

# MIDDLESBROUGH COUNCIL

COUNCIL

AGENDA ITEM 10

30 NOVEMBER 2016

## STRATEGIC PLAN 2016-20 – FIRST REFRESH

### CHIEF EXECUTIVE

#### PURPOSE OF THE REPORT

1. The Strategic Plan is the Council's overarching business plan and forms part of the Policy Framework. The plan sets out the Council's approach to meeting the savings targets identified in the Medium-Term Financial Plan.
2. This report refreshes the Council's Strategic Plan for 2016-20 (approved by Council in July 2016), including its Medium-Term Financial Plan and Investment Strategy for the same period, and outlines proposed transformation and savings initiatives for this period, which will inform the 2017/18 budget and those of future years.

#### BACKGROUND

3. The Strategic Plan is the Council's overarching business plan, outlining its contribution to the Mayor's Vision for Middlesbrough and providing a broad overview of high-level improvement activity in the medium term, within the financial parameters outlined in its Medium-Term Financial Plan.
4. The Strategic Plan is central to the Council's corporate governance framework and is updated annually. It is also the basis of the Council's performance management framework, with progress against the plan reviewed on a quarterly basis via Balanced Scorecards and reported to Executive.
5. In July 2016, Council approved a Strategic Plan for 2016-20 focused on investment, growth and efficiency, incorporating a Medium-Term Financial Plan and Investment Strategy for the same period.
6. This report:
  - refreshes the Medium Term Financial Plan to 2019/20;
  - refreshes the Strategic Plan for the 2016-20 period, updating Outcome Delivery Plans and outlining initiatives to meet the Council's savings gap in 2017/18 and beyond; and
  - updates the Council's Investment Strategy for the same period.

## Medium-Term Financial Plan to 2020

7. The 2016/17 Local Government Finance Settlement, confirmed in February 2016, sets out the grant income local authorities will receive from the Government up to and including the financial year 2019/20, and for the first time offered local authorities a four-year funding settlement, provided efficiencies to be achieved across this period are clear.
8. From the start of the current period of public sector austerity in 2010, the Council has argued strongly that multi-year settlements are essential to allow proper financial planning and a structured, transformational, approach to balancing its budget in the medium term. In July 2016, Council agreed that the 2016-20 Strategic Plan be submitted to the Department of Communities and Local Government (DCLG) as its four-year 'Efficiency Plan' in order to access the four-year funding settlement for local authorities offered by Government.
9. On 16 November 2016, the Council received confirmation from DCLG that its submission had been successful, and that it can expect, barring exceptional circumstances, to receive the allocations published as part of the 2016/17 Local Government Finance Settlement in 2017/18, 2018/19 and 2019/20.
10. This agreed four-year planning horizon allows the Council to develop a Medium Term Financial Plan (MTFP) that:
  - utilises accumulated balances to smooth out savings required year-on-year, and to pump prime transformational activity;
  - addresses the savings requirement for 2018-20 through transformational efficiency initiatives managed through Phase 3 of the Council's Change Programme; and
  - focuses investment on growing the town's economic base to improve local prosperity and secure a robust and independent income stream to fund the Council's services.
11. The refreshed MTFP identifies a net savings requirement of £6.2m for the period 2017/18 to 2019/20 over and above those already approved by Council, as set out below:

	2017/18 £ms	2018/19 £ms	2019/20 £ms	Total £ms
Spending pressures	10.6	10.7	10.6	31.9
Government funding reductions	5.9	1.7	2.0	9.6
Local funding increases	-3.7	-3.2	-4.1	-11.1
Planned savings	-10.5	-3.8	0.0	-14.3
<b>Budget gap</b>	<b>2.3</b>	<b>5.4</b>	<b>8.5</b>	<b>16.1</b>
<b>Net savings requirement</b>	<b>0.0</b>	<b>-3.5</b>	<b>-2.7</b>	<b>-6.2</b>
<i>Use of reserves</i>	-2.3	-1.9	-5.8	
<b>In-year budget position</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	

12. The four-year financial settlement presents the Council with an opportunity to plan over a longer period to meet this savings requirement. While the Council will be a smaller organisation by 2020 than it is currently, a Strategic Plan focused on investment and

efficiency, and creating growth in Council Tax, Business Rates and income from commercial activity, aims to minimise service-level and job reductions over this period.

13. The following assumptions have been applied in refreshing the Council's MTFP.

### ***Government funding reductions***

14. Government funding has been assumed to fall during the period to 2020:

<b>Funding Stream</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Revenue Support Grant	21.05	16.53	11.96
Business Rates Top Up	22.24	22.90	23.63
New Homes Bonus	2.780	2.897	3.139
Housing Benefit Admin Grant	0.796	0.646	0.496
Education Support Grant	0.776	0.550	0.336
Public Health Grant	17.230	16.461	15.731
Improved Better Care Fund	0.749	3.854	6.561
<b>Total:</b>	<b>65.621</b>	<b>63.838</b>	<b>61.853</b>

### ***Local funding increases***

15. Local funding has been assumed to increase during the same period:

<b>Funding Stream</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Council Tax Core	46.786	48.400	50.078
Council Tax: Adult Social Care Levy	1.825	2.805	3.825
Local Share of Business Rates	21.647	22.332	23.438
<b>Total:</b>	<b>70.258</b>	<b>73.537</b>	<b>77.341</b>

16. The Government has indicated that from 2020, central government support to councils through the Revenue Support Grant will no longer exist and local government will need to be self-funding, through Council Tax, Business Rates and other localised sources of income. Therefore, in accordance with changes introduced by central government in 2015 on the limits for such increases, it has been assumed that the Council will increase Council Tax by 1.99% per annum and also apply the 2% Adult Social Care Precept (as introduced by the then Chancellor of the Exchequer George Osborne in the November 2015 Spending Review) in every year of the period to meet anticipated demand for social care. These assumptions are in line with the Government's own assumptions within the Local Government Finance Settlement.

### ***Pay awards and inflation***

17. A 1% annual pay award has been assumed.

18. Contractual inflation at a total cost of £5.1 million has been assumed in the period. No provision has been made for inflation for supplies and services; it is expected any inflationary pressures in this area will be met from efficiency savings.

19. Income from fees and charges has been assumed to increase on average by 1%. This excludes car parking and statutory charges.

### ***Living Wage***

20. In line with the 2025 Vision for Middlesbrough, the Council is committed to ensuring that its lowest paid employees benefit from being paid the Living Wage Foundation hourly rate and a total of £3.0m has been provided over the period to fund this commitment.

<b>Living Wage Foundation provision</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.300	1.100	1.600
Cumulative	0.300	1.400	3.000

21. In addition, increases in the rebranded minimum wage (the National Living Wage), will impact upon organisations – principally care providers – who are contracted to carry out functions on behalf of the Council. A further £3.0m has been allocated over the period to cover the increases in costs expected as a result of these pressures.

<b>National Living Wage (minimum wage) provision</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	1.000	1.000	1.000
Cumulative	1.000	2.000	3.000

### ***Demand pressures***

22. The following assumptions have been made in relation to demand-led pressure within Safeguarding and Children's Care, Social Care and associated demands on the Passenger Transport Service.

<b>Safeguarding and Children's Care – Net pressures</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	1.500	1.500	1.500
Cumulative	1.500	3.000	4.500

<b>Adult Social Care – Net pressures</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.241	0.319	0.319
Cumulative	0.241	0.560	0.879

<b>Passenger Transport Service – Net pressures</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.200	0	0
Cumulative	0.200	0.200	0.200

## ***Investment Strategy***

23. Over the period of the Strategic Plan the Council intends to invest £74.8m of its own resources in building the town's economic base, driving financial self-sufficiency and transforming how the Council delivers its services.

24. This will be made up of £11.5m of identified revenue resources and £63.3m of Capital Investment, this will involve additional borrowing which will have the following impact:

<b>Revenue cost of investment</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.679	0.200	0.500
Cumulative	0.679	0.879	1.379

25. The Investment Strategy is appended to the Strategic Plan and updates the Council's current strategy, approved by Council on 13 July 2016. The revised strategy provides for additional investment as set out below.

26. The Council intends to invest £2.655m in the SUEZ Waste Disposal Plant in order to retain the benefits of its current advantageous contract for waste disposal to 2025.

27. It is intended to utilise a capital receipt associated with the Tennis World site in Marton to further invest in leisure provision in the town and ensure that Tennis World is integrated with leisure provision at the Middlesbrough Sports Village.

28. Provision has also been made within the MTFP for additional capital resources of £8.900m in the period 2017-20 to be available in the event that investment opportunities arise to grow the town's economic base and / or delivery revenue savings for the Council.

## ***Other changes***

29. A provision of £0.397m has been made for the impact of the Apprentice Levy which comes into force on 1 April 2017.

## ***Use of Reserves and Balances***

30. Over the period to 2020, the Council plans to utilise £10.0m of its general balances in order to smooth the budget savings requirement. This will allow time to plan future savings effectively to ensure that there is the minimum possible impact on residents and service users.

31. Over the MTFP period, the Council intends to use £7.4m from its Change Fund in order to support transformational activity to deliver its Strategic Plan.

32. The Council has set aside £2m to invest in school improvement services between 2017/18 and 2019/20.

33. The Council also plans to use £10.5m of revenue balances, including £3.5m identified in the 2015/16 Outturn report, as part of its Investment Strategy.

34. The planned use of balances will reduce the Council's General Fund balance to £5.5m by the end of the 2019/20 financial year, in line with the Council's recommended General Fund level of £4.0-£4.5m. In addition, a review of earmarked reserves will significantly reduce the level of these balances held by the Council in the light of the reduced risk assessment allowed by the multi-year funding settlement.

### **Contingency**

35. Following an assessment of the level of uncertainty within the MTFP, particularly in the areas of demand forecasting and the likely level of Business Rate appeals, an overall contingency of £1.2m per annum has been provided for 2018/19 and 2019/20, replacing the discrete contingencies previously provided to Outcome Areas.

### **Strategic Plan to 2020**

36. Responding to the revised MTFP, the Strategic Plan for 2016-20 approved by Council in July 2016 has now been updated to:

- clarify how the Council's work contributes to the delivery of the Mayor's Vision for Middlesbrough in 2025 – *Fairer, Safer, Stronger*, endorsed by Council on 11 May 2016;
- set out the specific contribution of each Outcome Area to the Vision in a set of revised Outcome Delivery Plans;
- outline transformational and savings initiatives to meet the Council's savings gap in 2017/18 and beyond; and
- provide an updated Investment Strategy that will grow the town's economic base and the Council's income streams and provide for significant investment in transformational efficiency within the organisation.

37. The proposed savings initiatives for 2017/18 and beyond appended to this report as follows:

**Appendix A** Initiatives for 2017/18 requiring no, or no further (where this has already been completed), *public* consultation i.e. either having no public impact, or having been already impact-assessed, mitigated where possible and / or justified. Some internal consultation may be required if the initiatives have a significant impact on employees.

**Appendix B** Initiatives that will be subject to the impact assessment process and on which the Council will specifically consult prior to implementation in 2017/18.

**Appendix C** Initiatives for the period 2018-20 that *may* require separate consultations and / or impact assessments in future years as proposals are further developed.

38. Appendix C, in particular, has been informed by work undertaken since the approval of the first iteration of the 2016-20 Strategic Plan in July 2016 to identify transformational efficiencies across Outcome Areas within the following thematic areas, reflecting the Strategic Plan's focus on investment, growth and efficiency:

- Growing our economic base;

- Partnership and integration;
- Online and self-serve;
- Value for money; and
- Return on investment.

39. Opportunities to be developed within the theme of 'Partnership and integration' will be informed by ongoing discussions with partners and local communities on how all stakeholders can best work together to deliver the Mayor's Vision for Middlesbrough.

40. The first refresh of the 2016-20 Strategic Plan is at Appendix D.

## **Consultation**

41. Initiatives outlined within Appendices A and B are proposed for inclusion within the Council's 2017/18 Budget. Those in Appendix B will require specific consultation with the stakeholders. This will now be progressed up to the end of January 2017, and appropriate impact assessments undertaken. The Council will also publish these proposals on its website to seek feedback from all taxpayers. The output of this process will be reported in the report to Council in March 2017, confirming 2017/18 Budget proposals.

42. Leadership Management Team will continue to engage with Overview and Scrutiny Board and Scrutiny Panels to test proposals for change in their respective Outcome Areas and seek feedback. Any material changes to service provision will continue to be the subject of user and stakeholder consultation, as appropriate.

## **Next steps**

43. While the multi-year settlement provides increased certainty in respect of future funding, the Autumn Statement on 23 November 2016 and the ensuing Local Government Finance Settlement for 2017/18 may have implications for the MTFP and as a result the Council's Strategic Plan.

44. As such, a further report will be presented to Council on 1 March 2017, which will:

- again refresh the MTFP following the Local Government Finance Settlement, set the 2017/18 budget, and confirm further initiatives to address savings targets within an updated Strategic Plan document for 2016-2020; and
- comply with the Public Sector Equality Duty and set out any impacts identified from initiatives proposed to meet savings targets for 2017/18.

## **PROPOSALS**

45. It is proposed that the Council's successful submission for a multi-year funding settlement from DCLG, and the resulting revised Medium-Term Financial Plan (MTFP) position for the period to 2019/20 are noted.

46. It is proposed that the first refresh of the Strategic Plan 2016-20 (at Appendix D) is approved, as the means of meeting with savings targets identified within the MTFP, and that proposed savings initiatives for 2017/18 and beyond identified in Appendices A-C are noted. Approval will ensure that the Council's overarching business plan remains fit for purpose, enabling a systematic, coherent and controlled approach to

addressing the Council's ongoing financial challenges over the medium-term, while maximising its contribution to the 2025 Vision for Middlesbrough.

47. It is proposed that a further report be presented to Council in March 2017 that will again refresh the MTFP following the Local Government Finance Settlement, set the 2017/18 budget, and confirm further initiatives to future address savings targets within an updated medium-term Strategic Plan document.

### **Equality Impact Assessment**

48. The Public Sector Equality Duty (PSED) (as set out in the Equality Act 2010) places a statutory duty on the Council, in exercising its functions, to have regard to the need to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

49. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves considering, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

50. Protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Where decisions may be relevant to one or more of these protected characteristics, the Council is obliged to assess the impact. If there is judged to be an adverse impact on these characteristics that is relevant to the PSED, steps are taken to consider whether it can be avoided or mitigated. Where it cannot be avoided or mitigated, a decision can only be taken if it can be justified.

51. The Council must also have due regard to the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled including, in particular, steps to take account of disabled persons' disabilities.

52. As stated above, proposed initiatives to deliver budget reduction targets for 2017/18 and beyond have been initially assessed and categorized in Appendices A-C.

53. Those in Appendix A do not require public consultation, either because they relate to the continued implementation of decisions already taken or because they have no impact on the public. Some will require internal consultation with employees and impact assessments will be undertaken where necessary as part of service reviews to assess the impact of these individual proposals in implementing structures which will ensure savings are delivered.



54. Those in Appendix B have been identified as having a potential impact on staff and / or the public. These proposals will be subject to individual impact assessments, and the Council will specifically consult on these prior to implementation in 2017/18.
55. Those in Appendix C may require separate consultations and / or impact assessments in future years as proposals are further developed.
56. It should be noted that that there may be some movement between the appendices if it becomes clear that this is necessary. This will be tracked to ensure a transparent approach to assessing the impact of proposed initiatives.
57. The overarching Strategic Plan document (Appendix D) has been subject to a Level 1 (screening) Impact Assessment, which is at Appendix E of this report. No negative differential impact on diverse groups and communities is anticipated from the direction of travel set by the Strategic Plan. Initiatives underway have been impact assessed and previously approved, and proposed changes for 2017/18 and future years will be impact-assessed as set out above.

## **RECOMMENDATIONS**

It is recommended that Council:

- Notes the Council's successful submission for a multi-year funding settlement from DCLG, and the resulting revised Medium-Term Financial Plan (MTFP) position for the period to 2019/20.
- Approves the first refresh of the Strategic Plan 2016-20 (at Appendix D), as the means of meeting with savings targets identified within the MTFP, and notes proposed savings initiatives for 2017/18 and beyond identified in Appendices A-C.
- Notes that a further report will be presented to Council in March 2017 that will again refresh the MTFP following the Local Government Finance Settlement, set the 2017/18 budget, and confirm further initiatives to future address savings targets within an updated medium-term Strategic Plan document.

