achieved	Trend
GREEN	100% (21 / 21)	90%	Yes	↑
AMBER	0% (0 / 21)			
RED	0% (0 / 21)	N/A	N/A	↑

Transformation progress and performance

31. The Council has established Transformation Programme; *Recover, Reset, Deliver*, which is designed to align with the vision and ambitions of the Council Plan, and aims to deliver tangible outcomes that benefit the people of Middlesbrough whilst delivering value for money and a financially sustainable organisation.

32. The 'Approach to Transformation of Middlesbrough Council' report to full Council on 27 March 2024 outlined the contents of the Transformation Portfolio, which is structured around six themed programmes. These programmes encompass a range of activities, key business changes, and complex projects aimed at addressing the emerging challenges and opportunities.
33. The scope of the Transformation Programme and its associated investment provides assurance on and aims to secure the delivery of all the savings of £21.028m approved by Council at its budget meeting on 8 March 2024. Investment in the resource required to physically deliver, such as programme management, finance expertise and subject matter experts, will support the Council in delivering all approved savings.
34. To ensure the success of the now established governance framework and board structure, key roles and responsibilities have designated at each layer, with the Executive being the ultimate accountable body for successful delivery of the transformation portfolio, in its entirety.
35. This Executive-approved governance structure ensures that projects and programmes are scrutinised in a uniform way, with exceptions escalated to senior responsible officers to ensure action is taken to bring the portfolio, programmes and projects back on-track, where required and / or necessary.
36. At Quarter One 2024/25, the position of savings within the transformation portfolio were reported to the Leadership Team and through the Transformation Portfolio governance and performance management reporting cycle arrangements, and split by RAG rating, as follows:

Adults	Children's	Property	Customer	Place-based Services	Target Operating Model and Core Services
Improved efficiency of current systems and transformation of delivery model through enhanced early intervention, use of digital technologies, increased reablement and review of accommodation offer.	Improved efficiency of current systems, transformation of delivery model through enhanced early help and prevention, development of new models of placement provision and increased in-house fostering capacity.	A review of Council's asset holdings to identify short-term opportunities to maximise generation of revenue and capital receipts to support organisational transformation.	Transformation of the organisation's approach to engaging with our customers and implementation of a customer-centric end-to-end journey, enabled through a behavioural change.	A review of service accessibility to allow more focused delivery and better meet the needs of residents, alongside transformation of the Council's approach to community engagement with the public.	Design and implementation of a Target Operation Model, alongside a review of the management structure to ensure stability and delivery of core enabling service-related savings.
Programme Sponsor: Director of Adult Social Care and Health Integration	Programme Sponsor: Director of Children's Services	Programme Sponsor: Director of Regeneration and Culture	Programme Sponsor: Director Finance (S151 Officer)	Programme Sponsor: Director of Environment and Communities	Programme Sponsor: Director of Legal and Governance

RAG	Savings	24/25 (£m)	25/26 (£m)	26/27 (£m)	Total (£m)	Total (%)
Approved Budget		(15.302)	(5.151)	(1.967)	(22.420)	-
Blue	Benefits and / or saving(s) realised, with evidence provided.	(0.257)	0.000	0.000	(0.257)	1%
Green	Benefits and / or saving delivery on-track, with assured plans in place.	(10.251)	(2.965)	(0.160)	(13.376)	60%
Amber	Medium-risk to benefits and / or saving(s) delivery. Mitigation in-play, or in development.	(3.460)	(1.391)	(1.057)	(5.908)	26%
Red	High-risk to benefits and / or saving(s) delivery. Limited scope for mitigation.	(1.334)	(0.795)	(0.750)	(2.879)	13%
Purple	Benefits and / or saving(s) are undeliverable. Alternative plan / saving required, for Exec approval.	0.000	0.000	0.000	0.000	0%
Total Savings		(15.302)	(5.151)	(1.967)	(22.420)	100%

37. Alternatively, they can be presented via Thematic Programme for Quarter One, 2024-27:

Directorate	Benefits and / or saving(s) realised, with evidence provided.		Benefits and / or saving delivery on-track, with assured plans in place.		Medium-risk to benefits and / or saving(s) delivery. Mitigation in-play, or in development.		High-risk to benefits and / or saving(s) delivery. Limited scope for mitigation.		Benefits / saving(s) undeliverable. Alternative required for Exec approval.		Total No. Of Projects 2024/25	
	Blue	Green	Amber	Red	Purple	TOTAL (No.)	TOTAL (%)					
Adults	2	13%	12	75%	1	6%	1	6%	0	0%	16	22%
Children's	0	0%	8	53%	6	40%	1	7%	0	0%	15	21%
Property	0	0%	1	50%	1	50%	0	0%	0	0%	2	3%
Customer	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Place Based Services	1	5%	15	75%	3	15%	1	5%	0	0%	20	27%
Target Operating Model	0	0%	16	80%	0	0%	4	20%	0	0%	20	27%
TOTAL	3	4%	52	71%	11	15%	7	10%	0	0%	73	100%

