

MIDDLESBROUGH COUNCIL



Report of:	Chief Executive, Director of Finance and Director of Legal and Governance Services
Relevant Executive Member:	The Mayor, Chris Cooke
Submitted to:	Council
Date:	16 October 2024
Title:	Corporate Governance Improvement Plan and Section 24 Action Plan progress report
Report for:	Information
Status:	Public
Council Plan priority:	Delivering Best Value
Key decision:	Not applicable
Why:	Not applicable
Subject to call in?	Not applicable
Why:	Not applicable

Proposed decision(s)

That Council notes the progress against the Corporate Governance Improvement Plan and Section 24 Action Plan and agrees the change controls outlined in the report at 6.1 to pause FRR3.18 Further development of the Finance Business Partnering model to ensure ownership and accountability of budget managers, until the Grant Thornton report on the financial management and financial standing of the organisation is received.

Executive summary

This report sets out the key activities, progress and impact of the Corporate Governance Improvement Plan and activity in response to the Section 24 recommendations made by the Council's External Auditors, since last reported to Council on 17 July 2024.

1. Purpose

1.1 This report sets out the key activities and progress since an update was last provided to Council, in response to the Section 24 recommendations made by the Council’s External Auditors and the Council’s Corporate Governance Improvement Plan.

2 Recommendations

2.1 That Council notes the progress against the Corporate Governance Improvement Plan and Section 24 Action Plan and agrees the change controls outlined in the report at 6.1 to pause FRR3.18 Further development of the Finance Business Partnering model to ensure ownership and accountability of budget managers, until the Grant Thornton report on the financial management and financial standing of the organisation is received.

3 Rationale for the recommended decision(s)

3.1 The Council must respond effectively and at pace to the deliver the improvements set out in both the Corporate Governance Improvement Plan and the Section 24 report if it is to effectively address the concerns around its culture, governance and financial challenges.

3.2 Member oversight is crucial in delivery of these actions and also provision of assurance that intended impacts to address the governance weaknesses identified by the Council’s External Auditors are being realised.

4 Background and relevant information

4.1 On 18 September 2023, Council received a report that set out the activities of Phase Three of the proposed Corporate Governance Improvement Plan, alongside the associated governance arrangements providing oversight of delivery. It also received a report from the Council’s External Auditors which made statutory recommendations in relation to the Council’s governance. This report provides an update on delivery against the action plan that was put in place in response to that report, as well as an update on delivery against the Corporate Governance Improvement Plan.

4.2 The activities in the improvement plan comprise ten workstreams, each with a milestone delivery plan which is monitored and reported monthly to the Leadership Team, the Independent Improvement Advisory Board and at each full Council.

5. Performance management methodology

5.1 The Council’s and Programme and Project Management policy set out the methodology used to assess and report on progress against delivery, which is applied across the Corporate Governance Improvement and Section 24 delivery plans.

KEY:	
BLUE - COMPLETE	Activity delivered in full
GREEN – ON TRACK	Delivery plan activities are on track and / or a or above standard
AMBER – OFF TRACK	Delivery plan activities are < 5% below standard

RED – OFF TRACK	Delivery plan activities are > 5% below standard
IMPACT - NO CHANGE	The measures of success used to assess impact, refresh on differing time periods. Some are annual, others are more frequent. If it says no change, either the data has stayed the same or is not due to be refreshed
IMPACT MET – NO (AMBER)	Performance measures for this workstream are within 5% of the target
IMPACT MET – NO (RED)	Performance measures for this workstream are below target by more than 5%
IMPACT TREND – MIXED CHANGES	Of the range of performance measures that are against the workstream, some have improved, and others have worsened

5.2 Overall performance in relation to delivery of activity across the two improvement plans is as follows (excluding activity not yet planned to start and not due to be delivered yet):

Activity	STATUS AT 11/09/2024			
	% On-track	% Off-track	% Delivered	Overall % on track or delivered
Corporate Governance Improvement Plan	8% (8/95)	1% (1/95)	91% (85/95)	99%
Section 24 Action plan	2% (1/47)	0% (0/47)	98% (46/47)	100%

5.3 The above table shows that 99% of planned activity has either been delivered or is on-track for delivery in relation to the Corporate Governance Improvement Plan, with one planned activity across the ten workstreams measuring as off-track.