## **BACKGROUND PAPERS**

14/05/14	Council, Change Programme 2014-17
25/11/15	Council, Strategic Plan 2015-18
02/03/16	Council, Revenue Budget, Council Tax and Prudential Indicators 2016/17
13/07/16	Council, Strategic Plan 2016-20

## **CONTACT**

Paul Stephens, Head of Performance and Partnerships  
[paul\\_stephens@middlesbrough.gov.uk](mailto:paul_stephens@middlesbrough.gov.uk) | 01642 729223

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Address: Civic Centre, Middlesbrough, TS1 2QQ  
Website: [www.middlesbrough.gov.uk](http://www.middlesbrough.gov.uk)

**Appendix A: Proposed 2017/18 Budget – Savings requiring no, or no further, public consultation**

Ref	Initiative	2017/18 savings (£)
<b>Outcome 1</b>	<b>Economic Development</b>	
ED4	Savings from the temporary closure of Middlesbrough Town Hall	200,000
ED Add 1	Staffing review within Cultural Services	80,000
ED Add 2	Increased income at Middlesbrough Theatre from increases in secondary spend and the introduction of a booking fee	50,000
ED Add 3	Deletion of vacancy within the Box Office team	20,000
ED10	Additional NHS income for respite transport	50,000
ED11	Staffing / process review within the Passenger Transport Service	30,000
ED13	Moratorium on expenditure with Economic Development	56,000
<b>Outcome 2</b>	<b>Supporting Communities</b>	
SC1	One-off saving from staff salary abatement	25,000
SC2	Annual staff salary abatement saving	50,000
SC3	Staffing review within Stronger Families	200,000
SC4	Relocation of staff from Acklam Green into Council accommodation	35,000
SC5	Staffing review within Stronger Communities	50,000
<b>Outcome 3</b>	<b>Improving Public Health</b>	
PH2	Savings from recent recommissioning of Drug and Alcohol services	651,000
PH3	Savings from recent recommissioning of the Healthy Child Programme	500,000
PH4	Savings from recent decommissioning of Tees Valley shared services	61,000
PH5	Review of contractual expenditure – 15% efficiencies	288,000
PH6A&B	Staffing review within Public Protection and the Metrology service	180,000
<b>Outcome 4</b>	<b>Learning and Skills</b>	
LS1	Savings from recent reduction in administration	12,240
<b>Outcome 5</b>	<b>Safeguarding and Children's Care</b>	
CS3	Reduced costs from returning Looked After Children to accommodation within Middlesbrough	24,000
CS12B	Reduced costs from the improved commissioning of residential care places	35,000

Ref	Initiative	2017/18 savings (£)
<b>Outcome 6</b>	<b>Adult Social Care</b>	
ASC3&5	Expansion of early advice and information to reduce future care needs	135,000
ASC4	Expansion of Planned Overnight Care pilot to delay admissions to residential care	60,000
ASC6	Use of Time to Think Beds to delay admission to residential care	75,000
ASC7	Expansion of domiciliary reablement to minimise future care needs	420,000
ASC8	Ensure all clients effectively utilise Assistive Technology / Telecare to reduce the need for other care	125,000
ASC9	Savings from closure of the ASPIRE service	203,000
	Efficiency review of provider services	157,000
ASC12	Increased charges associated with client income increases (statutory)	170,000
ASC13&20	Additional NHS income for Continuing Health Care cases	320,000
ASC18	Underspend in demand funding due to progress in service transformation	76,000
ASC19	Additional NHS income for the Orchard and Community Inclusion services	80,000
ASC21	Supporting People – programme underspend	116,000
ASC22	Deletion of vacant posts	120,000
<b>Outcome 7</b>	<b>Environment, Property and Commercial Services</b>	
EPCS1&3	20% reduction in property costs due to a reduction in the number of Council buildings	276,500
EPCS2	Reduction in carbon emissions tax due to a reduction in the number of Council buildings	60,000
EPCS4	Increased income from commercial services	150,000
EPCS6	Staffing review / reductions in overtime	76,500
<b>Outcome 8</b>	<b>Finance, Governance and Support</b>	
FGS1A	Council share of savings from the disposal of Aurora Court (a custodian property)	6,000
FGS2	Refund from the Council's energy provider	51,000
FGS3	Removal of underlying underspend in Community Support Budget	50,000
FGS4	Local Council Tax Scheme – unbudgeted court fees	346,000
FGS5	Housing Benefits – increased overpayment recoveries	135,000
FGS6	Reduction in the Council's Change Fund budget	700,000

Ref	Initiative	2017/18 savings (£)
<b>Outcome 8</b>	<b>Finance, Governance and Support</b>	
FGS7	One-off income from new housing within Middlesbrough	1,180,000
FGS8	Full-year effect from 2016/17 service review within the ICT Service	81,771
FGS9	Full-year effect from 2016/17 service review within Democratic Services	69,000

## Appendix B: Proposed 2017/18 Budget – Savings requiring public consultation

Ref	Initiative	2017/18 savings (£)
<b>Outcome 1</b>	<b>Economic Development</b>	
ED9A&B	Reduced eligibility level for entitlement to free transport provision (consultation underway)	159,000
ED12	Cessation of double-funding for people in receipt of a personal budget (consultation underway)	74,000
<b>Outcome 6</b>	<b>Adult Social Care</b>	
ASC11	New income from providing money management for Estates clients as a charged for service	90,000
ASC14-17	New approaches to care planning aimed at identifying more personalised methods of meeting care needs	2, 260,000

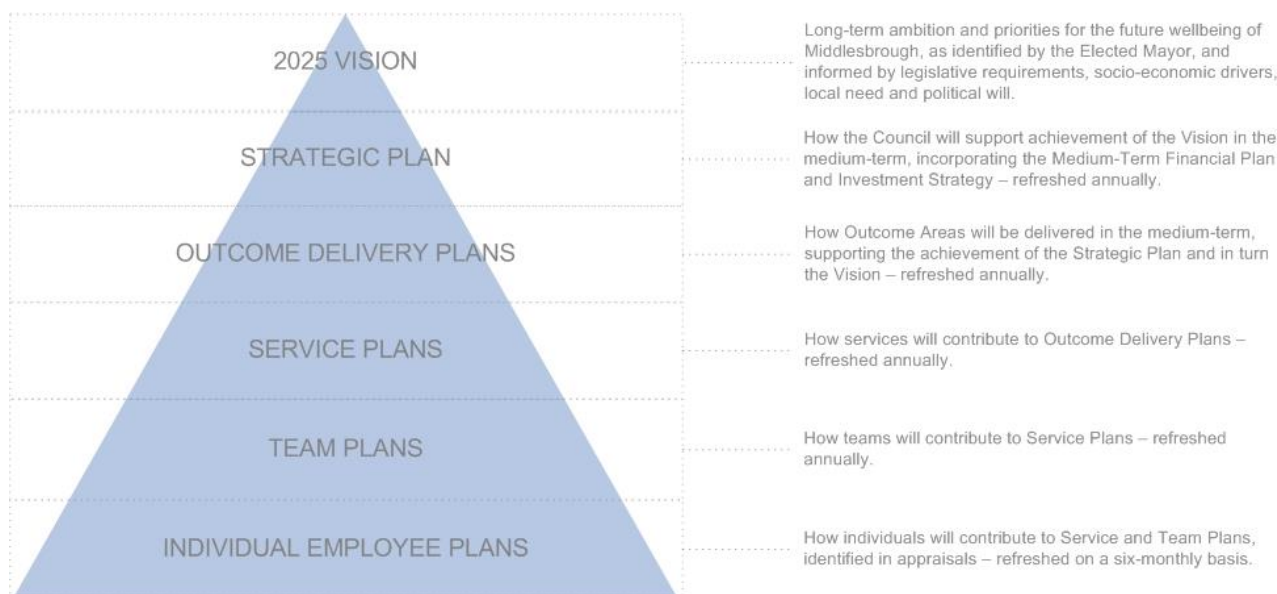
**Appendix C: Proposed Savings for 2018-20 – Requiring consultation in future**

Ref	Initiative	2018-20 savings (£000)
F01	Implementation of an Asset-Based Social Work model for Safeguarding and Children’s Care, reducing the number of children requiring local authority-funded care and interventions.	4,900
F02	Further implementation of online self-serve transactions across all Outcome Areas for both customers and employees, resulting in significant operational efficiencies across the Council.	1,500 - 3,000
F03	Significant improvement in the commercial performance of the Council’s traded services, in particular within Cultural Services and Environment, Property and Commercial Services; and increased income from other commercial activity.	2,000 - 4,000
F04	Increased income from renegotiated contracts in the period, and improved efficiencies from a new approach to contract management within the Council.	500 - 1,000
F05	Operational efficiencies across all Outcome Areas from the ongoing development and implementation of a range of partnership arrangements with other organisations from all sectors.	500 - 1,500

## Appendix D: Strategic Plan 2016-2020 – First Refresh

### Purpose of the Strategic Plan

1. The Strategic Plan is the Council’s overarching business plan, outlining its contribution to the Mayor’s 2025 Vision for Middlesbrough and providing a broad overview of high-level improvement activity in the medium term to 2020, within the financial parameters outlined in its Medium-Term Financial Plan.
2. The Strategic Plan is central to the Council’s corporate governance framework and is updated annually. The ‘line of sight’ from the 2025 Vision through the Council’s service planning is illustrated below.



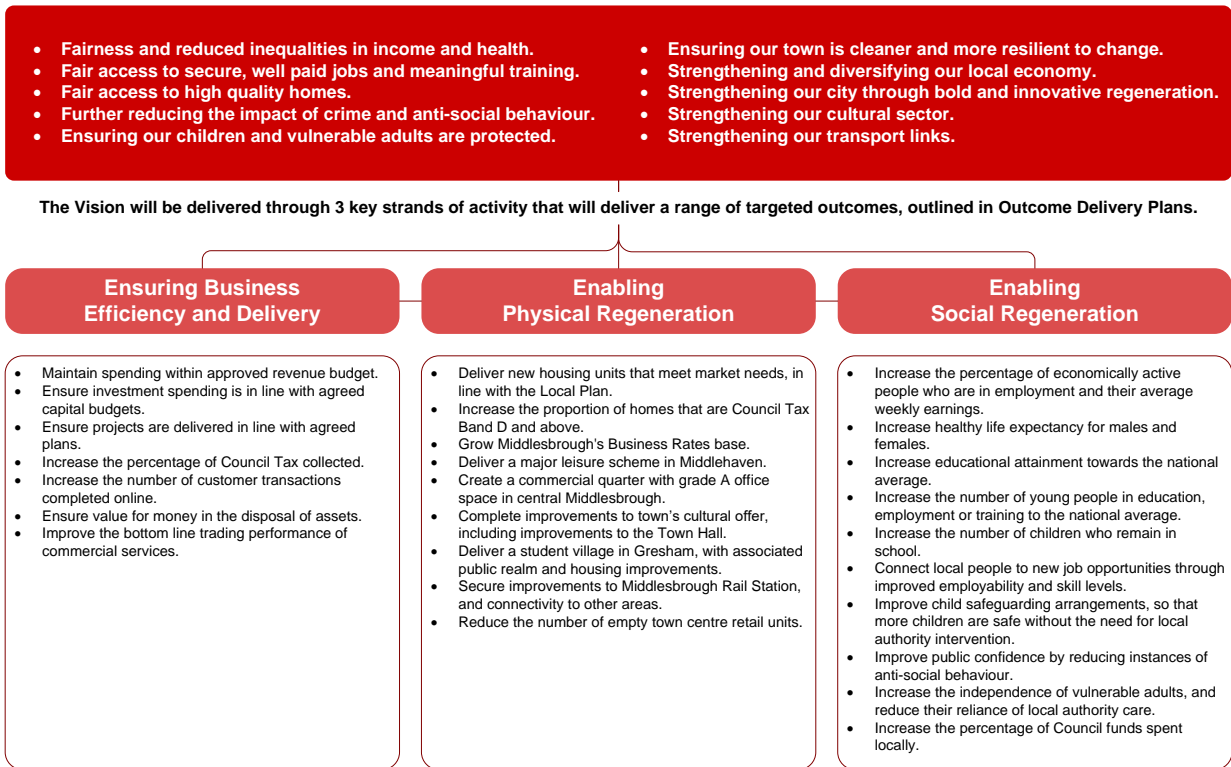
3. The Strategic Plan is also the basis of the Council’s performance management framework, with progress against the plan reviewed on a quarterly basis via Balanced Scorecards, reported to Executive and Overview and Scrutiny Board.

### Supporting the 2025 Vision for Middlesbrough

4. The 2025 Vision – *Fairer, Safer, Stronger*, sets out the Elected Mayor’s for Middlesbrough over the next decade:

A Fairer Middlesbrough	A Safer Middlesbrough	A Stronger Middlesbrough
<ul style="list-style-type: none"> <li>• Fairness and reduced inequalities in income and health.</li> <li>• Fair access to secure, well-paid jobs and meaningful training.</li> <li>• Fair access to high-quality homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Further reducing the impact of crime and anti-social behaviour.</li> <li>• Ensuring our children and vulnerable adults are protected.</li> <li>• Ensuring our town is cleaner and more resilient to a changing climate.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening and diversifying our local economy.</li> <li>• Strengthening our city through bold and innovative regeneration.</li> <li>• Strengthening our cultural sector.</li> <li>• Strengthening our transport links.</li> </ul>

5. The Council’s contribution to the delivery of the Mayor’s Vision is set out in the following diagram:



6. The Council currently has eight Outcome Areas:

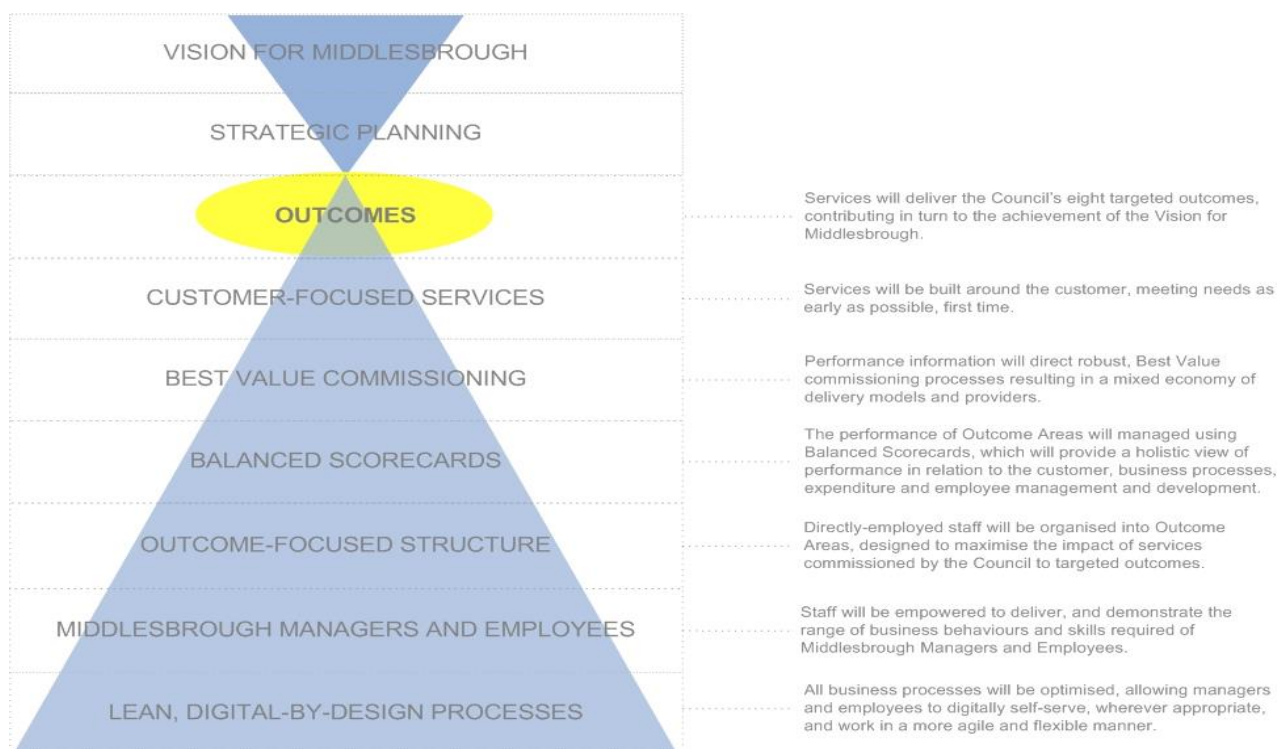
1. Economic Development	5. Safeguarding and Children's Care
2. Supporting Communities	6. Adult Social Care
3. Improving Public Health	7. Environment, Property and Commercial Services
4. Learning and Skills	8. Finance, Governance and Support

7. Within the Council's senior management structure, eight strategic managers take individual responsibility for these individual outcomes.