38. Delegated decision-making powers relating to any required approvals for proposed changes to time, scope, cost and benefit of individual projects programmes, enabling them to be brought back within agreed tolerances are as set out in the Programme and Project Management Framework (PPMF). This is with the exception where such changes are a key or urgent decisions and would require Executive approval through an additional report.

39. During Quarter One 2024/25 a number of project gateways were approved. Gateway approvals are required project lifecycle stages, which ensure appropriate and robust assurance and challenge has been applied to the scoping, planning and development of the necessary project documentation and delivery plans, which are then monitored through the transformation governance arrangements. The gateway approvals for Quarter One 2024/27 are summarised below:

Thematic Programme	Project	Gateway approval type
Adult Social Care	ASC02: Temporary Accommodation and Support Review Business Case	Business Case
Adult Social Care	ASC09: Review of Supported Living Schemes	Business Case
Adult Social Care	ASC11: Levick Court	Business Case (Part I)
Adult Social Care	ASC13: Review of Direct Payments	Business Case
Adult Social Care	ASC12: Transformation of ASC	Programme Definition Document
Adult Social Care	ASC12: Assistive Technology and Digital Solutions	Proof of concept
Adult Social Care	ASC12: Transforming Practice and Decision Making	Project Brief and Business Case
Children's Services	CC03: Internal Residential	Business Case
Children's Services	CC01: Establishment Review	Business Case
Property	n/a	Programme Definition Document
Place-Based Services	ECS03: Junk Job collection will be chargeable	Change control
Place-Based Services	ECS01: Fortnightly Residual Waste Collection	Change control

Progress in other corporate performance matters

40. 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	Q1 2024/25 position	Expected standard	Standard achieved	Trend
P 1 / 2 audit actions in time	73% *	90%	No	↓
FOI / EIR responded to <20 days	58%	90%	No	↓
% live SARs open and in time	63%	90%	No	↓
Information security incidents	26	N/A	N/A	↓
Incidents reported to the ICO	0	N/A	N/A	↔
% complaints closed in time	87%	90%	No	↑

* Pre2024/25 as there are no actions yet for 2024/25

41. At the end of Quarter One 2024/25, the key points of note in matters of compliance, are:

- No new Priority 1 or 2 audit actions were identified during the Quarter. Of those older actions, 73% were closed in time.

- A further dip in Freedom of Information Requests (FOIs) and Environment Information Requests (EIRs) responded to within statutory timescales was recorded as a result of reduced capacity within the team and supporting Members Enquiries. Action will be taken and reported in Quarter Two, to address this.
- Compliance with the legal timescales in relation to Subject Access Requests (SARs) relates to a very 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

42. Not applicable.

Impact(s) of the recommended decision(s)

Financial (including procurement and Social Value)

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

Legal

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

Risk

45. The proposed recommendations are key to and consistent with supporting deliver of the Council's strategic priorities and risks, as set out in the Council Plan.

Human Rights, Public Sector Equality Duty and Community Cohesion

46. 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

47. Not applicable.

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

48. Not applicable.

Data Protection / GDPR

49. Not Applicable.

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

Action	Responsible Officer	Deadline
Performance management feeder systems to be updated according to approval from Executive.	J Chapman	30/09/24

Appendices

1	Executive Actions: proposed amendments at Quarter One 2024/25
2	Council Plan Workplan: progress at Quarter One 2024/25
3	Council Plan Workplan: proposed amendments at Quarter One 2024/25
4	Strategic Risk Register

Background papers

Body	Report title	Date
Council	Strategic Plan 2021-24	24/02/21
Council	Approach to Transformation of Middlesbrough Council	27/03/24
Council	Transformation of Middlesbrough Council	24/04/24

Contact: Gemma Cooper, Head of Strategy, Business and Customer
Email: gemma_cooper@middlesbrough.gov.uk