5.4 100% of activity in relation to the Section 24 delivery plan is on-track or has been delivered, with one activity remaining which is showing as on-track to deliver within approved timescales.

5.5 The remainder of this report sets out the detail of the delivery plan activity and an update on Measures of Success that are in place to assess the impact of activity.

6. Corporate Governance Improvement Plan: progress status and change controls

6.1 For the current reporting period, all workstreams are on target in terms of activity, as per timescales set out in the corporate Governance Improvement Plan, with one action in one workstream being off target, which it is proposed is paused as it cannot be progressed. The action is outlined below:

- *A milestone in relation to the further development of the Finance Business Partnering model to ensure ownership and accountability of budget managers.* In order to ensure the model aligns with the findings of the two external reports from CIPFA and Grant Thornton, that have been undertaken in relation to financial management and financial standing, this milestone needs to be paused until both those reports are issued in order to ensure that the model addresses any findings within them.

Measures of success

6.2 The Council, in identifying the data sources to measure success, has set a baseline against which it will judge ongoing performance. Frequencies in updating these measures vary. Some measures are ad hoc, some annual, while others are refreshed on a quarterly or monthly basis.

6.3 The Council continues to review its delivery plans and measures of success to ensure it is taking the right actions and is focussed on assessing the impact of its activity.

6.4 Work to seek updates on measures is undertaken on a monthly basis, data on measures of success has been refreshed and refined in recent months to ensure it tracks current impacts. Changes in performance in the measures of success since last reported include:

- An increase in the number of agency staff working for the Council. Drivers for the increase include increase in use within Children’s Services to provide emergency resource and residential worker cover. There has also been an increase in use of agency staff across a number of other departments where recruitment attempts have been unsuccessful.
- The number of complaints being received has reduced, however the % upheld continues to be high, reflecting that the majority of complaints relate to service delivery in Environment which is undergoing significant transformation in service delivery. We fully expect this to return to normal in the coming months as the new services settle in.
- The measure tracking the % of key audit actions delivered in line with original timescales has been updated to track 2024/25 performance to give a better reflection of current compliance. 22 actions so far are due to be delivered in 2024.25. Of the 6 that have passed their deadlines for implementation, 100% were delivered in line with original timescales.

Key activities

6.5 The following activities within the governance improvement plan have been delivered since progress was last reported to Council:

THEME	WORKSTREAM	COMPLETED ACTIVITIES WITHIN REPORTING PERIOD
Cultural Transformation	Development and implementation of a Member Development Strategy and Programme	Commence delivery / implementation of the Strategy against the underpinning delivery plan, feeding into corporate performance reporting cycle.
Cultural Transformation	Implementation (Completion) of a Senior Management Review including review of spans and layers within the organisation	Development of a Workforce Plan to address interim appointments at Head of Service and other key leadership positions within the Council. Formal approval of Workforce Plan by Leadership Management Team. Implementation of Workforce Plan
Financial Recovery and Resilience	Improvements to financial governance, spending controls and monitoring through more effective financial management, across the organisation	Implementation of demand and cost modelling forecast for high spend areas for MTFP development, using a combination of demographic data and trends combined with scenario planning and sensitivity analysis. Review effectiveness of demand and cost modelling forecast for high spend areas for MTFP development.
Section 24	Review of financial forecasting processes to understand why significant financial pressures, over and above those anticipated and reflected in the Council’s annual budget, have emerged within the first half of both the 2022/2023 and 2023/2024 financial years and ensure future forecasting reflects lessons learnt.	Implementation of forecast demand models over the medium to long-term, using a combination of demographic data and trends combined with scenario planning and sensitivity analysis.