1. Assistant Director: Economic Development	5. Assistant Director: Safeguarding and Children's Care
2. Assistant Director: Supporting Communities	6. Strategic Director: Adult Social Care
3. Assistant Director: Improving Public Health (DPH)	7. Assistant Director: Environment, Property and Commercial Services
4. Assistant Director: Learning and Skills	8. Strategic Director: Finance, Governance and Support

8. This outcome-based structure allows the Council to fully focus its efforts on supporting the delivery of the Mayor's Vision, and is a key element of the Council's new operating model. The Council's operating model has changed in recent years from that of being a default provider of services to that of a default commissioner of outcomes, so ensuring Best Value, while maintaining its overarching responsibility for ensuring the social, economic and environmental wellbeing of the town. The Council's operating model is illustrated in the diagram below.





9. The Council operates a culture where there is strong political leadership and accountability; local needs are identified and effectively and efficiently met; collaboration, joint-working and income opportunities are maximised; and appropriate service delivery models are employed.

10. Services and functions identified by the Council as necessary to support the achievement of its targeted outcomes will be provided by those organisations that offer best value (in terms of benefits, cost and the balance of risk). A key element of this model is to work more cooperatively with local people and voluntary and community groups, developing their capacity and enabling them to co-design and deliver local services, manage local assets and so improve local outcomes over the long term.

11. The embedding of the operating model to enable the achievement of key performance and savings targets has been a key focus of the Council's Change Programme since its inception.

### **Partnership working**

12. Increasingly the Council is working in partnership, and developing integrated services with, organisations from all sectors in support of the Mayor's Vision for Middlesbrough in 2025.

13. The Tees Valley has a distinct and unique economy and the success of its partnership working through Tees Valley Unlimited (TVU) has meant that the five local authorities – Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-On-Tees – have agreed proposals to form a Combined Authority, which became operational on 1 April 2016.

14. The Combined Authority will be able to make decisions on strategic transport and infrastructure, employment and skills, economic development, business investment and low carbon at a Tees Valley level, with the local authorities and private sector being

represented in the decision-making process. The Combined Authority has now put in place its cornerstone document, the Strategic Economic Plan.

15. In October 2015, a devolution deal was signed with central government which is worth £450m over 30 years, equivalent to an additional £15million per year, and provides for the transfer of significant powers for employment and skills, transport, planning and investment from central government to the Tees Valley. A new investment fund will deliver a programme of investment in the region over the 30-year period, and will include a devolved and consolidated transport budget. The deal also includes a comprehensive review and redesign of the education, skills and employment support system.
16. In May 2017, the Tees Valley will elect a directly-elected Mayor who will work alongside the leaders of the five local authorities to provide leadership to the city region and be directly accountable to the electorate.
17. In December 2015, the NHS shared planning guidance for 2016-21 outlined a new approach to help ensure that health and care services are built around the needs of local populations. Under this guidance, every health and care system in England will produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision of better health, better patient care and improved NHS efficiency.
18. Middlesbrough sits within the Durham, Darlington, Tees, Hambleton, Richmondshire and Whitby ‘footprint’ area. The health and care organisations within these geographic footprints are working together to develop STPs which will help drive genuine and sustainable transformation in patient experience and health outcomes of the longer-term. STPs are expected to be published in the near future, and provide the context for the development of more localised developments in health and social care, including the requirement for Integrated Care Organisations to be developed by 2020.
19. The Council will continue to work with the Police and Crime Commissioner for Cleveland, Cleveland Police and other blue light services to keep local communities safe and further reduce crime and anti-social behaviour in Middlesbrough. Joint working with Cleveland Police in particular will be progressed, in line with the 2025 Vision for Middlesbrough.
20. The Council will continue to develop its joint working with Teesside University, a key partner in Middlesbrough’s economic and cultural development. Development of the cultural sector with partners will be a specific priority for the Council over the next four years, again in line with the 2025 Vision.
21. While much current partnership working is at Tees or South Tees level, the successful delivery of the Strategic Plan will also require a robust local voluntary and community sector within Middlesbrough, and engaged and supported local communities. The Council will continue to work with VCS in Middlesbrough to co-produce outcomes and build on existing community assets.
22. The Council has with its partners undertaken a significant amount of work in the last year to review and improve local partnership arrangements to ensure that they dovetail with developments in wider geographic areas, while still delivering for Middlesbrough.

The Health and Wellbeing Board, Community Safety Partnership, Middlesbrough Achievement Partnership and Children and Young People's Delivery Partnership have all been refreshed and will be kept under regular review in line with the developments outlined above. A Middlesbrough 2025 Vision Board will be put in place during 2016/17 to oversee local partnership working.

### **Council performance**

23. The Council continues to demonstrate a high level of performance within an extended period of public sector austerity.
24. 95.3% of the £14.1m of revenue savings identified in the 2015/16 budget were delivered in-year, and the Council underspent its revenue budget overall, generating a saving of £0.5m (0.4% of the budget). The Council has saved £38.5m (27% of the baseline budget) since the inception of its Change Programme in 2013/14, and is again forecasting an underspend within 2016/17.
25. The Council's employee empowerment initiatives, the *Middlesbrough Manager* and *Middlesbrough Employee*, and associated projects such as agile working, are beginning to positively impact on employee behaviour and satisfaction at work. The 2015 employee satisfaction survey saw every Outcome Area scoring higher than the 70% target for job satisfaction.
26. Staff and service productivity is high, with 85% of the Council's key customer and business performance targets achieved in 2015/16, and a similar level of performance anticipated in 2016/17. Key areas of progress made in recent years are outlined below.
- Significant progress has been made in creating a greater balance in the local housing market through a major programme of housebuilding.
  - Major progress has also been achieved in growing the local economic base, with a number of major developments within the town centre, Teesside University campus, and the industrial sites across the town,
  - The Council has continued to develop and improve its Early Help offer, following a peer review of undertaken by the Local Government Association in September 2015.
  - Pupils in Middlesbrough attending a school rated 'Good' or better by Ofsted is significantly higher than the national average level, and the proportion of 16-18 years olds not in education, employment or training (NEET) is reducing.
  - Historically a strong performer in Adult Social Care, the Council, with its partners, is progressing health and social care integration across the South Tees. The 2015/16 Better Care Fund Plan was successful in reducing non-elective (emergency admissions) to hospital by 6.3% in the 2015 calendar year, against a target of 3.5%.
  - The Council's Change Programme has effectively driven transformation and efficiencies since 2013/14, introducing new approaches to employee and service management, customer excellence and commerciality.
  - As part of the Change Programme, the Council has implemented a number of alternative delivery models for key services. In 2015/16, the Middlesbrough Sports Village (total cost £21.6m) was completed, providing a city-scale leisure facility for the town, and the Council established a Leisure Trust for the management of the Sports Village and other key leisure assets with Sport & Leisure Management (SLM) Ltd, enabling further investment in the portfolio over the next 15 years and saving the Council around £1.2m in annual running costs.

27. The Council's principal performance challenges relate to the high and longstanding prevalence of income and employment deprivation within Middlesbrough, and the various deleterious impacts of this upon local communities, families and individuals. Addressing these issues is key to the delivery of the 2025 Vision for Middlesbrough and central to this Strategic Plan.

### **Medium-Term Financial Plan to 2020**

28. The 2016/17 Local Government Finance Settlement, confirmed in February 2016, sets out the grant income local authorities will receive from the Government up to and including the financial year 2019/20, and for the first time offered local authorities a four-year funding settlement, provided efficiencies to be achieved across this period are clear.

29. From the start of the current period of public sector austerity in 2010, the Council has argued strongly that multi-year settlements are essential to allow proper financial planning and a structured, transformational, approach to balancing its budget in the medium term. In July 2016, Council agreed that the 2016-20 Strategic Plan be submitted to the Department of Communities and Local Government (DCLG) as its four-year 'Efficiency Plan' in order to access the four-year funding settlement for local authorities offered by Government. On 16 November 2016, the Council received confirmation from DCLG that its submission had been successful, and that it can expect, barring exceptional circumstances, to receive the allocations published as part of the 2016/17 Local Government Finance Settlement in 2017/18, 2018/19 and 2019/20.

30. This agreed four-year planning horizon allows the Council to develop a Medium Term Financial Plan (MTFP) that:

- utilises accumulated balances to smooth out savings required year-on-year, and to pump prime transformational activity;
- addresses the savings requirement for 2018-20 through transformational efficiency initiatives managed through Phase 3 of the Council's Change Programme; and
- focuses investment on growing the town's economic base to improve local prosperity and secure a robust and independent income stream to fund the Council's services.

31. The refreshed MTFP identifies a net savings requirement of £6.2m for the period 2017/18 to 2019/20 over and above those already approved by Council, as set out below:

	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>	<b>Total £ms</b>
Spending pressures	10.6	10.7	10.6	31.9
Government funding reductions	5.9	1.7	2.0	9.6
Local funding increases	-3.7	-3.2	-4.1	-11.1
Planned savings	-10.5	-3.8	0.0	-14.3
<b>Budget gap</b>	<b>2.3</b>	<b>5.4</b>	<b>8.5</b>	<b>16.1</b>
<b>Net savings requirement</b>	<b>0.0</b>	<b>-3.5</b>	<b>-2.7</b>	<b>-6.2</b>
<i>Use of reserves</i>	-2.3	-1.9	-5.8	
<b>In-year budget position</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	

32. The four-year financial settlement presents the Council with an opportunity to plan over a longer period to meet this savings requirement. While the Council will be a smaller organisation by 2020 than it is currently, a Strategic Plan focused on investment and efficiency, and creating growth in Council Tax, Business Rates and income from commercial activity, aims to minimise service-level and job reductions over this period.

33. The following assumptions have been applied in refreshing the Council's MTFP.

### ***Government funding reductions***

34. Government funding has been assumed to fall during the period to 2020:

<b>Funding Stream</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Revenue Support Grant	21.05	16.53	11.96
Business Rates Top Up	22.24	22.90	23.63
New Homes Bonus	2.780	2.897	3.139
Housing Benefit Admin Grant	0.796	0.646	0.496
Education Support Grant	0.776	0.550	0.336
Public Health Grant	17.230	16.461	15.731
Improved Better Care Fund	0.749	3.854	6.561
<b>Total:</b>	<b>65.621</b>	<b>63.838</b>	<b>61.853</b>

### ***Local funding increases***

35. Local funding has been assumed to increase during the same period:

<b>Funding Stream</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Council Tax Core	46.786	48.400	50.078
Council Tax: Adult Social Care Levy	1.825	2.805	3.825
Local Share of Business Rates	21.647	22.332	23.438
<b>Total:</b>	<b>70.258</b>	<b>73.537</b>	<b>77.341</b>

36. The Government has indicated that from 2020, central government support to councils through the Revenue Support Grant will no longer exist and local government will need to be self-funding, through Council Tax, Business Rates and other localised sources of income. Therefore, in accordance with changes introduced by central government in 2015 on the limits for such increases, it has been assumed that the Council will increase Council Tax by 1.99% per annum and also apply the 2% Adult Social Care Precept (as introduced by the then Chancellor of the Exchequer George Osborne in the November 2015 Spending Review) in every year of the period to meet anticipated demand for social care. These assumptions are in line with the Government's own assumptions within the Local Government Finance Settlement.

### ***Pay awards and inflation***

37. A 1% annual pay award has been assumed.

38. Contractual inflation at a total cost of £5.1 million has been assumed in the period. No provision has been made for inflation for supplies and services; it is expected any inflationary pressures in this area will be met from efficiency savings.

39. Income from fees and charges has been assumed to increase on average by 1%. This excludes car parking and statutory charges.

### ***Living Wage***

40. In line with the 2025 Vision for Middlesbrough, the Council is committed to ensuring that its lowest paid employees benefit from being paid the Living Wage Foundation hourly rate and a total of £3.0m has been provided over the period to fund this commitment.

<b>Living Wage Foundation provision</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.300	1.100	1.600
Cumulative	0.300	1.400	3.000

41. In addition, increases in the rebranded minimum wage (the National Living Wage), will impact upon organisations – principally care providers – who are contracted to carry out functions on behalf of the Council. A further £3.0m has been allocated over the period to cover the increases in costs expected as a result of these pressures.

<b>National Living Wage (minimum wage) provision</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	1.000	1.000	1.000
Cumulative	1.000	2.000	3.000

### ***Demand pressures***

42. The following assumptions have been made in relation to demand-led pressure within Safeguarding and Children’s Care, Social Care and associated demand on the Passenger Transport Service.

<b>Safeguarding and Children’s Care – Net pressures</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	1.500	1.500	1.500
Cumulative	1.500	3.000	4.500

<b>Adult Social Care – Net pressures</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.241	0.319	0.319
Cumulative	0.241	0.560	0.879

<b>Passenger Transport Service – Net pressures</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.200	0	0
Cumulative	0.200	0.200	0.200

## ***Investment Strategy***

43. Over the period of the Strategic Plan the Council intends to invest £74.8m of its own resources in building the town's economic base, driving financial self-sufficiency and transforming how the Council delivers its services.

44. This will be made up of £11.5m of identified revenue resources and £63.3m of Capital Investment, this will involve additional borrowing which will have the following impact:

<b>Revenue cost of investment</b>	<b>2017/18 £ms</b>	<b>2018/19 £ms</b>	<b>2019/20 £ms</b>
Additional in-year	0.679	0.200	0.500
Cumulative	0.679	0.879	1.379

45. The Investment Strategy is appended to the Strategic Plan and updates the Council's current strategy, approved by Council on 13 July 2016. The revised strategy provides for additional investment as set out below.

46. The Council intends to invest £2.655m in the SUEZ Waste Disposal Plant in order to retain the benefits of its current advantageous contract for waste disposal to 2025.

47. It is intended to utilise a capital receipt associated with the Tennis World site in Marton to further invest in leisure provision in the town and ensure that Tennis World is integrated with leisure provision at the Middlesbrough Sports Village.

48. Provision has also been made within the MTFP for additional capital resources of £8.900m in the period 2017-20 to be available in the event that investment opportunities arise to grow the town's economic base and / or delivery revenue savings for the Council.

## ***Other changes***

49. A provision of £0.397m has been made for the impact of the Apprentice Levy which comes into force on 1 April 2017.

## ***Use of Reserves and Balances***

50. Over the period to 2020, the Council plans to utilise £10.0m of its general balances in order to smooth the budget savings requirement. This will allow time to plan future savings effectively to ensure that there is the minimum possible impact on residents and service users.

51. Over the MTFP period, the Council intends to use £7.4m from its Change Fund in order to support transformational activity to deliver its Strategic Plan.

52. The Council has set aside £2m to invest in school improvement services between 2017/18 and 2019/20.

53. The Council also plans to use £10.5m of revenue balances, including £3.5m identified in the 2015/16 Outturn report, as part of its Investment Strategy.

54. The planned use of balances will reduce the Council's General Fund balance to £5.5m by the end of the 2019/20 financial year, in line with the Council's recommended General Fund level of £4.0-£4.5m. In addition, a review of earmarked reserves will significantly reduce the level of these balances held by the Council in the light of the reduced risk assessment allowed by the multi-year funding settlement.

### ***Contingency***

55. Following an assessment of the level of uncertainty within the MTFP, particularly in the areas of demand forecasting and the likely level of Business Rate appeals, an overall contingency of £1.2m per annum has been provided for 2018/19 and 2019/20, replacing the discrete contingencies previously provided to Outcome Areas.

### **The Council's Objectives to 2020**

56. The Council's key priorities in the period to 2020 are as follows:

- Working with partners in the Tees Valley Combined Authority to implement the Strategic Economic Plan, while ensuring that this delivers for Middlesbrough, as well as the Tees Valley as a whole.
- Implementing effective prevention and early help strategies to ensure that the demand on acute services is reduced.
- Developing and implementing an Integrated Care Organisation for the South Tees area to ensure the independence of vulnerable groups is maximised and their dependency on services is reduced.
- Securing sustainable improvement in educational attainment across Key Stages, working in partnership with the Middlesbrough Achievement Partnership (MAP) and other stakeholders.
- Implementing an improvement plan for children's safeguarding to improve consistency in service delivery, embed effective performance management, and improve strategic partnership working in line with Ofsted's recommendations.
- Implementing the Investment Strategy to build the town's economic base, drive financial self-sufficiency and transform Council service delivery.
- Continuing to embed the Council's Operating Model, resulting in a step change in customer focus, commissioning practice, digital services, and income generation.
- Implementing the Council Improvement Plan to ensure that the delivery of the Strategic Plan is supported by best-practice corporate governance processes.