Appendix 1: Executive Actions: proposed amendments at Quarter One 2024/25

Executive of	Report	Action	Owner	Agreed Due Date	Proposed Revised Due Date
19/07/2023	Breast Feeding Boroughs Declaration	Implementation of the Breast-Feeding Boroughs Declaration by Infant Feeding Steering group over next 12mths, leading to a full Breast-Feeding Boroughs status by April 2024.	PH	30/04/2024	31/03/2025
19/07/2023	Breast Feeding Boroughs Declaration	Executive agrees for South Tees to be Breast Feeding Borough status.	PH	30/04/2024	31/03/2025
13/03/2024	Dental Health and the impact of COVID-19	Update to be submitted to Health Scrutiny Panel in 6mths, in respect of Northeast and North Cumbria.	PH	29/02/2024	30/06/2024
20/12/2023	Middlesbrough Development Company Update	Deliver the remaining actions in the Action Plan set out in the body of the report	REG	31/03/2024	30/09/2024
20/12/2023	Middlesbrough Development Company Update	Deliver the remaining actions in the Action Plan set out in Appendix 1.	REG	31/03/2024	30/09/2024
31/05/2024	The Disposal of Land at Nunthorpe Grange for Housing, Part A	Market Site	REG	31/05/2024	30/09/2024
31/05/2024	The Disposal of Land at Nunthorpe Grange for Housing, Part A	Site Investigation Work	REG	31/05/2024	30/09/2024

Appendix 2: Council Plan workplan; progress at Quarter One 2024/25

We will attract and grow businesses to increase employment opportunities	Q1 2024/25 position
Implementation of an Economic Growth Strategy and Masterplan for the town, articulating both the aspirations of the Council and key partners and the key future investment priorities.	G
Expand the towns cultural offer through creation of a Cultural Masterplan, alongside exploration of external investment to ensure long term sustainability.	G
Increase the local economic impact of new job creation in key sectors.	G
Improve the range of health and employment related services offered to the public through successful delivery of the Levelling Up Partnership funds.	G

We will improve attainment in education and skills	Q1 2024/25 position
Transform Middlesbrough's approach to delivery of learning through implementation of the Council's Education and Skills Strategy.	G
Improve outcomes through delivery of the Priority Education Area action plan at key stages 1, 2 and 4.	G
Increase parental understanding of the importance of literacy for under 5's through a programme of learning	G
Improve life chances by increasing children's and young people's access to high quality education through delivery of the Learning and Education Strategy.	G
Develop and deliver a programme of qualifications and learning to support people into / back into employment through Middlesbrough Community Learning.	G

We will ensure housing provision meets local demands	Q1 2024/25 position
Develop and progress a new Local Plan for Middlesbrough which balances growth aspirations with the longer-term needs of the Middlesbrough community.	G
Continue to grow housing sites and opportunities in Middlesbrough, to enable the development of 450 units of new housing per year.	G
Establish a strategic leadership role for the provision of housing to ensure that the provision aligns with needs.	G
Increase pathways offer for homeless households that embody choice; safety and dignity and provide routes into sustainable, long-term accommodation.	G

We will improve life chances of our residents by responding to health inequalities	Q1 2024/25 position
Boost recruitment and retention of practitioners through delivery of the childcare expansion in Early Years	G
Roll-out the extended childcare entitlement to increased number of children from 9months+, who have access to Early Years provision	G
Increase outcomes for under 5's through successful delivery of the Best Start Pathway.	G
Develop research architecture and attract funding, to support development of our local understanding of key issues affecting health inequalities.	G

Reduce health inequalities caused by excess weight, through implementation of the core Healthy Weight Declaration commitments.	G
Improve wellbeing in Middlesbrough through embedding a 'health in all' policies approach in all planning and transport decision-making.	G
Improve health literacy through delivery of a Healthy Start pilot model for prevention of ill-health in schools.	G
Reduce inequalities through improvements to cancer screening programmes uptake	G
Improve prevention services delivered in primary and secondary care to increase uptake	G

We will protect and improve our environment	Q1 2024/25 position
Increase the levels of recycling in Middlesbrough from 30% to 38%.	G
Protect and improve our parks and open spaces through retention of Green Flag Status	G
Improve environmental standards of the town, through increased levels of environmental enforcement.	G

We will promote inclusivity for all	Q1 2024/25 position
Strengthen our approach to supporting dementia friendly communities programme through increasing voluntary and community sector capacity	G
Prevent and / or delay the need for formal service provision through improved access to reliable and timely advice and information, to support independent and healthy living	C
Develop and implement a pilot approach to housing and support, for inclusion health groups ensure this is reflected in the Supported Housing Strategy	C