Summary of progress against plan

6.6 The following tables set out a summary position against planned activity and progress against the measures of success that have been agreed to track the long-term impact of this plan. There is one change control and update to be considered within a Council report this month. If it is agreed, the last financial workstream will move from green to complete, with:

- 15 out of the 17 activities within it having been completed (one was cancelled), and
- the remaining action is recommended to be paused by Council - development of the Business Partnering model within Finance until it can be assessed against a report awaited from Grant Thornton on the Council’s Financial management and financial standing.

CULTURAL TRANSFORMATION	ACTIVITY TRACKING		OUTCOME IMPACT		LMT LEAD	EXEC MEMBER
	CURRENT STATUS	PREV. STATUS	IMPACT TREND	IMPACT TARGET MET?		
Development / implementation of People and Cultural Transformation Strategy	Green	Green	Mixed	No	C Benjamin	Cllr N Walker
Development / implementation of Member Development Strategy and Programme	Green	Green	Data not updated	No	C Benjamin	Cllr N Walker
Development / implementation of a corporate governance training programme	Complete	Complete	Improved	Yes	C Benjamin	Cllr N Walker
Ensure stable and sustainable leadership for the organisation	Green	Green	Worse	No	C Heaphy / C Benjamin	Mayor Cooke
Development / implementation of improved focus on employee performance and accountability	Green	Green	Data not updated	Yes	C Heaphy	Cllr N Walker
Review Council's approach to Member enquiries and engagement	Complete	Complete	n/a	n/a	C Benjamin	Cllr N Walker
Develop / implement communications and engagement plan to support cultural transformation	Green	Green	Data not updated	No	C Heaphy	Mayor Cooke

FINANCIAL RECOVERY AND RESILIENCE	ACTIVITY TRACKING		OUTCOME IMPACT		LMT LEAD	EXEC MEMBER
	CURRENT STATUS	PREV. STATUS	IMPACT TREND	IMPACT TARGET MET?		
Controlling 2023/24 expenditure to within approved budgets	Complete	Complete	n/a	No	D Middleton	Cllr N Walker

Setting a balanced budget for 2024/25 to 2026/27	Complete	Complete	Data not updated	No	D Middleton	Cllr N Walker
Improvements to financial governance, spending controls and monitoring through more effective financial management	Green	Red	Data not updated	Complete	D Middleton	Cllr N Walker

8. Independent Improvement Advisory Board

8.1 Since its work was last reported, the Board met on 10 July 2024, 19 August 2024 and 1 October 2024. These meetings considered the following:

- Updates from the Mayor and Chief Executive
- Updates on delivery of the Member Development and People Strategies
- An update on development of a Partnerships Working Strategy
- Discussion on the development of a Target Operating model
- Progress within the transformation programme. The Board is reviewing the programme on a theme-by-theme basis. The Board have observed a number of the transformation programme meetings that take place as part of steps to seek assurance around the governance of the transformation programme.
- Updates on the recruitment process for the Chief Executive and Director of Finance and Transformation posts
- the 2024/25 budget
- a standing update on progress against the improvement plan and Section 24 report.

8.2 The Board also met with staff focus groups as part of their work to assess progress made in the Council in relation to culture.

8.3 Action points arising from formal Improvement Board meetings, excluding admin related tasks, e.g., facilitation of meetings, are set out at Appendix 1, alongside a summary of information requested by the Board.

9. Section 24: progress update

9.1 The table below sets out the current status of activity in response to the Section 24 recommendations, along with a summary of the impact these activities are having on the longer-term measures of success that have been set in order to enable the Council to be able to assess whether the activities are having the intended impact.

9.2 There is now only one action left within the section 24 action plan to be delivered which is to complete recruitment to the Chief Executive and Section 151 officer posts by March 2025.