57. Specific priorities by Outcome Area are set out in a suite of eight Outcome Delivery Plans for the period to 2020, which underpin this Strategic Plan, and are attached at Annex 2. The Council's Strategic Risk Register, setting out current risks to the achievement of outcomes, mitigated by this Strategic Plan and supporting risk plans, is at Annex 3.

### **Managing Performance**

58. Performance against the priorities and targets set out in the Strategic Plan will be tracked through the Council's Performance and Risk Management Framework.

59. The Council operates an integrated programme of quarterly clinics, through which performance at all levels of the organisation will be reviewed, issues and risks identified, mitigations put in place, and plans revised as appropriate.



60. A consolidated report on performance in the quarter, setting out mitigations for any underperformance, will be considered by LMT no later than four weeks after quarter end, and then reported to the next meetings of Executive and Overview and Scrutiny Board. A potential changes to the Medium-Term Financial Plan assumptions and Outcome Delivery Plans will be set out in these reports.
61. In addition to this, progress against key programmes and projects will be monitored on a monthly basis, with mitigating actions agreed, and reported formally to the Corporate Programme Board on post-quarter, in line with the Council's Programme and Project Management Framework.

## Annex 1: Investment Strategy

### Proposed changes to Investment Strategy 2016-20

Changes in Gross Expenditure and Earmarked Resources	Gross Expenditure £000	Earmarked Service Resources £000	Net Expenditure £000
<b>Economic Development</b>			
Economic Regeneration	13	-11	24
Transport and Infrastructure	-285	-285	0
Housing	-72	-72	0
Town Centre	-24	0	-24
	<b>-368</b>	<b>-368</b>	<b>0</b>
<b>Improving Public Health</b>			
Health and Wellbeing Hub	180	180	0
	<b>180</b>	<b>180</b>	<b>0</b>
<b>Learning and Skills</b>			
Unallocated Block Budgets	1,175	1,175	0
Academies	221	221	0
Schools	726	0	726
	<b>2,122</b>	<b>1,396</b>	<b>726</b>
<b>Adult Social Care</b>			
Home Improvement Grants & Loans	30	30	0
	<b>30</b>	<b>30</b>	<b>0</b>
<b>Environment, Property and Commercial Services</b>			
Playground Equipment	50	0	50
New Investment	3,105	0	3,105
	<b>3,155</b>	<b>0</b>	<b>3,155</b>
<b>Finance, Governance and Support</b>			
ICT projects	5	5	0
	<b>5</b>	<b>5</b>	<b>0</b>
<b>Total</b>	<b>5,124</b>	<b>1,243</b>	<b>3,881</b>

<b>Other variations to budgets</b>	<b>Gross Expenditure £000</b>	<b>Earmarked Service Resources £000</b>	<b>Net Expenditure £000</b>
<b>Economic Development</b>			
Parks and Open Spaces transfer to Environment, Property and Commercial Services	-162	-162	0
	<b>-162</b>	<b>-162</b>	<b>0</b>
<b>Environment, Property and Commercial Services</b>			
Parks and Open Spaces transfer from Economic Development	162	162	0
De-Risking Sites transfer to Finance, Governance and Support	-1,300	0	-1,300
	<b>-1,138</b>	<b>162</b>	<b>-1,300</b>
<b>Finance, Governance and Support</b>			
De-Risking Sites transfer from Environment, Property and Commercial Services	1,300	0	1,300
	<b>1,300</b>	<b>0</b>	<b>1,300</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Reprofiling of expenditure and resources <i>from</i> future years from 2016/17</b>	<b>Gross Expenditure £000</b>	<b>Earmarked Service Resources £000</b>	<b>Net Expenditure £000</b>
<b>Economic Development</b>			
Transport and Infrastructure	75	0	75
	<b>75</b>	<b>0</b>	<b>75</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

Reprofiling of expenditure and resources <i>into</i> future years from 2016/17	Gross Expenditure £000	Earmarked Service Resources £000	Net Expenditure £000
<b>Economic Development</b>			
Economic Regeneration	354	0	354
Housing	3,839	3,389	450
Parks and Open Spaces	16	16	0
Town Centre	1,458	632	826
Transport and Infrastructure	1,765	365	1,400
	<b>7,432</b>	<b>4,402</b>	<b>3,030</b>
<b>Learning and Skills</b>			
Unallocated Block Budgets	3,702	3,702	0
	<b>3,702</b>	<b>3,702</b>	<b>0</b>
<b>Safeguarding &amp; Children's Care</b>			
Securing Services for Children with Complex Needs (SSCCN)	420	420	0
	<b>420</b>	<b>420</b>	<b>0</b>
<b>Adult Social Care</b>			
Home Improvement Grants and Loans	146	30	116
	<b>146</b>	<b>30</b>	<b>116</b>
<b>Environment, Property and Commercial Services</b>			
Property	496	226	270
	<b>496</b>	<b>226</b>	<b>270</b>
<b>Finance, Governance and Support</b>			
ICT projects	2,945	473	2,472
Other FGS projects	450	0	450
	<b>3,395</b>	<b>473</b>	<b>2,922</b>
<b>Total</b>	<b>15,591</b>	<b>9,253</b>	<b>6,338</b>

## Revised Investment Strategy 2016-20

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<b>Economic Development and Communities</b>					
Economic Development	19,134	31,038	3,300	7,890	61,362
Supporting Communities	17	0	0	0	17
Improving Public Health	930	0	0	0	930
Environment, Property and Commercial Services	6,029	7,906	3,619	3,619	21,173
	<b>26,110</b>	<b>38,944</b>	<b>6,919</b>	<b>11,509</b>	<b>83,482</b>
<b>Children's Services</b>					
Learning and Skills	2,922	2,085	1,942	0	6,949
Safeguarding and Children's Care	5	420	0	0	425
	<b>2,927</b>	<b>2,505</b>	<b>1,942</b>	<b>0</b>	<b>7,374</b>
<b>Adult Social Care</b>	<b>2,589</b>	<b>2,011</b>	<b>1,885</b>	<b>1,845</b>	<b>8,330</b>
<b>Finance, Governance and Support</b>	<b>3,540</b>	<b>3,189</b>	<b>1,542</b>	<b>771</b>	<b>9,042</b>
<b>Total Gross Expenditure</b>	<b>35,166</b>	<b>46,649</b>	<b>12,288</b>	<b>14,125</b>	<b>108,228</b>
<b>Funded by:</b>					
Borrowing	(10,156)	(8,222)	(4,217)	(6,966)	(29,561)
Capital receipts	(6,890)	(5,061)	(7,510)	(4,510)	(23,971)
Grants	(12,321)	(11,185)	(1,648)	(885)	(26,039)
Contributions	(2,189)	(8,251)	0	(3,000)	(13,440)
Direct Revenue Financing	(482)	(526)	(155)	0	(1,163)
Funding from Reserves	(1,708)	(4,569)	(3,814)	(185)	(10,276)
Brought forward resources	(8,597)	(7,177)	1,658	(3,398)	(8,597)
Carry forward / Bring back (-) resources	7,177	(1,658)	3,398	4,819	4,819
<b>Total Income</b>	<b>(35,166)</b>	<b>(46,649)</b>	<b>(12,288)</b>	<b>(14,125)</b>	<b>(108,228)</b>

## Revised Investment Strategy 2016-20 – Allocations

Scheme	Total Funding Required					Council Funding £000's	External Funding £000's
	2016/2017	2017/20 18	2018/2019	2019/2020	TOTAL		
	£000's	£000's	£000's	£000's	£000's		
<b>Outcome 1: Economic Development</b>							
Housing General Fund	3,006	3,609	-	-	6,615	74	6,541
LTP schemes	2,507	1,903	-	-	4,410	-	4,410
BoHo 5	177	-	-	-	177	-	177
TWI Phase1	96	-	-	-	96	24	72
Tackling Town Centre Vacancies	154	-	-	-	154	154	-
Baker Street Phase 2	29	-	-	-	29	29	-
Orange Pip Market	40	-	-	-	40	40	-
Town Centre Monitoring & WIFI	50	-	-	-	50	50	-
Town Centre Investment Pot	555	945	750	750	3,000	3,000	-
Teesside Media and Innovation Village	-	-	500	500	1,000	1,000	-
Town Centre Accommodation Strategy	-	500	500	-	1,000	1,000	-
Middlehaven Dock Bridge	2,599	6,844	-	-	9,443	2,511	6,932
Site Assembly at Middlehaven	1,302	-	-	-	1,302	215	1,087
Hemlington Grange electrical connection	726	727	-	-	1,453	1,453	-
Hemlington Grange Business Park	-	-	500	3,000	3,500	1,500	2,000
Hemlington Grange Extra Care Housing	-	250	-	-	250	250	-
Housing Growth	100	900	500	500	2,000	2,000	-
University Quarter – Linthorpe Road	-	1,300	-	1,000	2,300	2,300	-
Holiday Inn Express Hotel extension loan	1,250	-	-	-	1,250	1,250	-
Town Hall Venue Development	2,017	4,423	-	-	6,440	3,077	3,363
Town Hall HLF \ Arts Council project	500	811	-	-	1,311	811	500
Town Hall lighting	-	-	410	-	410	410	-
Cultural Transformation	-	-	-	2,000	2,000	1,000	1,000
Captain Cook Museum	500	-	-	-	500	-	500

Scheme	Total Funding Required					Council Funding £000's	External Funding £000's
	2016/2017	2017/20 18	2018/2019	2019/2020	TOTAL		
	£000's	£000's	£000's	£000's	£000's		
<b>Outcome 1: Economic Development</b>							
Beacon Becks Phase 2	28	16	-	-	44	-	44
Capitalisation of major scheme salaries	140	140	140	140	560	560	-
Affordable Housing via Section 106	-	5,254	-	-	5,254	830	4,424
Tees Valley Metro	10	-	-	-	10	-	10
Transporter Bridge Development Stage 2	9	-	-	-	9	-	9
Highways Infrastructure Development (Section 106)	450	1,447	-	-	1,897	-	1,897
Highway Infrastructure	484	525	-	-	684	684	-
Highways Maintenance	913	600	-	-	1,438	1,438	-
Town Centre Improvements Public Realm	84	20	-	-	104	104	-
Swedish Mission site S106 Works	-	24	-	-	24	-	24
Street lighting (Invest to Save)	1,300	1,200	-	-	2,500	2,500	-
Southfield Road paving	87	-	-	-	87	-	87
Labs Vehicle	21	-	-	-	21	21	-
<b>Outcome 2: Supporting Communities</b>							
Libraries IT Software Upgrade	7	-	-	-	7	7	-
Acklam Library (Section 106)	10	-	-	-	10	-	10
<b>Outcome 3: Improving Public Health</b>							
Dundas House: Health and Wellbeing Hub	930	-	-	-	930	-	930
<b>Outcome 4: Learning and Skills</b>							
BB (Grant) Devolved Formula Capital	110	356	-	-	466	-	466
BB (Grant) EFA Early Years 2 Year olds Entitlement (Trajectory Project)	5	-	-	-	5	-	5
BB (MBC COPR) Supported Capital Expenditure Formula Funding	-	-	1,029	-	1,029	1,024	5
BB (Grant) LA Capital Maintenance	267	1,429	150	-	1,846	-	1846
BB (Grant) Basic Needs Block Budget	-	-	763	-	763	-	763
Ayresome Primary - Structural, Stonework & Brick Repairs	16	-	-	-	16	-	16
Linthorpe Primary - Early years KS1 & KS2 New Build	131	-	-	-	131	-	131

Scheme	Total Funding Required					Council Funding £000's	External Funding £000's
	2016/2017	2017/2018	2018/2019	2019/2020	TOTAL		
	£000's	£000's	£000's	£000's	£000's		
<b>Outcome 4: Learning and Skills</b>							
Breckon Hill Primary - Early Years KS1 Ext. & Alterations Kitchen Vent. System	3	-	-	-	3	-	3
The Avenue Primary - Update Outdoor Play Area - Early Years	2	-	-	-	2	-	2
Hemlington Initiative Centre / Rosendale - Cont. to Bldg. Renovation - Early Years	32	-	-	-	32	-	32
Abingdon Primary - Production Kitchen Extraction Replacement	8	-	-	-	8	8	-
Park End Primary - Production Kitchen Extraction Replacement	15	-	-	-	15	15	-
Thorntree Primary - Condition Project (various works)	- 23	-	-	-	- 23	-	- 23
Park End Primary - Roof Window & Door Replacement	1	-	-	-	1	-	1
Netherfields CC / Priory Woods Special – Post-16 Project	28	-	-	-	28	28	-
Hemlington Primary Academy - Internal Alterations & IAU Extension	13	-	-	-	13	1	12
Pallister Park - Extension & Internal Alterations	24	-	-	-	24	-	24
Park End - Refurbishment of Classroom & Various Works In 2015	4	-	-	-	4	4	-
Archibald - Nursery Internal Alterations	13	-	-	-	13	13	-
Berwick Hills - Community / Learning Lodge	48	-	-	-	48	24	24
Whinney Banks - Window Replacement	8	-	-	-	8	-	8
Whinney Banks - Boiler Works	14	15	-	-	29	9	20
The Avenue - Boiler Works	14	-	-	-	14	-	14
Park House	21	-	-	-	21	21	-
Beech Grove - SEN Project	46	-	-	-	46	46	-
Captain Cook Primary School - Roof Work	39	-	-	-	39	-	39
Holmwood Kitchen - Extraction Unit	3	-	-	-	3	-	3
Newport Primary - Classroom	41	-	-	-	41	21	20
Marton Manor - Roof	13	-	-	-	13	-	13
Holmwood - Structural Elements	6	-	-	-	6	-	6
Archibald - Structural Elements	10	-	-	-	10	-	10
Pallister Park - Roof	80	-	-	-	80	12	68
Park End - Roof	7	-	-	-	7	-	7



Scheme	Total Funding Required					Council Funding £000's	External Funding £000's
	2016/2017	2017/2018	2018/2019	2019/2020	TOTAL		
	£000's	£000's	£000's	£000's	£000's		
<b>Outcome 4: Learning and Skills</b>							
Acklam Whin - Drainage	-	37	-	-	37	-	37
Priory Woods - Library Extension	94	-	-	-	94	67	27
Kader - Windows	2	-	-	-	2	2	-
Brambles Farm - Servery Improvements	56	-	-	-	56	56	-
Ayresome Primary Schools - Work to Sub Main Cable	1	-	-	-	1	-	1
Lingfield - Ceiling Refurbishment	37	-	-	-	37	-	37
Abingdon Primary - Children's CT Internal Alterations & Improvements	368	-	-	-	368	259	109
Capitalisation of salary costs	94	-	-	-	94	94	-
Linthorpe Primary – nursery access	50	-	-	-	50	13	37
Holmwood – classroom extension and internal alterations	240	-	-	-	240	227	13
Acklam Grange – mini-bus	24	-	-	-	24	24	-
Archibald – nursery remodelling	138	-	-	-	138	85	53
Park End – tank room works	20	-	-	-	20	20	-
Montessori Pre-School Central	8	-	-	-	8	-	8
Thorntree - Drainage Improvements	44	-	-	-	44	27	17
Park End – EYFS internal alterations and staffroom extension	312	-	-	-	312	240	72
Great Expectations	5	-	-	-	5	-	5
Abingdon Primary - convector heaters	-	45	-	-	45	-	45
Ayresome Primary - boiler	10	-	-	-	10	-	10
The Avenue – nursery remodelling	77	-	-	-	77	7	70
Marion Manor – convector heaters	-	48	-	-	48	-	48
Newham Bridge - windows	-	155	-	-	155	-	155
Chandlers Ridge – production kitchen alterations	90	-	-	-	90	-	90
Acklam Whin – toilet refurbishment	12	-	-	-	12	-	12
Acklam Whin – IT / computer refresh	4	-	-	-	4	-	4
Archibald – structural repairs	80	-	-	-	80	27	53