We will reduce poverty	Q1 2024/25 position
Relaunch Welfare Strategy to support Middlesbrough's vulnerable residents who need financial assistance, advice and support	G

We will provide support for adults to be independent for longer	Q1 2024/25 position
Increase the effectiveness of prevention through the development of more signposting and a consistent strengths-based approach to the promotion of independence at the "front door" of Adult Social Care	G
Increase the amount of reablement provided to reduce the need for on-going care	G
Develop an enhanced range of accommodation and support options for adults with a learning disability to promote independence and reduce the reliance on residential care provision	G
Reduce the need for on-going care through the expanded use of the Connect Service, assistive technology and digital solutions	G
Re-locate and expand our specialist autism Day Care service	G
Develop a Community Capacity Building Strategy with focus on social capital and community wealth building	G

We will Improve transport and digital connectivity	Q1 2024/25 position
Implementation of a transformed customer model to achieve improved customer access, outcomes and savings	G
Improve public highways and infrastructure to support connectivity across Middlesbrough and the Tees Valley	G

We will promote new ideas and community initiatives	Q1 2024/25 position
Introduce a neighbourhood working model to ensure Council services are more closely aligned to community needs	G

We will reduce crime and antisocial behaviour	Q1 2024/25 position
Reduce Crime and Anti-Social behaviours across Middlesbrough through the continued working with the Community Safety Partnership	G
Improve the safety and health of the public and the environments in which they live and work through review of public protection policies and interventions	G
Implement a multidisciplinary approach (SHIFT) to increase prevention opportunities through early intervention	G
Work with partners to ensure safe and effective systems and processes are in place for the protection of victims of domestic abuse and their children	G
Revise and implement an Empty Homes strategy to support the Councils wider approach to tackling crime and ASB	G

We will ensure robust and effective corporate governance	Q1 2024/25 position
Implement and embed a Member Development Strategy and Programme to extend learning and development opportunities	G
Develop and implement approach to achieve organisational change through implementation of transformation portfolio of programme and projects and associated governance structure	C
Refresh the Information Strategy to ensure legal compliance in regard to information governance	A

We will set a balanced revenue budget and Medium-Term Financial Plan to restore financial resilience and sustainability	Q1 2024/25 position
Increase internal residential capacity through the purchase of suitable properties	G
Improve recruitment and retention of social worker related posts through more targeted and effective marketing	G
Maximise grant opportunities to support service delivery	G
Implementation of a People Strategy to underpin the Council's cultural transformation ambitions and financial stability	G

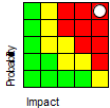
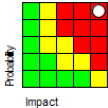
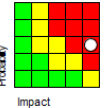
Increase sales and maximise rental income of the Council's asset portfolio to ensure financial sustainability and promote economic growth	G
Remodel the Council's Planning Service to reflect increasing demand and complexity, address recruitment and retention difficulties, and deliver improved customer service	G
Complete new delivery model for Procurement and Contract Management across Council services	G
Increase level of grant income to support development of new service delivery initiatives	G
Retender pensions administration service, to ensure value for money for fund and scheme members	G
Implementation and review effectiveness of demand and cost modelling forecast, for high-spend areas to feed in to MTFP assumptions	G
Review of Children's and Young People placements, including processes and procedures to ensure robust decision-making and allocation	G
Increase internal residential capacity through the purchase of suitable properties	G

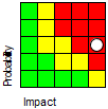
Key:	
C	Complete
G	On-track
A	Some slippage
R	High risk of deliverability
U	Undeliverable

Appendix 3: Council Plan Workplan; proposed amendments at Quarter One 2024/25

Initiative	Owner	Agreed Due Date	Reason for (R) / Impact (I) of delay	Proposed Due Date
LGS-03: Refresh the Information Strategy to ensure legal compliance in regard to information governance.	LGS	30/06/2024	(R): delay due to dependency on the development of organisation Target Operating Model (TOM) (I): None	30/09/2024