S24 ACTIONS	ACTIVITY TRACKING		OUTCOME IMPACT	
	CURRENT STATUS	PREV. STATUS	IMPACT TREND	IMPACT TARGET MET?

1. Progression of next phase of Corporate Governance Improvement Plan, prioritising actions to address cultural and governance issues.	Complete	Complete	Complete	Complete
2. Development of contingency and succession governance protocols to mitigate potential impact of any future changes in senior leadership.	Green	Green	Data not updated	No
3. Conclusion of Constitution review and provision of officer / member training ensuring changes are understood and implemented.	Complete	Complete	4 out of 5 above target	No
4. Identification of deliverable short-term savings, protecting limited remaining reserves, considering statutory responsibilities and delivery of services.	Complete	Complete	N/A	Baseline set for 23/24
5. Review service delivery models to ensure that they are efficient, represent value for money and achieves the outcomes required.	Complete	Complete	N/A	N/A
6. Review of financial forecasting processes to understand emergence of significant financial pressures, in both 22/23 and 23/24.	Complete	Complete	No Change	Below target
7. Conclusion of Financial and Contract Procedure rules review to ensure they are fit for purpose.	Complete	Complete	Complete	Complete
8. Provision of training on Financial and Contract Procedure rules to all officers involved in contracting, procurement or financial decisions.	Complete	Red	Complete	Complete
9. Completion of contract review to ensure compliance with Public Contracts Regulations 2015.	Complete	Complete	Complete	Complete
10. Review oversight arrangements for Middlesbrough Development Company to assure value for money.	Complete	Complete	Complete	Complete
11. Develop action plan for the demise of Middlesbrough Development Company setting out benefit realisation.	Complete	Complete	Complete	Complete

*No baseline set

Section 24: measures of success

9.3 Work to seek updates on measures is undertaken on a monthly basis. Many of the measures have been marked as complete or updated to reflect the completion of the 2023/24 financial year. Where measures of success remain active and have been updated, all are either at baseline, target or have not been updated.

9.4 The measure tracking the % of key audit actions delivered in line with original timescales has been updated to track 2024/25 performance to give a better reflection of current compliance. 22 P2 recommendations are due to be delivered in 2024/25, of the 6 due to be delivered as at 18 September 2024, 100% of actions have been delivered in line with original timescales. The impact measures for recommendation 6 reflect the impact of the predicted budget pressures identified within the Quarter One Finance outturn report.

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

10.1 Not applicable.

11. Impact(s) of the recommended decision(s)

Financial (including procurement and Social Value)

11.1 Not applicable.

Legal

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

Risk

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

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

Human Rights, Public Sector Equality Duty and Community Cohesion

11.4 Not applicable.

Climate Change / Environmental

11.5 Not applicable.

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

11.6 Not applicable.

Data Protection / GDPR

11.7 Not applicable.

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

11.8 Not applicable.

Appendices

1	Key activities update from the Board
2	Corporate Governance Improvement Plan: measures of success
3	Section 24 Plan: Measures of success