Scheme	Total Funding Required					Council Funding £000's	External Funding £000's
	2016/2017	2017/2018	2018/2019	2019/2020	TOTAL		
	£000's	£000's	£000's	£000's	£000's		
<b>Outcome 4: Learning and Skills</b>							
Outwood Ormesby – internal alterations	131	-	-	-	131	-	131
Whinney Banks – resurface car park	15	-	-	-	15	-	15
Breckon Hill – security fencing	8	-	-	-	8	-	8
<b>Outcome 5: Safeguarding and Children's Care</b>							
BB (Grant) Securing Services for Children with Complex Needs	-	420	-	-	420	-	420
Spencerfield Road - Adaptations to Rented MBC Property for Short Breaks	5	-	-	-	5	-	5
<b>Outcome 6: Adult Social Care</b>							
Chronically Sick & Disabled Persons Act – Top-ups	27	62	25	25	139	139	-
Chronically Sick & Disabled Persons Act – Adaptations	200	225	225	225	875	875	-
Chronically Sick & Disabled Persons Act – Equipment	320	320	360	360	1,360	1,360	-
Disabled Facilities Grant	1,429	1,185	1,185	1,185	4,984	900	4,084
DFG – Small Grants	20	-	-	-	20	-	20
DFG – Connect	40	-	-	-	40	-	40
DFG - Telecare	100	-	40	-	140	40	100
Capitalisation of Staying Put Agency salaries	50	50	50	50	00	200	-
Home Assistance Loan	76	139	-	-	215	180	35
Home Loans Partnership (formerly 5 Lamps)	-	30	-	-	30	-	30
Levick Court – Windows / Mural / Adaptations	4	-	-	-	4	-	4
MICC replacement beds	17	-	-	-	17	-	17
Cumberland Resource Conservatory	86	-	-	-	86	-	86
Albert Park Pavilion Refurbishment	198	-	-	-	198	-	198
Winter Warmth Xtra	15	-	-	-	15	-	15
Telecare for reablement	7	-	-	-	7	-	7
<b>Outcome 7: Environment, Property and Commercial Services</b>							
Stewart Park Heritage Lottery Fund Delivery Stage (Ph2)	27	-	-	-	27	-162	189
Section 106 – recreation and play facilities	455	-	-	-	455	100	355

Scheme	Total Funding Required					Council Funding £000's	External Funding £000's
	2016/2017	2017/20 18	2018/2019	2019/2020	TOTAL		
	£000's	£000's	£000's	£000's	£000's		
<b>Outcome 7: Environment, Property and Commercial Services</b>							
Purchase of New Vehicles	1,448	1,489	1,489	1,489	5,915	5,915	-
Capitalisation of Wheelie Bin Replacement	100	100	100	100	400	400	-
Capitalisation of Street Furniture / Dog Fouling & Litter Bins	55	55	55	55	220	220	-
Capitalisation of Highway Maintenance	275	275	275	275	1,100	1,100	-
Cargo Fleet Investment	180	-	-	-	180	180	-
Purchase of former County Depot	-	371	-	-	371	371	-
Purchase of Thirteen Depot	-	480	-	-	480	480	-
Property Services Building Investment	290	290	290	290	1,160	1,160	-
Playground Equipment	25	25	-	-	50	50	-
Parks Improvement	40	40	-	-	80	80	-
Bereavement Services	162	20	-	-	182	182	-
Middlesbrough Sports Village	130	-	-	-	130	-274	404
Section 106 – Nunthorpe Playing Fields	-	100	-	-	100	-	100
Section 106 – Prissick Sports	50	-	-	-	50	-	50
Section 106 – Bonnygrove and Fairy Dell	12	-	-	-	12	-	12
Leisure Investment	200	250	-	-	450	450	-
Waste Disposal Plant Investment	-	2,655	-	-	2,655	2,655	-
Invest to Save Carbon Reduction	90	126	-	-	216	216	-
Members' Small Schemes	90	60	60	60	270	270	-
Property Asset Investment	2,400	1,570	1,350	1,350	6,670	6,648	22
<b>Outcome 8: Finance, Governance and Support</b>							
IT Refresh - WAN	24	-	-	-	24	24	-
IT Refresh – Information Portal	15	-	-	-	15	15	-
IT Refresh – ECAF	3	-	-	-	3	3	-
IT Refresh - Email Exchange	19	-	-	-	19	19	-
IT Refresh - Integrated Children's Systems	16	-	-	-	16	16	-

Scheme	Total Funding Required					Council Funding £000's	External Funding £000's
	2016/2017	2017/20 18	2018/2019	2019/2020	TOTAL		
	£000's	£000's	£000's	£000's	£000's		
<b>Outcome 8: Finance, Governance and Support</b>							
IT Refresh – Enterprise Agreements	58	-	-	-	58	58	-
WIFI - Town Hall / Civic Centre	57	17	-	-	74	69	5
IT Refresh - CRM	359	275	275	-	909	909	-
IT Refresh - Town Hall Data Centre Build	292	-	-	-	292	292	-
IT Refresh - Network Refresh	2	-	-	-	2	2	-
IT Refresh - Unified Comms / VoIP upgrade	63	18	-	-	81	81	-
IT Refresh – Internet upgrade	28	16	-	-	44	44	-
IT Refresh – Switch upgrade	63	-	-	-	63	63	-
IT Refresh - Scanning	119	181	-	-	300	300	-
ICT Transformation – Customer First	285	-	-	-	285	285	-
ICT Transformation – Data Centre	233	330	-	-	563	563	-
IT Refresh – Lights On	579	758	705	513	2,555	2,555	-
IT Refresh - Agile	350	50	-	-	400	400	-
IT Refresh - IKEN	50	-	-	-	50	50	-
IT Refresh – LCS Development Capture	50	88	5	-	143	143	-
IT Refresh – Business Intelligence	220	-	-	-	220	220	-
IT Refresh - Agresso	232	-	-	-	232	232	-
ICT Infrastructure	157	158	157	158	630	630	-
Tees Valley Broadband	66	198	-	-	264	264	-
The Big Screen	-	500	-	-	500	500	-
Derisking sites	200	600	400	100	1,300	1,300	-

## Annex 2: Outcome Delivery Plans

# 1 Economic Development

### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Economic Development Outcome Area works with partners within Middlesbrough, the wider Tees Valley and beyond to drive transformational change in Middlesbrough's economic prosperity. The Outcome Area will make a significant contribution to the Fairer and Stronger themes of the Vision for Middlesbrough by stimulating local employment opportunities through enabling economic and cultural development, physical regeneration and housing growth within the town. In driving economic growth, the Outcome Area will unlock opportunities to generate significant income from Council Tax, New Homes Bonus and Business Rates.

#### Current Service Portfolio:

- **Capital Projects** – delivering major Council investment priorities through the built environment.
- **Development** comprising town centre economy, economic growth, private sector housing and cultural service functions.
- **Transport and Infrastructure** service, comprising transport strategy, asset management, parking, community transport and road safety.
- **Planning** service, comprising planning policy, development control and building control.

#### By 2020:

- The Outcome Area will demonstrate a fully commercial mindset, with all activity focused on maximising value for Middlesbrough and for the Council.
- Where relevant, activity will be fully aligned with the plans of the Tees Valley Combined Authority.
- Programme and project management within the Outcome Area will be at a best practice standard, ensuring delivery to scope, time, cost and quality.
- Service delivery will fully align with the Council's operating principles, including digital by default.

#### Progress to date:

The Outcome Area was established in 2014/15. The focus to date has been:

- achieving the highest recorded rate of housebuilding in Middlesbrough's history;
- working with partners to develop the Tees Valley Combined Authority, Strategic Economic Plan and Devolution Deal;
- developing an Investment Prospectus for the town, to rebalance the local economy and increase high-value employment opportunities;
- welcoming the first Urban Pioneers onto the Middlehaven site;
- commencing the £8m refurbishment of Middlesbrough Town Hall;
- delivering the Holiday Inn Express conversion and subsequent extension;
- completing the £7.9m TWI centre at TAMP;
- completing Boho 5;
- supporting the new STEM centre at Middlesbrough College;
- successfully hosting the Tour de Yorkshire;
- successfully launching Orange Pip Market;
- enabling the restoration of Acklam Hall and sustainable commercial uses on site; and
- consistently maintaining a position within the national top quartile of principal A roads and classified B and C road networks.

#### Plans for 2016-20:

Within the context and parameters of the Tees Valley Combined Authority and Devolution Deal, priorities within the 2016-20 period are as follows:

- maintaining the momentum of house building, including a review of the Local Plan;
- working with partners to deliver the Tees Valley Strategic Economic Plan;
- rebalancing the local economy through the delivery of the Council's growth and investment initiatives;
- progressing the development of key regeneration sites such as Middlehaven;
- transforming transport links in line with the 2025 Vision for Middlesbrough;
- continuing to promote Middlesbrough as an investment opportunity, place to live and study, and visitor destination;
- developing the cultural sector within Middlesbrough, working with key partners, including Teesside University, and ensuring that cultural services provided directly by the Council operate in a more commercial manner;
- delivering a major highways investment programme to significantly improve the condition of roads, footways and verges;
- developing and implementing a masterplan for the railway station area; and
- improving programme and project management within the service to ensure that value for money and return on investment is maximised.

Key milestones	2016/17	2017/18	2018/19	2019/20
Capital Projects	<ul style="list-style-type: none"> <li>• Planning application for Middlehaven Snow Centre approved.</li> <li>• Holiday Inn Express extension completed.</li> <li>• Middlesbrough Town Hall refurbishment commences.</li> </ul>	<ul style="list-style-type: none"> <li>• First phase of Teesside Media &amp; Innovation Village commenced.</li> <li>• Refurbished Town Hall opens.</li> <li>• Middlehaven Dock Bridge opens.</li> <li>• Centre Square Masterplan completed.</li> <li>• Hemlington Grange housing site commences.</li> </ul>	<ul style="list-style-type: none"> <li>• Middlehaven Snow Centre opens.</li> <li>• TVCA pipeline proposal developed.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• TVCA project delivered.</li> </ul>
Development	<ul style="list-style-type: none"> <li>• Middlesbrough Investment Prospectus launched.</li> <li>• Culture Strategy launched.</li> <li>• Baker / Bedford Sts fully-occupied.</li> <li>• Orange Pip Food market launched.</li> </ul>	<ul style="list-style-type: none"> <li>• BoHo 1 self-financing.</li> <li>• Albert Road Central improvements completed.</li> <li>• Coulby Newham site disposal commences.</li> </ul>	<ul style="list-style-type: none"> <li>• BoHo 5 fully occupied and self-financing.</li> <li>• Student Village starts on site.</li> <li>• Hemlington Grange Business Park construction commences.</li> </ul>	<ul style="list-style-type: none"> <li>• First phase of Teesside Media &amp; Innovation Village completed.</li> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Transport and Infrastructure	<ul style="list-style-type: none"> <li>• Middlesbrough Railway Station Masterplan commissioned.</li> <li>• Civil Engineering works for Middlehaven Dock Bridge and associated infrastructure commence.</li> </ul>	<ul style="list-style-type: none"> <li>• £10m highways investment programme completed.</li> <li>• Civil Engineering works for Middlehaven Dock Bridge and associated infrastructure completed.</li> <li>• Preliminary design and planning applications approvals for Stainton Way Westward Extension commence.</li> <li>• Preliminary design and planning applications approvals for Ladgate Lane to Longlands commence.</li> <li>• LED street lighting conversion programme completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Local highway infrastructure to major housing developments completed.</li> <li>• Rail Station Masterplan delivered.</li> <li>• Funding bids and due diligence on strategic TVCA opportunities completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Middlesbrough to London rail service commences.</li> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• South Middlesbrough Masterplan for major housing schemes developed.</li> <li>• S.106 Framework reviewed.</li> <li>• Infrastructure Delivery Plan developed.</li> </ul>	<ul style="list-style-type: none"> <li>• New Local Plan submitted.</li> <li>• Housing Strategy approved.</li> <li>• Economic Strategy approved.</li> </ul>	<ul style="list-style-type: none"> <li>• New Local Plan adopted.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Investment	2016/17	2017/18	2018/19	2019/20
Net revenue budget	£7,335,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£19,134,000	£31,038,000	£3,300,000	£7,890,000

Key measures of success	2016/17	2017/18	2018/19	2019/20
Gross weekly pay as %age of NE average	93.80%	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Economically active people in employment	64.95%	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
New housing units completed	450	640	690	745
Number of the above Council Tax D and above	135	135	135	135
Homes empty for over 6 months	1,100	950	900	850
Growth in Middlesbrough's Business Rates base	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Occupancy rate within town centre retail units	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17

Key risks	Current score	Target score	Response
⊖ Targeted investment in Middlesbrough disproportionately affected by low economic growth.	20	5	Launch and promote Middlesbrough Investment Prospectus and maximise opportunities from TVCA / Devolution Deal.
Town Hall refurbishment exceeds budget.	20	4	Implement robust project governance arrangements, value engineering and contingency budget.
Failure to build homes at the targeted rate or type.	15	10	Robust Local Plan, Housing Growth Strategy and infrastructure schemes.
Slippage against capital programme.	12	6	Implement robust project governance arrangements in line with corporate PPM Framework.
Deterioration of the Strategic Highway Network.	6	6	Implement Highways Investment Programme.

⊖ Within the Council's Strategic Risk Register.

## 2 Supporting Communities

### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Supporting Communities Outcome Area works with local communities and partners within Middlesbrough, the wider Tees Valley and beyond to develop and implement a coherent preventative strategy that ultimately reduces demand on acute safeguarding, social care and other public services. The Outcome Area will make a significant contribution to the Fairer and Safer themes of the Vision for Middlesbrough by reducing poor parenting; reducing domestic abuse; reducing the impact of drug and alcohol abuse; and improving the employability of local people.

### Current Service Portfolio:

- **Stronger Families** services, comprising targeted support for individuals and families, school readiness and Troubled Families initiative.
- **Stronger Communities** service, comprising community infrastructure, libraries and archives, community safety, and advice services.
- **North East Migration Partnership**, managing the relationship between the Home Office and local authorities in the North East around asylum and migration issues.

### By 2020:

The Stronger Families service will align closely with Safeguarding to deliver a more restorative approach with families, and to encourage external partners to take greater leadership of early help cases.

The Stronger Communities service will increase delivery integration with partner agencies around community safety issues, increase the self-management of community facilities and improve efficiency and self-serve options for all elements (led by Licensing).

The North East Migration Partnership is aiming to operate collaboratively with a greater number of North east authorities to broaden dispersal options for the Home Office and its contractors.

### Progress to date:

The Outcome Area was established in 2014/15. The focus to date has been:

- establishing a fit-for-purpose service delivery structure for early help;
- establishing community level infrastructure that facilitates early stage preventative activity;
- establishing robust assessment, data collection and data sharing arrangements to enable effective targeting of individuals and families;
- identifying and developing appropriate partnerships and interventions for the key issues to be addressed by the Outcome Area; and,
- ensuring effective monitoring of progress and demonstration of problems averted.

Progress to 2015/16 has been positive as demonstrated by the LGA Early Help Peer Review, feedback from Corporate Peer Review and recent Ofsted inspections. The Outcome Area has developed a cohesive offer, which now needs to be embedded and begin to demonstrate sustained impact on acute services.

### Plans for 2016-20:

Priorities within the 2016-20 period are as follows:

#### Stronger Families

- increasing the number of children achieving a good level of development up to age two and up to age five;
- reducing the number of children and young people requiring early help referrals and the number requiring acute service interventions; and
- increasing the number of young people appropriately prepared for the labour market.

#### Stronger Communities

- improving the literacy of children and families;
- increasing the role of volunteers and VCS groups in community delivery;
- supporting a comprehensive advice offer in the town that reduces demand on services;
- improving community safety by tackling issues such as ASB, domestic abuse and radicalisation; and
- reducing the long-term demand on public services

#### North East Migration Partnership

- reducing the number of asylum seekers dispersed into Middlesbrough.