Appendix 4: Strategic Risk register at the end of Quarter One 2024/25

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score		
SR-01	Failure to Maintain a balanced budget and MTFP	Director of Finance		<ul style="list-style-type: none"> • Responsibility and Accountability for Financial Management reinforced by Accountability Agreements for all Directors • Monthly budget monitoring, forecasting, and tracking of savings delivery by Directors with accountability to the Interim CEO through LMT and development and delivery of financial recovery plans to control within approved budget • Monthly budget challenge sessions chaired by Director of Finance for all Directorates to enable development of insight, understanding and wider collaboration of colleagues in order to address significant financial risks. • Timely briefing of Mayor and Executive Members on significant financial challenges with agreement for action. • Quarterly budget challenge sessions chaired by the Executive Member for Finance & Governance to engage Executive Members. • Monthly monitoring of income budgets, council tax and business 		35	Development of balanced 2024/25 Budget and MTFP to 2026/27		21
							Refresh of the 2025-26 MTFPS process		
							Failure of the Recover, Reset, Deliver Transformation Portfolio		
							Failure of the Recover, Reset, Deliver Transformation Portfolio to identify further savings		
							Monthly budget monitoring to be put in place		
							Monthly budget monitoring to be put in place		

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				<p>rates collection rates and debt levels.</p> <ul style="list-style-type: none"> • Update MTFP ahead of Council Planning and budget setting process for 2024/25. • Implementation of budget management Power BI dashboard over Business World financial management system in order to improve accessibility of financial information for Directors, Heads of Service and Budget Manager. • Implementation and expansion of purchase to pay compliance dashboards for use by Directors, Heads of Service and Budget Managers to drive increase in compliant procurement in relation to retrospective ordering, on vs off contract spend and use of purchase cards 			
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-02	Volatility in the demand, complexity and cost of children's social care.	Director of Children's Services		<p>Children's input</p> <ul style="list-style-type: none"> • Weekly activity data through Chat reports/ data 	 <p>28</p>	<p>Weekly placements panel to be put place for high cost placements</p> <hr/> <p>Review Placements Manager post</p>	 <p>21</p>

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				<ul style="list-style-type: none"> Moving to monthly financial monitoring Development of demand model 		Monthly budget monitoring to be put in place	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-03	Volatility in the demand and cost of adult's social care	Director of Adult Social Care and Health Integration		<p>Local Government settlement</p> <p>Budget Management process</p> <p>Contract management processes</p> <p>Savings programme in place</p> <p>Demand model in place</p> <p>Monthly demand reported to DMT - activity not just finance</p>	 15	<p>Monthly budget monitoring to be put in place</p> <hr/> <p>Develop a demand model, that monitors performance across activity demand and unit costing, to understand 'current state'.</p> <hr/> <p>Develop a forecast model, that uses the 'current state' model, to predict activity demand and financials across Adults Social Care in the next 1/2/5 years.</p>	 9
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-04	Unlawful decision by the Council	Ann-Marie Johnstone		<p>Council constitution and supporting policy framework</p> <p>Corporate policies and procedures</p>	 10	<p>Refresh the committee report format</p> <hr/> <p>Review the report development process</p>	 6

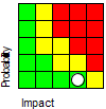
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				<p>Compliance checks across key areas including HSE, Risk etc, covering the corporate governance framework</p> <p>Standard report formats</p> <p>Statutory officer posts to oversee governance</p> <p>Annual Governance Statement assessment process</p> <p>Internal and external audit processes</p> <p>Refreshed whistleblowing policy</p> <p>Legal and finance report clearance process</p>		<p>Complete delivery of the Corporate Governance Improvement Plan</p> <p>Complete delivery of the Section 24 Action plan</p> <p>Progress report on improvement against the Best Value Notice by the independent Board considered by Council</p> <p>Progress report on improvement against BV notice considered by Executive</p>	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-05	Serious accident or death occurred as a result of failure to comply with Health and safety legislation and regulations	Ann-Marie Johnstone		<p>Comprehensive suite of Health and Safety policies and procedures.</p> <p>Mandatory and complimentary Health and safety training for all Council staff.</p> <p>Dedicated HSE Advisor team</p> <p>Incident investigation system (My Compliance) to learn from incidents.</p>	 15	<p>Fire Safety Management Policy Statement</p> <p>CEO to produce H&S Statement of Intent for the Council.</p> <p>Risk from reinforced autoclaved aerated concrete (RAAC) collapsing in maintained schools or other Council assets</p>	 10

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				HSE intranet page with important HSE information Audit schedule HSE steering group Fire Management System implemented across Council premises.		Implementation of service area audits by the health and safety unit to give further assurance of sound HSMS within directorates.	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-06	Understand and implement the requirements of the social care reform	Director of Adult Social Care and Health Integration		<ul style="list-style-type: none"> Project in place with two dedicated staff Governance documentation in place etc 	 10	 10	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-07	Unable to recruit and retain key staff	Nicola Finnegan		<p>Benchmarking salaries against other local authorities and similar roles in other disciplines to remain competitive.</p> <p>Work/life balance system such as agile working, 9 day fortnight, collaboration areas etc..</p> <p>Advertising roles on multiple platforms such as LinkedIn and</p>	 9	<p>Benchmark grades and salaries against NE local authorities</p> <p>Review recruitment process</p> <p>Create new people and cultural transformation strategy</p>	 3