Background papers

Reporting body	Report title	Date
Corporate Affairs and Audit Committee	Lessons Learnt: Best Value Inspection of Liverpool City Council	5 Aug 2021
Corporate Affairs and Audit Committee	Boho X: Draft findings from internal audit and proposed management response	6 Apr 2022
Corporate Affairs and Audit Committee	Audit Results Report 2020/21	22 Jul 2022
Corporate Affairs and Audit Committee	Statement of Accounts 2020/21	22 Jul 2022
Corporate Affairs and Audit Committee	Lessons learned: Best Value and external assurance within other councils.	22 Jul 2022
Corporate Affairs and Audit Committee	Commencing a corporate governance improvement journey	22 Jul 2022
Council	Corporate Governance Improvement Journey: CIPFA findings and next steps	19 Oct 2022
Council	Corporate Governance Improvement Plan and progress update	30 Nov 2022
Corporate Affairs and Audit Committee	External Audit: Value for Money Governance Update	5 Dec 2022
Council	Corporate Governance Improvement Plan and progress update	18 Jan 2023
Corporate Affairs and Audit Committee	Statement of Accounts 2020/2021	28 Apr 2023
Corporate Affairs and Audit Committee	Auditor's Annual Report – Year Ended 31 March 2021	29 Jun 2023
Council	Corporate Governance Improvement Next Steps	5 Jul 2023
Council	Section 24 Statutory EY recommendations	18 Sep 2023
Council	Corporate Governance Improvement Plan	18 Sep 2023
Corporate Affairs and Audit Committee	Lessons Learnt: Best Value Inspection of Liverpool City Council	5 Aug 2021
Audit Committee	Section 24 Report – Delivery and oversight arrangements	5 Oct 2023
Council	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	25 Oct 2023
Council	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	29 Nov 2023
Audit committee	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	14 December 2023
Audit Committee	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	1 February 2024
Audit Committee	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	14 March 2024
Council	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	27 March 2024
Council	Second Progress report of the Middlesbrough Independent Improvement Advisory Board	27 March 2024
Audit Committee	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	25 July 2024
Audit Committee	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	22 August 2024
Audit Committee	Best Value Notice – Status Update	22 August 2024
Audit Committee	Corporate Governance Improvement Plan and Section 24 Action Plan progress report	3 October 2024

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Appendix 1: Summary of information requested and major action points arising from the Middlesbrough Independent Improvement Advisory Board (MIIAB) July 2024 and August 2024 meetings (minutes of the 1 October 2024 meeting are awaited).

Information requests
External Audit Value for Money report 2021/22 to 2022/23 – presented to Audit Committee on 25 July 2024
Statistics on engagement undertaken in recruitment hub sessions
Data on engagement undertaken with Members as part of the Member Gateway project.
Information requested on the breakdown of agency numbers in August 2024.
Timeline requested for a plan to align performance, finance and risk reporting.

Major comments / action points
Consider undertaking lessons learned approach to build on the good practice coming out of the Councillor Gateway development.
That the Council should increase pace around development of a Target Operating Model.
That the Council should progress plans to develop a more integrated approach to performance, finance and risk.
The Council should consider use of pre-scrutiny in relation to transformation.

Benefits realisation information should be embedded within the Council's Communications plan.
Session with the Board and Executive Members to be arranged in September 2024.
The Board thanked all staff involved in the Member Enquiries Gateway project.
Further staff engagement sessions to be held with staff in October who met with the Board in March to assess current views.
The Council should consider developing a timeline for the development of a number of activities that will have interdependencies including the Customer strategy, Target Operating Model and staffing reviews.