Key milestones	2016/17	2017/18	2018/19	2019/20
Stronger Families	<ul style="list-style-type: none"> <li>Develop all Children's Centres to be in a position to achieve good or outstanding grades.</li> <li>Establish and promote a clear child entitlement and parenting strategy tying together all aspects of school readiness.</li> <li>Establish a collective responsibility and multi-agency drive to reduce NEETs through the Youth Employment Group, and a clear IAG offer in all secondary schools.</li> <li>Embed an effective case management approach to support Safeguarding that is <i>"informed by intelligence, driven by data"</i>.</li> <li>Re-establish the Children &amp; Young People's Delivery Partnership to provide effective leadership for the 0-19 agenda.</li> </ul>	<ul style="list-style-type: none"> <li>Focus Children's Centre delivery on children identified through incremental school readiness model.</li> <li>Fully integrate incremental school readiness model into primary school entry process.</li> <li>Promote a single, multi-agency Middlesbrough wide offer to those identified as NEET or at risk of becoming NEET.</li> <li>Embed restorative 'Believe in Families' approach in conjunction with Safeguarding.</li> <li>Embed joint First Contact / Early Help Hub arrangements with Redcar and Cleveland.</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with private nursery providers to embed school readiness model across all Middlesbrough settings</li> <li>Promote personalised multi-agency packages to those identified as being at greatest risk of becoming NEET</li> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Stronger Communities	<ul style="list-style-type: none"> <li>Establish and promote a clear offer for family literacy detailing the role of hubs, Children's Centres and Central Library.</li> <li>Ensure each hub adopts an appropriate business plan detailing incremental steps towards full community ownership.</li> <li>Rationalise commissioning to ensure effective targeting of advice services on priority families/groups.</li> <li>Determine the future of joint/shared services for more effective enforcement.</li> <li>Embed SLL in North Ormesby to ensure 70% of eligible properties are licensed and receive early help visits.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the first stages of the vision for Central Library as a beacon for children's and family literacy.</li> <li>Move each community hub towards full community management</li> <li>Rationalise commissioning around community support services to focus on effective prevention for priority families/groups.</li> <li>Further integrate delivery and management of resources with partners, targeting key interventions around domestic abuse and ASB.</li> <li>Complete initial licensing, and commence implementation of North Ormesby Community Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding to commence first phase of capital investment in Central Library</li> <li>Explore community ownership models for community hubs</li> <li>Implement Selective Landlord Licensing model in second community</li> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding to commence second phase of capital investment in Central Library</li> <li>Complete initial licensing, and commence implementation of Community Plan for second community</li> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
North East Migration Partnership	Cease dispersals into Middlesbrough until numbers reduce below cluster limit.	Manage dispersal activity into Middlesbrough to remain below the cluster limit.	Manage dispersal activity into Middlesbrough to remain below the cluster limit.	Manage dispersal activity into Middlesbrough to remain below the cluster limit.

<b>Investment</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Net revenue budget	£7,571,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£17,000	£0	£0	£0

<b>Key measures of success</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Troubled Families w/ sustained and measured positive outcomes	150	150	150	150
Children in Need referrals resulting in EHA step-downs	100	125	150	175
Children meeting Early Years 'good' measure – gap to national average	9%	7%	5%	3%
16-18 year old NEETs – gap to national average	3%	2%	1%	0%
Anti-Social Behaviour incidents – gap to national average	Maintain	Maintain	Maintain	Narrow
Domestic Violence incidents – gap to national average	Maintain	Maintain	Maintain	Maintain
North East asylum seekers housed in Middlesbrough	30.5%	25%	20%	20%
Children identified for nursery readiness interventions engaged	Baseline TBD Q4 2016/17	TBD Q4 2016/17	TBD Q4 2016/17	TBD Q4 2016/17
16-17 year olds with suitable offer of learning – gap to national average	Above	Above	Above	Above

<b>Key risks</b>	<b>Current score</b>	<b>Target score</b>	<b>Response</b>
⊙ Qualifications and skills profile of local labour does not match requirements of current employers and / or potential future investors.	20	15	Closer joint working with schools and academies, creation of work readiness team and Youth Employment Group.
⊙ Early intervention is not effective, resulting in social issues and greater downstream costs to public services.	15	10	Multi-agency Early Help Strategy, joint reviews with Safeguarding, 'Team around the school'.
Migration issues cause community tension and adverse publicity.	15	5	Community engagement, migration fund, neighbourhood safety liaison.

⊙ Within the Council's Strategic Risk Register.

### 3 Improving Public Health

#### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Improving Public Health Outcome Area works with local communities and partners within Middlesbrough, the wider Tees Valley and beyond to prevent ill-health, promote and protect health and well-being for the local residents. This includes developing and implementing a coherent preventative strategy that improves quality and length of life, reduces demand on acute health services, and protects the public's health from environmental hazards. The Outcome Area will make a significant contribution to the Fairer and Safer themes of the Vision for Middlesbrough by tackling health inequalities and working with other outcome areas, partner agencies and local communities, reducing mortality and morbidity from preventable causes, addressing lifestyle risk factors and ensuring the public are protected from environmental hazards. The outcome also has a lead role in emergency planning, preparedness and response.

#### Current Service Portfolio:

- **Public Protection** service, comprising emergency planning, environmental protection, environmental health, trading standards and metrology.
- **Public Health** service, comprising health protection, health service quality health improvement, health intelligence and health development.

#### By 2020:

- The Outcome Area will have implemented a systematic preventative programme for improving public health across the life course (early years through to old age), characterised by an increasing integrated approach with local communities and with partner agencies, improved outcomes and reduced health inequalities.
- Transformed and resilient public protection services characterised by innovative approaches to improving health and well-being, locally responsive services and self-serve approaches.

#### Progress to date:

The responsibility for improving public health passed from the NHS to local authorities in 2013, providing the Council with the opportunity to lead in improving the health and wellbeing of local communities. The focus to date has been on:

- establishing a fit-for-purpose, efficient and effective public health service,
- embedding the transferred public health functions with the regulatory, legislative, enforcement and licensing levers;
- transforming public health commissioned services to improve outcomes and value for money;
- developing stronger strategic and operational partnership to maximise the collective effort in improving public health; and
- strengthening community engagement, and progressing more integrated public health services, delivered in the community, and building on community assets.

#### Plans for 2016-20:

The priorities within the 2016-20 period are as follows:

- shifting focus and investment across all agencies to prevention and targeted early intervention services, using the life-course approach (best start in life, develop well, live well in adulthood and age well);
- improving community engagement and assertive outreach models, characterised by vibrant and active community hubs, integrated lifestyle support, improved uptake of preventative services, and improved and coordinated use of local assets;
- implementing self-serve approaches for public protection and public health services, enabling individuals, families and communities to take responsibility for improving their outcomes; and
- continuing to deliver effective public health services to improve outcomes for the local population, including exploring different models for achieving improved outcomes, efficiently and effectively.

Key milestones	2016/17	2017/18	2018/19	2019/20
Public Health	<ul style="list-style-type: none"> <li>• Robust strategic and operational partnerships working for improving public health in place (including a revised Health and Wellbeing Board).</li> <li>• Business case and options appraisal for alternative delivery models for the public health service.</li> <li>• Prevention and independence strategy developed and implementation of this commenced.</li> <li>• Integrated Health and Wellbeing Hub operational.</li> <li>• Plan to ensure Middlesbrough achieves Dementia-friendly community status developed and initiated.</li> <li>• Transformation programme plans developed and implementation commenced – Headstart, Drugs and Alcohol, Sexual health, Healthy Child Programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health services fully recommissioned to align with community needs as identified in Joint Strategic Needs Assessment.</li> <li>• Sustainable model of delivering PH programmes in place.</li> <li>• Local market for PH services better developed, particularly in relation to VCS providers.</li> <li>• Transformation of the 0-25 Healthy Child Programme completed.</li> <li>• New model for drugs and alcohol service implemented.</li> <li>• Physical activity plan developed and implemented.</li> <li>• Public health more integrated within the Council and across partner agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic shift in focus and investment, across all agencies, from reactive to proactive services across that are based on a social, rather than biomedical, model of health and well-being.</li> <li>• Co-production in planning and delivery of services between the council and partners to include integrated commissioning and or delivery of services.</li> <li>• Intelligence-based decision making informed by a detailed understanding of the health and wellbeing needs of the local population.</li> </ul>	<ul style="list-style-type: none"> <li>• Public health embedded across the Council and the local partners and agencies.</li> <li>• Reduced health inequalities and improved public health outcomes.</li> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Public Protection	<ul style="list-style-type: none"> <li>• Arrangements for improving air pollution established.</li> <li>• Food Control Plan developed and implemented.</li> <li>• Alcohol Strategy developed, Statement of Licensing Policy revised and Local Alcohol declaration signed.</li> <li>• Review of service standards completed, focusing work on areas with a core legal remedy.</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient, effective and responsive service model, optimising the opportunities for integrated public protection implemented.</li> <li>• Delivery of population level action to tackle tobacco, alcohol and food control, housing standards and air quality health related health harms coordinated.</li> <li>• Progress towards reducing smoking prevalence achieved – as part of the regional drive to achieve 5% by 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• Resilient, effective and locally responsive public protection services.</li> </ul>	<ul style="list-style-type: none"> <li>• Resilient, effective and locally responsive public protection services.</li> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Investment	2016/17	2017/18	2018/19	2019/20
Net revenue budget	-£95,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£930,000	£0	£0	£0

Key measures of success	2016/17	2017/18	2018/19	2019/20
Healthy life expectancy (males) – gap to national average (years)	5.6	5	4.5	4
Healthy life expectancy (females) – gap to national average (years)	2.6	2.5	2.2	2
Healthy life expectancy (males) – gap most: least affluent wards (years)	11.6	11	10.5	10
Healthy life expectancy (females) – gap most: least affluent wards (years)	11.9	11.5	11	10
Early deaths from all causes (standardised mortality <75)	484.33	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17

Key risks	Current score	Target score	Response
⊖ Potential for achieving sustainable improvement in local health and wellbeing affected by failure to protect and improve public health.	15	15	Adult prevention strategy, range of PH commissioned services, and Public Protection programmes.
Economic climate and changing demography present challenges for PH/PP services.	15	10	Multi-agency work on prevention and early intervention, alternate delivery models.
NHS reforms and changes in commissioning arrangements further impact on the fragmentation of services.	14	14	Local strategic partnering arrangements via Health and Wellbeing Board.
Shift towards public health being funded from retained business rates.	12	8	Deliver savings, alternate delivery models.

⊖ Within the Council's Strategic Risk Register.

## 4 Learning and Skills

### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Learning and Skills Outcome Area works with schools, other education providers and key partners to improve educational outcomes for all children and adults in Middlesbrough. The Outcome Area will make a significant contribution to the Fairer theme of the Vision for Middlesbrough by enabling children, young people and adults to develop the necessary skills to access further education, employment or training.

### Current Service Portfolio:

- **Access to Education** service, comprising school organisation, school place planning, school admissions and attendance enforcement.
- **Achievement** service, comprising Middlesbrough Achievement Partnership, school improvement and employability / adult learning.
- **SEN and Vulnerable Learners** service, comprising SEN, Cleveland Unit, Vulnerable Learners, Sensory Impairment and Complementary Education.

### By 2020:

Learning and Skills will be a trusted partner with schools, regional and National agencies in providing effective and high quality learning opportunities for the young people of Middlesbrough. Outcomes for the majority of children at all key stages will be at the national average with significant numbers of pupils achieving at a higher level. Progress will be high for pupils of all abilities due to the high level of support to encourage best practice and challenge to improve outcomes. Vulnerable pupils will achieve well and gaps in attainment will be averted by early intervention.

### Progress to date:

The Outcome Area has been in place since 2013/14. The focus to date has been:

- implementing a robust and effective approach to promoting school improvement following Ofsted inspection in 2014 that judged the Council's approach as ineffective;
- supporting the development of the Middlesbrough Achievement Partnership of local schools;
- developing and providing an effective support offer for local schools; and
- working with the Supporting Communities Outcome Area on school readiness and employability.

Progress to 2015/16 has in general been positive, with Ofsted advising that the Council had made significant improvements in 2015. Nevertheless, the Council and its partners face a significant challenge in enabling improving educational outcomes against a backdrop of significant local deprivation and radical, ongoing national policy changes to education. 2016 Key Stage 4 results have shown many significant improvements. In the first year of the new primary assessment system, turbulence has resulted in some disappointing KS2 and KS1 results. Mitigation is now in place through the SES and action set out in this Outcome Delivery Plan.

### Plans for 2016-20:

Priorities within the 2016-20 period are as follows:

- continuing to support local schools to improve educational outcomes for children and young people in Middlesbrough;
- continuing to work with partners to improve the employability of young people and adults, utilising the Community Learning Service; and
- reviewing the future role of the Outcome Area in light of changes to national policy changes to education and implement changes to ensure that the Council continues to support improved attainment as a driver of economic growth.

Key milestones	2016/17	2017/18	2018/19	2019/20
Outcome Area overall	<ul style="list-style-type: none"> <li>• Outcome Area and its service provision reviewed in light of Education Act.</li> <li>• Planning for the School Improvement Pilot-supporting schools in delivering effective collaborative school-to-school support, governance and leadership to improve pupil outcomes.</li> <li>• Ensuring that the appropriate level of challenge and support is agreed for all schools to ensure that no school remains at required improvement or inadequate.</li> </ul>	<ul style="list-style-type: none"> <li>• Outcome Area and its service provision reviewed in light of Education Act.</li> <li>• Implementation of the School Improvement pilot-supporting schools in delivering effective collaborative school-to-school support, governance and leadership to improve pupil outcomes.</li> <li>• Ensuring that the appropriate level of challenge and support is agreed for all schools to ensure that no school remains at required improvement or inadequate.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of School Improvement pilot finalised</li> <li>• Roles and responsibility are moving towards greater school responsibility for all Middlesbrough outcomes in education</li> <li>• Continue to identify gaps in provision and support more effective models of service for statutory duties</li> </ul>	<ul style="list-style-type: none"> <li>• LA continues to support a school led improvement system but ownership is now fully with schools</li> <li>• Challenge and support is fully embedded as part of school led improvement</li> <li>• Continue to refine statutory provision and to support key aims of further reducing effects of disadvantage</li> </ul>
Access to Education	<ul style="list-style-type: none"> <li>• Ongoing planning for future school placements.</li> <li>• Current sufficiency of school places achieved.</li> <li>• All children on a school register.</li> <li>• Five-Year Middlesbrough Achievement Partnership Strategy in place.</li> <li>• School Effectiveness Strategy revised to align with Middlesbrough Achievement Partnership Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient school placements for all Middlesbrough children in place.</li> <li>• Enhanced support service offer in place, allowing best practice to be shared amongst subscribing schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Achievement	<ul style="list-style-type: none"> <li>• Five-Year Middlesbrough Achievement Partnership Strategy in place.</li> <li>• School Effectiveness Strategy revised to align with Middlesbrough Achievement Partnership Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Well-established MAP working alongside teaching school alliances and fulfilling school improvements.</li> <li>• Enhanced support and challenge for secondary schools and academies in place.</li> <li>• Courses offered by Community Learning reviewed to ensure alignment with 2025 Vision for Middlesbrough.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

<b>Key milestones</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
SEN and Vulnerable Learners	<ul style="list-style-type: none"> <li>Revised SEND and Vulnerable Learners Strategy in place.</li> <li>All learners with EHC Plans.</li> <li>Increased % of children and young people receiving an EHCP within the 20 week statutory process in line with national average</li> <li>In line with Government Transfer requirements all required statements and Learning Disability Assessments are transferred within timescale to an EHCP</li> </ul>	<ul style="list-style-type: none"> <li>Robust assessment and review framework in place to ensure VFM.</li> <li>Ed Psych provision reviewed, with capacity increased to support targeted provision.</li> <li>Hub and spoke model in place in place for Cleveland Unit providing a service that operates all year round.</li> <li>SEND strategic review fully implemented</li> <li>In line with Government Transfer requirements all required statements and Learning Disability Assessments are transferred within timescale to an EHCP.</li> <li>80% of EHCP completed within 20 week timescale</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

<b>Investment</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Net revenue budget	-£800,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£2,922,000	£2,085,000	£1,942,000	£0

<b>Key measures of success</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Year 1: Expected standard in phonics de-coding	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
KS1: Expected standard in reading	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
KS1: Expected standard in writing	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
KS1: Expected standard in maths	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
KS2: Expected standard in reading	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
KS2: Expected standard in writing	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
KS2: Expected standard in maths	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17



Key measures of success	2016/17	2017/18	2018/19	2019/20
KS4: %age achieving threshold in English and maths	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
Permanent exclusions from school	0.06%	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
Success rates on Community Learning Skills programmes	85%	TBD Q3 16/17	TBD Q3 16/17	TBD Q3 16/17
Children not allocated a school place	0.5%	0.5%	0.5%	0.5%
Pupils attending a school judged 'Good' or better by Ofsted	73%	82%	91%	100%
Persistent absence rate: Primary schools	5.3%	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
Persistent absence rate: Secondary schools	6.9%	TBD Q4 16/17	TBD Q4 16/17	TBD Q4 16/17
Education Health & Care Plans completed within 20 weeks	56%	70%	85%	100%
Community Learning: Learners Recruited	TBD Q3 16/17	TBD Q3 16/17	TBD Q3 16/17	TBD Q3 16/17

Key risks	Current score	Target score	Response
⊖ Qualifications and skills profile of school leavers does not allow them to progress to further education, employment or training.	15	10	School to school support, new model for alternative education provision.
MAP does not establish an effective school led improvement framework resulting in failure to improve educational outcomes.	15	10	Appoint Development Co-ordinator, improve engagement and establish relationship with teaching schools.
Financial pressures resulting from the implementation of proposals within the Education Bill (which is now under review).	12	8	Work to reduce impact once the full implications and timescales are known.