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				other social networking sites with the aim of reaching target audience.		review the people strategy after the first year of implementation	
						Recruitment of Chief Executive and S151 Officer	
						Track delivery of first quarterly report to LMT on delivery against improvement plan	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-08	Fail to ensure a sound approach to cyber security	Gemma Cooper		<ul style="list-style-type: none"> * Annual ICT healthchecks (Internal and external penetration testing). * Compliance with PSN and PCI standards. * Internal scanning as new systems go live. * Robust defence systems including firewalls, content filtering and endpoint protection. * Robust 60 day patching and maintenance cycle. * Test complete and continue to test. * Healthcheck recommendations reviewed and implemented. 	 14	<ul style="list-style-type: none"> Review Cyber Security Training Strategy Benchmark against Cyber Assessment Framework Complete LGA Test and Exercise 	 10

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				<ul style="list-style-type: none"> * Membership of North East WARP and CiSP. * Use of Protective DNS. * Robust backup regime, including off-line tape backups to ensure recovery. 			
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-09	Corporate Governance arrangement not fit for purpose	Ann-Marie Johnstone		<p>External reports commissioned on Corporate governance and findings reflected within a Corporate Governance Improvement Plan</p> <p>Improvement Board in place</p> <p>Detailed improvement plan in place that has delivered a range of changes to corporate governance processes</p> <p>Annual Governance Statement process and supporting action plan. Draft AGSs in place for both 2021/22 and 2022/23</p> <p>Regular reports to Audit Committee on aspects of corporate governance to provide assurance</p>	 28	<p>Complete delivery of the Section 24 Action plan</p> <p>Refreshed approach to corporate governance agreed by council</p> <p>Corporate peer review held to assess process</p> <p>Develop the detailed delivery plan</p> <p>Progress report from MIIAB to Council by end March 2024</p> <p>Progress report from MIIAB to Executive by end July 2024</p>	 9
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-10	Negative Impact of Mayoral Development Corporation			Council representation on the board of the MDC		Heads of Terms agreed on individual asset transfers	
				Pushing for no detriment clauses in the MDC constitution		Delivery of planning functions until robust alternative is in place	
				Engagement with TVCA on the development of future MDC projects		Agree robust business rates protocols	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-11	Failed Partnerships			Partnership governance register in place.		Refresh of the Partnership Governance register	
				Partnership governance annual assurance report and supporting register in place to assess the health of key partnerships.		Community Cohesion	
				<p>Children's Controls</p> <p>All partnerships contain TOR - Partners contribute.</p> <p>External scrutiny of partnerships.</p> <p>New Mayor to chair Corporate Parenting Board.</p> <p>Formal reporting process in place - record of discussion and decision making.</p> <p>Adults Controls</p>			

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				Victim support for those within ASC who require it. Additional resources as required,			
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-12	Fail to deliver quality practice within children's safeguarding services			Delivered Children's services improvement plan		Implementation of post ILACs improvement plan	
				Improvement board in place		Creation and recruitment to the head of Quality Principal Social Work Learning and Review	
				External oversight of progress from DFE		Review progress in delivery of the ILACS improvement plan to assess progress and impact of actions	
				Monthly performance monitoring reports		Complete delivery of the ILACs improvement	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-13	Failure to deliver transformation successfully	Director of Legal and Governance		- PPMF in place		Failure of the Recover, Reset, Deliver Transformation Portfolio	
				- Transformation governance arrangements and reporting cycle agreed		Failure of the Recover, Reset, Deliver Transformation	

Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
				- Funding of £4.827m agreed by Council to fund transformation work		Portfolio to identify further savings	
						Agree the content and approach of the transformation portfolio	
						First cycle of Transformation governance arrangements scheduled	
						Develop specification for transformation resourcing	
Code	Title	Managed By	Original Risk Score	Internal Controls Implemented	Current Risk Score	Title	Target Risk Score
SR-14	Failure to ensure effective governance of the Middlesbrough Development Corporation	Paul Clarke		<ul style="list-style-type: none"> - Teesworks report and commitment from TVCA to reflect findings in the governance arrangements of the MDC - Council representatives on the MDC Board 		Refresh the Local Plan	