Appendix 2 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	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 in 2024/25	No change	0	0	0	every 2 months	0 in 2024/25	n/a	2 out of 16 up to 2024
		Improve the percentage of priority One and Priority Two actions from Internal Audits that are delivered within original timescales	Improved	Improved	80% or higher	Above target	Quarterly	100%	20% of P1 actions and 13% of P2 actions were complete within original timescales	Nov-23
	Improved relationships between officers and members	Staff and Member surveys to assess health of relationships	Improved	Improved	50% of staff and 80% of councillors or higher	Below target	Ad hoc	38.65%	35.60%	August 2023 Survey
	Improved retention of staff	Staff turnover rates – Number of leavers	No change	Improved	5%	Above target	Quarterly	2.85%	3.40%	Q4 2023/24
	Improved staff satisfaction	1-10 Score of how valued staff feel as an employee of the Council	No change	No change	6.2 or higher	Below target	Ad hoc	5.98	5.9	August 2023 Survey
	Reduced need to use agency staff	Number of agency staff working for Middlesbrough Council – Total	Worse	Worse	75	Below target	Monthly	204	194	Jul-24
		Number of agency staff working for Middlesbrough Council – Transformation	No change	No change	No target set	No target set	Monthly	10	10	Jul-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	Below target	Monthly	5	5	Jul-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	Worse	Improved	Less than 150	Above target	Monthly	136	115	Jul-24
		% of complaints upheld or partially upheld by the central team	Worse	Improved	Less than 40%	Below target	Monthly	73%	71%	Jul-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%	100%	Oct-22
		Percentage of Members attending wider skills	n/a baseline	n/a baseline	95%	Above target	Annual	98%	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	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	83%	81%	Jul-24
	Improved Member behaviour	Number of member on member complaints received	No change	Worse	2 or fewer per quarter	Below target	Quarterly	4	0	Q4 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%	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%	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	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			89.08%	Jul-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	Below target	n/a	Compliant / within budget	Below target	Quarterly	£3.742m	Q1	n/a	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	Baseline set	n/a	£11.1m	On target	Annually	£11.1m	Q1	£11.1m	Apr-24
	The Council's financial position is sustainable	Maintain unrestricted usable revenue reserves at a minimum of £8m at 31/3/25	Baseline set	n/a	£8m	Below target	Annually	£6.57m	Q1	£8m	Apr-24
	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

Appendix 3 Measures of success – Section 24 Report

Recommendation	Measure of Success	Also in CGIP	Current performance	Target	Status against target	Frequency of data refresh	Current performance data:	Current performance period:	Previous performance data:	Previous performance period:
1	Delivery of the Corporate Governance Improvement Plan activity		Above target	n/a	Above target	Monthly	9 out of 10 workstreams activity on target or complete	Nov-23	10 out of 10	Oct-23
2	Number of roles at Head of Service and above that are vacant / occupied by Agency or interim staff	Y	No change	3	Below target	Monthly	5	Aug-24	5	Jul-24
2	Number of Transformation roles that are vacant / occupied by Agency or interim staff	Y	No change	No target set	No target set - baseline	Monthly	10	Aug-24	10	Jul-24
3	Reduce the number of audits that have limited or no assurance in 2024/25	Y	At target	0	At target	Quarterly	0	April 2024 - March 2025	2 out of 16 complete audits 2022 to 2024	2022-24
3	Improve the percentage of priority One and Priority Two actions from Internal Audits that are delivered within original timescales	Y	Above target	80% or higher	Above target	Annual	100% 0 P1 issued or due in 24/25, 22 P2 actions to be delivered in 24/25, 6 complete, all in line with original timescales, 16 not yet due	Jun-24	20% of P1 actions and 13% of P2 actions were complete within original timescales	Mar-24
3	Percentage of members completing all mandatory training	Y	Complete	100%	Complete	Annual	100%	Oct-23	100%	Oct-22
3	Percentage of Members attending wider skills	Y	No change	95%	Above target	Annual	98%	Oct-23	Data not available	Oct-22
3	Member satisfaction with the Member development programme	Y	No change	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
5	90% of projects within the programme, once launched are on track			n/a	n/a at this stage	Quarterly once live	90% once launched	n/a		
5	90% of benefits from projects realised in line with benefits realisation trackers			n/a	n/a at this stage	Quarterly once live	90% once launched	n/a		
6	Maintain expenditure in line with agreed budgets in 2024/5	Y	n/a to be reported from September onwards	Compliant / within budget	n/a baseline		£3.742m	Q1	n/a	n/a
6	Maintain GF balance at £11.1m at 31/3/25	Y	n/a to be reported from September onwards	11.1m	n/a baseline	Quarterly	£11.1m	Q1	£11.1m	Apr-24
6	Maintain usable revenue reserves at a minimum of £8m at 31/3/25.	Y	n/a to be reported from September onwards	Between 8m and 10m	n/a baseline	Quarterly	£6.57m	Q1	£8m	Apr-24