⊖ Within the Council's Strategic Risk Register.

## 5 Safeguarding and Children's Care

### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Safeguarding and Children's Care Outcome Area works with all stakeholders to ensure that vulnerable children and young people are safeguarded from harm and families are enabled to care for their own children where it is safe for them to do so. The Outcome area will make a significant contribution to the Safer theme of the 2025 Vision for Middlesbrough.

### Current Service Portfolio:

- **Quality Standards and Initial Response Service**, comprising first contact ( access to service) , risk reduction, Local Safeguarding Children's Board, workforce development and Independent review
- **Assessment and Care Planning Service**, comprising assessment and care planning
- **Looked After Children Service**, comprising Looked After Children, adoption and fostering, Pathways (leaving care) and children with disabilities.
- **Residential and Resource Service**, comprising children's homes and resources to support social work intervention across the department.
- **South Tees Youth Offending Service**, comprising Middlesbrough and Redcar teams and resource and development team.

### By 2020:

A strengths based model of practice will be in place, which enables families, supported by community networks, to care for their own children and as a result reduce the number of children looked after by the local authority.

### Progress to date:

The Outcome Area has been in place since 2013/14. The focus to date has been:

- working with the Supporting Communities Outcome Area to develop a robust early help offer that reduces contacts with safeguarding;
- improving commissioning practice within the Outcome Area; and
- reducing expenditure on costly external residential placements by increasing in house options.

The Outcome Area continues to face a number of challenges. Looked After Children per 10,000 population has continued to increase to the end of 2015/16, remaining around twice the national average level. The Council's arrangements for the safeguarding of children were inspected by Ofsted in December 2015, and found to require improvement, though inspectors were clear that children and young people in Middlesbrough are kept safe by the Council.

### Plans for 2016-20:

Priorities within the 2016-20 period are as follows:

- developing a strengths-based social work model which '*believes in families*', building resilience in families and communities thus reducing the demand for ongoing statutory intervention and changing the culture of social work with children and families in Middlesbrough;
- ensuring consistently good quality provision of service across the Outcome Area;
- embedding effective performance management across the Outcome Area to enable demand management and effective allocation of resources; and
- improving strategic partnership working across Middlesbrough to support the strengths-based social work model.

Key milestones	2016/17	2017/18	2018/19	2019/20
Outcome Area overall	<ul style="list-style-type: none"> <li>• Outcome Area commitment to 'Believe in Families' and investment in the culture change to a strengths-based approach.</li> <li>• Design and implement an effective performance management framework which meets needs in terms of statutory obligations, demand management, planning and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in widespread culture change to support strengths-based approach, through as sustainable training model and evidence-based practice.</li> <li>• Workforce investment to achieve change</li> <li>• Review all Service Area delivery models in line with Outcome Area approach to strengths-based practice.</li> <li>• Develop performance management system to link finance and service delivery to ensure timely unit costing and enable improved commissioning practice (implementation of Controcc).</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Quality Standards and Initial Response	<ul style="list-style-type: none"> <li>• Design and implement an effective quality assurance framework.</li> <li>• Increase capacity of Independent Review Team to enable wider participation in driving quality standards.</li> <li>• Enhance workforce strategy in place to support the continuous professional development of all staff and to limit turnover of key staff.</li> <li>• Business case for Multi-agency Children's Hub for South Tees agreed.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence impact of QA framework though consist quality audits.</li> <li>• Develop the role of the Independent Review Team to include audit, coaching and performance improvement work across the Outcome Area.</li> <li>• Evidence impact through increased stability in workforce, in particular increased retention of experienced staff.</li> <li>• Multi-agency Children's Hub for South Tees implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Assessment and Care Planning	<ul style="list-style-type: none"> <li>• Develop a model of strengths-based social work for Middlesbrough.</li> <li>• Expand capacity to deliver FGC model which is integral to our 'Believe in Families' ethos and supports strength-based family practice empowering families to keep their children safe.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a model of strengths-based social work across the Outcome Area.</li> <li>• Champion and embed a model of strengths-based social work though procedural review and peer challenge.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the impact of the strengths-based social work model.</li> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Key milestones	2016/17	2017/18	2018/19	2019/20
Looked After Children	<ul style="list-style-type: none"> <li>Return to Middlesbrough strategy in place.</li> <li>Invest in a foster carer recruitment strategy, with scope to increase in-house capacity.</li> <li>Develop a payment scheme for foster cares to ensure fostering for Middlesbrough is a competitive option.</li> <li>Leading the development of a Tees Valley Adoption Service.</li> <li>Residential Commissioning framework is in place.</li> </ul>	<ul style="list-style-type: none"> <li>Return to Middlesbrough strategy is business-as-usual and included in all planning for Looked After Children, or those at risk of becoming looked after.</li> <li>Majority of LAC who are fostered will be in in-house fostering.</li> <li>Meet the requirements of the SEN Quality Standards, including a review of the criteria for social work intervention and the delivery model.</li> <li>Tees Valley Adoption Service in place.</li> <li>Expansion of residential framework to increase capacity/opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Residential and Resource	<ul style="list-style-type: none"> <li>Residential Homes refurbished to a standard acceptable to the regulatory body.</li> <li>Review opportunities for alternative delivery models for residential care.</li> <li>Review of short breaks provision.</li> <li>Resource team refocused to ensure targeting of resources to reduce demand for services, including exploration of alternative delivery models.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity increased in Middlesbrough children's homes, focus on emergency short term placement.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Youth Offending ( shared service with Redcar and Cleveland)	<ul style="list-style-type: none"> <li>Review opportunities for alternative delivery models.</li> </ul>	<ul style="list-style-type: none"> <li>Review Service Area in light of the Taylor review and subsequent legislative changes.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Investment	2016/17	2017/18	2018/19	2019/20
Net revenue budget	£27,708,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£5,000	£420,000	0	0

Key measures of success	2016/17	2017/18	2018/19	2019/20
Rate of proven re-offending by young offenders	1.16	1.16	1.16	1.16
Children's safeguarding – demand measure (TBD)	TBD Q4 2016/17	TBD Q4 2016/17	TBD Q4 2016/17	TBD Q4 2016/17
Gap – LAC rate in Middlesbrough and Family Group	+21.8	+18.2	+14.6	+10.9
Gap – CPP rate in Middlesbrough and Family Group	+10.6	+8.9	+7	+5.3
Residential placements within Middlesbrough provision	50%	55%	60%	65%
Looked after children cases which were reviewed within required timescales	70%	75%	80%	85%
Continuous assessments completed within 45 working days	90%	90%	90%	90%
Caseload per social worker	21	21	21	21

Key risks	Current score	Target score	Response
Failure to reduce unit costs, exacerbating other budgetary pressures and not delivering VfM.	20	15	Monitoring of unit costs, finance model in LCS.
⊖ Increased risk of harm to children and young people, in particular due to instability caused by Social Care transformation.	15	10	Work to maintain staffing levels and manageable caseloads, regional discussions about workforce management.
High levels of demand-led services for safeguarding of children results in significant budget pressures	15	10	Early help restructure, explore alternative delivery models.
Failure to implement policy and/or processes, directly contributes to a death or significant safeguarding concerns	10	10	TBD

⊖ Within the Council's Strategic Risk Register.

# 6

## Adult Social Care

### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Adult Social Care Outcome Area works with local communities and partners within Middlesbrough to provide support to families in need, or at risk of developing needs, to maximise their independence, such that reliance on services reduces.

### Current Service Portfolio:

- **Prevention, Access and Provider Services** comprising the Access team, Hospital Social Work team, Community Inclusion Service, Intermediate Care, Staying Put Agency, North Ormesby Day Centre, the Orchard, the Independent Living Centre and Levick Court.
- **Specialist and Lifelong Services** comprising the Review team, Transitions team, On-going Intervention team, mental health services, Deprivation of Liberty Safeguards team and the adult safeguarding team.

### By 2020:

- The Outcome Area will have fully implemented an approach which minimises the need for on-going support, instead focusing on self-serve, resolution of inquiries at first point of contact and proportionate intervention; moving the emphasis of social care away from “crisis intervention” towards investment in early intervention and preventative working.
- Partnership working is key to the achievement of these aims: the Outcome Area will work in partnership with the Voluntary and Community Sector (VCS); the NHS; other areas of the Council and other local authorities, along with service users themselves, to ensure that our respective services are delivered in a seamless, integrated way.

### Progress to date:

The Outcome Area has been in place since 2013/14. The focus to date has been:

- successful implementation of the Care Act 2014;
- working with the Public Health Outcome Area and partners in the health sector to develop an effective approach to adult prevention and early intervention, including reablement, to impact on acute services;
- working with partners to develop and deliver Better Care Fund plans for South Tees to reduce emergency admissions; and
- delivering excellent social care services for those with immediate and on-going need, focusing on increasing the use of supported extra-care housing and the use of assistive technology to reduce residential placements.

Progress to 2015/16 has been positive. The 2015/16 Better Care Fund Plan was successful in reducing emergency admissions to hospital by 6.3% in the 2015 calendar year, against a target of 3.5%. In pursuit of independent living, 443 reablement packages were put in place in-year, against a target of 120, an increase of 320 from 2014/15. 71% of these achieved identified goals, in line with target. All clients are in receipt of Self-Directed Support, and the great majority of clients who use services say that those services have made them feel safe and secure. Nevertheless, there is much more to do to fully integrate health and social care services which in turn will further improve outcomes while minimising cost to the taxpayer.

### Plans for 2016-20:

Within the context and parameters of the NHS Five Year Forward View process, priorities within the 2016-20 period are as follows:

- developing and implementing greater integration of health and social care services for the South Tees area;
- developing and delivering annual Better Care Fund plans to reduce emergency admissions and reduce reliance on residential care;
- continuing work with partners to embed an effective approach to adult prevention and early intervention; and
- implementing a plan to ensure that Middlesbrough achieves Dementia-friendly community status.
- Work to ensure the protection of adults experiencing, or at risk of abuse or neglect.

Key milestones	2016/17	2017/18	2018/19	2019/20
Outcome Area overall	<ul style="list-style-type: none"> <li>• South Tees Health and Social Care Integration Plan to 2020 developed.</li> <li>• Integrated PMO to deliver Integration Programme implemented.</li> <li>• Deliver 2016/17 Better Care Fund plan for Middlesbrough.</li> <li>• Review of Provider Services</li> <li>• Implement review of senior management within Social Care</li> <li>• Complete and implement review of adult safeguarding provision</li> <li>• Implementation of Single Point of Access (SPA)</li> <li>• Provision of training for assessment staff/ Social Workers to develop the “new conversation” strengths-based approach</li> <li>• Review of Demand Model for ASC</li> <li>• Review of Estates function</li> <li>• Re-configuration of forensic social work service</li> <li>• Cease provision of the Aspire Service</li> </ul>	<ul style="list-style-type: none"> <li>• South Tees Health and Social Care Integration Plan to 2020 operational.</li> <li>• Deliver 2017/18 Better Care Fund plan for Middlesbrough.</li> <li>• Single Point of Access (phase one) fully operational.</li> <li>• Participate in delivery of local Sustainability and Transformation Plan in line with the timescales set out by NHS England.</li> <li>• Ethos of reablement embedded department wide.</li> <li>• Delivery of the Transforming Care agenda in balance with risks to the individuals and public.</li> <li>• Delivery of effective cultural change moving focus of Social Care resource away from crisis response towards prevention and early intervention.</li> <li>• Implementation of pilot Planned Overnight Care resource.</li> <li>• Implementation of Community Link Worker Project.</li> <li>• Review of “health tasks” currently undertaken by Social Care.</li> <li>• Continuing development of reablement provision</li> <li>• Improve services to Carers including further development of Direct Payments.</li> <li>• Reduced reliance on residential care for all age groups.</li> <li>• Full embedding of Making Safeguarding personal guidance.</li> </ul>	<ul style="list-style-type: none"> <li>• South Tees Health and Social Care Integration Plan to 2020 operational.</li> <li>• Deliver 2018/19 Better Care Fund plan for Middlesbrough.</li> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> <li>• Co-production in planning and delivery of services between the council and partners to include integrated commissioning and or delivery of services.</li> <li>• A strategic shift in focus and investment from reactive to preventative working.</li> </ul>	<ul style="list-style-type: none"> <li>• South Tees Health and Social Care Integration Plan completed.</li> <li>• 2019/20 Better Care Fund plan for Middlesbrough delivered</li> <li>• Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Investment	2016/17	2017/18	2018/19	2019/20
Net revenue budget	£40,757,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£2,589,000	£2,011,000	£1,885,000	£1,845,000

Key measures of success	2016/17	2017/18	2018/19	2019/20
Adult Social Care – demand measure (TBD)	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	80%	80%	80%	80%
The proportion of people who use services who say that those services have made them feel safe and secure	95%	95%	95%	95%
Social care-related quality of life (/24)	20	20	21	21
Social Care clients receiving Self Directed Support	100%	100%	100%	100%
Permanent admissions to residential and nursing care homes per 100,000 population	220	215	205	185
People in a permanent nursing or residential setting per 100,000	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Delayed transfers of care from hospital, and those attributable to adult social care per 100,000 population	0	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
%age of reablement episodes achieving identified goals	75%	75%	75%	75%

Key risks	Current score	Target score	Response
Reduction in contributions paid by clients for their social care services, together with increased homelessness and health related problems, increases pressures on Council services.	15	15	Welfare Rights Unit, Financial Inclusion Group, MTFP with scenario modelling.
The need for more preventative social care services leads to financial pressures,	15	9	Prevention Strategy, needs assessment to determine potential level of investment.
The Council, along with its partners, are unable to meet the targets of the local Better Care Fund submission	15	10	Governance of BCF, Health and Wellbeing board, Integration Group.
Economic austerity creates instability in markets, resulting in more care businesses closing.	10	10	Fair Price Model, Support for impact of Living Wage, Inflationary uplifts.

⓪ Within the Council's Strategic Risk Register.



## 7 Environment, Property and Commercial Services

### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Environment, Property and Commercial Services Outcome Area works with all stakeholders to ensure high-quality and well-maintained open spaces, roads, footways, public buildings and office spaces. As such the Outcome Area will underpin all themes of the 2025 Vision. The Outcome Area also provides a range of support services that will generate significant income for the Council from asset disposals, commercial negotiations and managed services.

### Current Service Portfolio:

- **Asset Management** service, commercial property management, design services and environmental sustainability.
- **Environment Services**, comprising area care and waste, kerbside recycling, dog wardens, pest control, waste services, parks and allotments, highways inspection and maintenance, winter maintenance and fleet management.
- **Property and Commercial Services**, comprising repairs and maintenance, building cleaning and caretaking, building maintenance, bus station, school catering, bereavement services, TCES and security / CCTV.

### By 2020:

- In-house delivery based on value for money comparisons with the private sector and other local authority organisations where applicable.
- Movement of customers to self-serve for contact with EPCS.
- Self-confident managers that demonstrate the wide ranging skills within the Middlesbrough Manger Framework.

### Progress to date:

The Outcome Area has been in place since 2013/14. The focus to date has been:

- continuing to deliver high-quality and well-maintained open spaces, roads, footways, public buildings and office spaces;
- identifying the preferred delivery model for Environment, Property and Commercial Services;
- identifying and successfully implementing the preferred delivery model for Leisure Services; and
- developing and implementing a revised Estates Strategy for Middlesbrough.

Progress to 2015/16 has been positive. Middlesbrough remains clean, and the service received positive feedback from the recent Corporate Peer Review. The Middlesbrough Sports Village (total cost £21.6m) was completed in 2015/16, and the Council established a Leisure Trust for the management of the Sports Village and other key leisure assets with Sport & Leisure Management (SLM) Ltd, enabling further investment in the portfolio over the next 15 years and saving the Council around £1.2m in annual running costs. Following a detailed assessment using the Council's Alternative Delivery Model process, continuation of in-house provision was determined as the preferred model of delivery for Environmental Services.

### Plans for 2016-20:

Priorities within the 2016-20 period are as follows:

- reviewing and modernising EPCS services following the decision to continue in-house provision, delivering support services that meet the needs of customers;
- ensuring the high-quality management of Middlesbrough's external environment;
- working with neighbouring local authorities in respect of the delivery of applicable services;
- ensuring the safe functioning of the Council's assets;
- assisting in the disposing of assets in line with the Council's Investment Strategy to ensure that targeted contribution to the Council's budget gap is achieved and
- improving the commerciality of traded services to ensure that targeted contribution to the Council's budget gap is achieved.

<b>Key milestones</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
All services	<ul style="list-style-type: none"> <li>Full service restructure commenced.</li> </ul>	<ul style="list-style-type: none"> <li>Full service restructure completed.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>Revised asset disposal process and associated governance in place to ensure VFM.</li> <li>Corporate agile working programme developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in the reduction in operational property portfolio, maximised income from commercial and investment portfolios.</li> <li>Integration with Property Services to deliver improved operating model.</li> </ul>	<ul style="list-style-type: none"> <li>Maximised income from commercial activities.</li> </ul>	<ul style="list-style-type: none"> <li>Maximised income from commercial activities.</li> </ul>
Environment Services	<ul style="list-style-type: none"> <li>Ongoing redesign of services to align with outcome delivery.</li> <li>Ensure the completion of Tees Valley waste management negotiations.</li> </ul>	<ul style="list-style-type: none"> <li>Start post-2025 waste disposal option analysis.</li> <li>Services redesigned and aligned with outcome delivery, key measures in place to ensure success.</li> </ul>	<ul style="list-style-type: none"> <li>Continue post-2025 waste disposal option analysis.</li> <li>Maximised commercial opportunities for income growth and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Complete options appraisal for post-2025 Tees Valley waste disposal.</li> <li>Maximised commercial opportunities for income growth and efficiency.</li> </ul>
Property and Commercial Services	<ul style="list-style-type: none"> <li>Ongoing redesign of services to align with outcome delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Services redesigned and aligned with outcome delivery, key measures in place to ensure success.</li> <li>Integration with Asset Management.</li> </ul>	<ul style="list-style-type: none"> <li>Maximised commercial opportunities for income growth and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Maximised commercial opportunities for income growth and efficiency.</li> </ul>

<b>Investment</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Net revenue budget	£13,639,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£6,029,000	£7,906,000	£3,619,000	£3,619,000

<b>Key measures of success</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Satisfaction with cleanliness of streets	80%	80%	80%	80%
Satisfaction with waste and recycling collections	80%	80%	80%	80%
Environment Customer Service Promises meeting targets	90%	90%	90%	90%
Customer satisfaction with public buildings	80%	80%	80%	80%
Staff Satisfaction with Office Accommodation	80%	80%	80%	80%

Key measures of success	2016/17	2017/18	2018/19	2019/20
Customer satisfaction with commercial space	80%	80%	80%	80%
Average customer rating of support services (/10)	7	7	7	7
Percentage of household waste sent for reuse, recycling and composting	35%	35%	35%	35%
Streets meeting Keep Britain Tidy standards	90%	90%	90%	90%
Critical compliance works completed as per schedule	100%	100%	100%	100%
Trading performance of commercial services	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Occupancy rate in commercial portfolio (Commercial)	88%	88%	88%	88%

Key risks	Current score	Target score	Response
Severe disruption to service delivery due to inability to access to Cargo Fleet Depot.	10	5	BC Plan, Relocation Strategy, security arrangements.
Extension of the waste disposal contract fails, due to a failure of the four involved councils to agree or a refusal by the current contractor to extend.	10	5	Joint Waste Management Group, updates to Chief Executives, legal advice received.
Failure to maintain buildings in good repair and ensure their sustainability, carbon efficiency and cost effectiveness.	9	9	Maintenance programme, regular condition reports, accommodation review.
Reduction in capital budgets or external clients, impacting on workflow and income targets.	6	6	Commercial Strategy, Customer Communication Strategy, regular condition reports.

⊖ Within the Council's Strategic Risk Register.

## 8 Finance, Governance and Support

### Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Finance, Governance and Support Outcome Area works with all stakeholders to ensure that the Council's financial planning and corporate governance is robust and provides advice, guidance and a range of corporate services to other Outcome Areas. The Outcome Area also provides a number of key direct services to residents, businesses, employees and visitors including customer services, revenues and benefits and electoral registration. As such, the Outcome Areas underpins all themes of the 2025 Vision for Middlesbrough.

### Current Service Portfolio:

The Outcome Area currently comprises the following services: Financial Planning and Support, Financial Governance and Revenues, Commissioning and Procurement, Loans and Investments, Performance and Partnerships, Legal and Democratic Services, Human Resources and ICT.

### By 2020:

The Outcome Area will:

- be established as trusted business partner, providing excellent, customer-focused services;
- work with all stakeholders to ensure the delivery of best practice in corporate governance within the Council;
- have led the cultural transformation of the Council, optimising the benefits of its agreed operating model (e.g. self-serve); and
- have implemented the optimal service structure to deliver the above, characterised by excellent team-working and communication.

### Progress to date:

The Outcome Area was established in 2016, bringing together the former Finance and Investment and Organisation and Governance Outcome Areas to improve corporate governance. The focus of these areas since 2013/14 has been:

- consolidating support services to achieve 50% saving in baseline budgets;
- reviewing support services in line with the Middlesbrough Manager / Employee frameworks, promoting empowerment and self-serve;
- developing a four-year business planning framework for the Council;
- developing and leading on a Customer Strategy for the Council, including the development of digital services; and
- developing a revised ICT Strategy to enable channel shift, the optimisation of processes and flexible methods of accessing enterprise and key line of business applications.

### Plans for 2016-20:

Priorities within the 2016-20 period are as follows:

- developing and leading on the implementation of the Council Improvement Plan to improve corporate governance across the organisation;
- actively implementing a Four-Year Strategic Plan for the Council, incorporating its MTFP and Investment Strategy;
- developing the optimal service structure to promote effective corporate governance and deliver excellent services to customers;
- embedding the Council's strategies for Customer and ICT to ensure a 21<sup>st</sup> century digital offer;
- implementing and robust People Strategy and facilitating interventions to support the cultural change drive including embedding the Middlesbrough Manager and Employee frameworks;
- implementing the Council's Estates Strategy, including robust management of asset disposals; and
- delivering support services that meet the needs of customers, auditors and inspectors.

Key milestones	2016/17	2017/18	2018/19	2019/20
Outcome Area overall	<ul style="list-style-type: none"> <li>All first phase Service Reviews completed.</li> <li>Review and revise Service Promises.</li> </ul>	<ul style="list-style-type: none"> <li>Optimal service structure for new department implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Commissioning and Procurement	<ul style="list-style-type: none"> <li>Roll-out best practice commissioning to client departments.</li> <li>Implement revised approach to promote local commissioning.</li> <li>Plan to develop co-commissioning and co-production developed.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a single contract register for the Council.</li> <li>Implement revised approach to contract management.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Financial Planning and Support	<ul style="list-style-type: none"> <li>Medium-Term Financial Plan to 2020 delivered and managed.</li> <li>Demonstrable progress towards revised VFM judgement (2017) achieved.</li> <li>Refine and embed Agresso system within the Council.</li> <li>Update and implement Estates Strategy including revised asset disposal process.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver unqualified VFM judgement.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Financial Governance and Revenues	<ul style="list-style-type: none"> <li>Produce unqualified accounts (2016).</li> <li>Service levels within Kier Revenues and Benefits service actively managed.</li> <li>Internal Audit reviewed and new arrangements agreed.</li> <li>Middlesbrough Community Bank established.</li> </ul>	<ul style="list-style-type: none"> <li>Benefits service reconfigured to meet Universal Credit implications.</li> <li>Voluntary production of statement of accounts one month earlier.</li> </ul>	<ul style="list-style-type: none"> <li>Compulsory production of statement of accounts one month earlier.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Key milestones	2016/17	2017/18	2018/19	2019/20
Human Resources	<ul style="list-style-type: none"> <li>Middlesbrough Manager and Employee frameworks and support reviewed and enhanced.</li> <li>Organisational Development function established, and corporate approach agreed.</li> <li>Payroll element of HR / Payroll system operational.</li> <li>New Learning Directory and approach to training capture launched (LMS)</li> <li>Corporate induction launched and delivered</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 of the new HR/Pay System delivered.</li> <li>Self-service is available to all employees for HR/Pay system.</li> <li>Agree and commence delivery of People Strategy 2017.</li> <li>Integrated process in place for managers to access HR policies, procedure, toolkits and elearning.</li> </ul>	<ul style="list-style-type: none"> <li>Revised pay and grading strategy implemented, subject to national advice and pay negotiations.</li> <li>Embedding and maturing the People Strategy.</li> <li>Review the impact of DIRECT MM/ME Competency Framework.</li> </ul>	<ul style="list-style-type: none"> <li>Review and re-design, if required, People Strategy.</li> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>Revised ICT Strategy developed and implemented and preferred delivery model for future ICT service identified.</li> <li>ICT Customer First programme delivered.</li> <li>Review of Mobile Data Services and contracts with Crown Commercial Services.</li> </ul>	<ul style="list-style-type: none"> <li>New ICT service implemented.</li> <li>Disaster Recovery Solution delivered.</li> <li>Core Server/SAN solution redesigned and implemented.</li> <li>Deployment of Agile (Phase 2) - Remote Sites.</li> </ul>	<ul style="list-style-type: none"> <li>Redesign of LAN (Local Area Network) aligned with Councils Accommodation Strategy.</li> <li>Reprocurement of WAN (Wide Area Network) complete.</li> <li>Replacement of Corporate server/SAN Storage Infrastructure.</li> <li>New Microsoft Enterprise Agreement commissioned.</li> <li>Migration to hybrid Office 365 – desktop strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Anti-Virus Replacement complete.</li> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Legal and Democratic Services	<ul style="list-style-type: none"> <li>Council's Constitution reviewed and revised.</li> <li>Implement revised model for administration.</li> <li>Develop an Information Strategy for the Council.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective implementation of Information Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>
Loans and Investments	<ul style="list-style-type: none"> <li>Working with the other partners in the Border to Coast Pension partnership, submit the final pooling submission and set up the BCPP Company and Joint Committee.</li> <li>Develop and implement an Investment Strategy Statement for the Pension Fund.</li> </ul>	<ul style="list-style-type: none"> <li>Working with the other partners in BCPP to develop a FCA approved investment operator.</li> <li>Plan the transition of liquid investment assets (in specie) to BCPP.</li> <li>Review of investment management arrangements to equip the Fund to manage the new investments in BCPP.</li> </ul>	<ul style="list-style-type: none"> <li>In specie transfer of liquid investment assets to BCPP.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Key milestones	2016/17	2017/18	2018/19	2019/20
Performance and Partnerships	<ul style="list-style-type: none"> <li>Performance and Risk Management Improvement Plans embedded.</li> <li>Robust and effective corporate Programme and Project Management Framework embedded and PMO established.</li> <li>Phase 3 of the Council's Change Programme developed and launched.</li> <li>Establish 2025 Vision Board.</li> <li>Council Improvement Plan developed and implemented.</li> <li>Customer Strategy programme developed and delivered.</li> <li>Demonstrable progress towards revised VFM judgement (2017) achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Customer Strategy programme delivered and embedded.</li> <li>Business Intelligence solution for the Council fully implemented and operational.</li> <li>Deliver unqualified VFM judgement.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.</li> </ul>

Investment	2016/17	2017/18	2018/19	2019/20
Net revenue budget	£11,073,000	TBC Q4 2016/17	TBC Q4 2016/17	TBC Q4 2016/17
Capital budget	£3,540,000	£3,189,000	£1,542,000	£771,000

Key measures of success	2016/17	2017/18	2018/19	2019/20
Average customer rating of support services (/10)	7	7	7	7
Elected member satisfaction with support services (/10)	7	7	7	7
Service transactions undertaken via MBC website	59,000	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Housing Benefit – average days to process new claims	26	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Housing Benefit – average days to process changes of circumstances	13	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Council Tax collected	TBC	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Business Rates collected	TBC	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
% of Council expenditure on local goods and services	55%	55%	55%	55%
Actual spend committed against pre-established contract arrangements as a percentage of non-pay spend	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17	TBD Q3 2016/17
Accuracy of financial forecasting	+/- 2%	+/- 2%	+/- 2%	+/- 2%

Key measures of success	2016/17	2017/18	2018/19	2019/20
Cost per transaction	TBD Q4 2016/17	TBD Q4 2016/17	TBD Q4 2016/17	TBD Q4 2016/17

Key risks		Current score	Target score	Response
	Failure to successfully deliver the Customer Strategy.	20	10	Embed new CRM system, Customer Strategy, upgraded website.
	IT Strategy does not clearly align itself with the Business, specifically the Councils Change Programme and Strategic Plan.	15	10	Customer first programme, engagement with outcome areas, Business Relationship Managers, governance of ICT projects.
⊙	Reduced outcomes and incurred costs through failure to implement effective strategic and delivery partnerships.	15	7	Development of 2025 Vision Board, annual review of revised local partnering arrangements.
⊙	Failure to deliver required transformation of services, culture change or savings.	15	5	Methods consulting on Phase 3, PPM framework and ICT solution, Council Improvement Plan.
⊙	Further public sector austerity as a result of the UK exiting the European Union.	14	10	Delivery of Brexit action plan agreed by Executive in September 2016.
⊙	Failure to respond effectively and efficiently to legislative changes places the Council in breach of statutory duties.	14	7	Horizon scanning, revised/relaunched training system.
⊙	Legal compliance, organisational effectiveness and / or achievement of objectives impacted by failure to operate effective corporate governance framework and associated processes.	9	3	Council Improvement Plan and Phase 3 Change Programme.

⊙ Within the Council's Strategic Risk Register.



### Annex 3: Summary Strategic Risk Register

The Council's Corporate Strategic Risk Register identifies the following as current high and medium level risks to the achievement of the Council's targeted outcomes, given the current controls in place to reduce their probability and impact of their occurrence. Activity to further mitigate risk to the lowest practicable level is set out in this Strategic Plan and supporting risk plans. Risk levels and controls are reviewed on a quarterly basis in line with the Council's Risk Management Strategy.

Risk	Outcome Area(s) affected	Current risk level			Trend
		Probability	Impact	Score <sup>1</sup>	
Targeted investment within Middlesbrough disproportionately affected by low economic growth (e.g. following Brexit).	1	4	5	20	▲
Qualifications and skills profile of local labour does not match requirements of current employers and / or potential future investors.	2	4	5	20	
Increased risk of harm to children and young people, in particular due to instability caused by Social Care transformation.	5	3	5	15	
Individuals and families in need not provided with effective help at appropriately early stage, resulting in social issues and greater downstream costs to public services.	2	3	5	15	
Potential for achieving sustainable improvement in local health and wellbeing affected by failure to protect and improve public health.	3	3	5	15	
Qualifications and skills profile of school leavers does not allow them to progress to further education, employment or training.	4	3	5	15	
Reduced outcomes and incurred costs through failure to implement effective strategic and delivery partnerships.	8	3	5	15	
Failure to deliver required transformation of services, culture change or savings.	All	3	5	15	
Further public sector austerity as a result of the UK exiting the European Union.	8	2	7	14	▼
Failure to respond effectively and efficiently to legislative changes places the Council in breach of statutory duties.	All	2	7	14	
Financial pressures resulting from the implementation of proposals within the Education Bill (which is now under review).	4	4	3	12	
Legal compliance, organisational effectiveness and / or achievement of objectives impacted by failure to operate effective corporate governance framework and associated processes.	8	3	3	9	

<sup>1</sup> Probability is scored from 1 (rare) to 5 (almost certain), impact from 1 (insignificant) to 7 (extreme). Impact can relate to a range of factors including the achievement of priorities, financial losses and reputational damage. The risk score is P x I, with a maximum score of 35.

## Appendix E: Level 1: Initial screening assessment – Strategic Plan 2016-20

<b>Subject of assessment:</b>	<b>Strategic Plan 2016-20 – First Refresh</b>			
<b>Coverage:</b>	Overarching / crosscutting			
<b>This is a decision relating to:</b>	<input checked="" type="checkbox"/> <b>Strategy</b>	<input type="checkbox"/> <b>Policy</b>	<input type="checkbox"/> <b>Service</b>	<input type="checkbox"/> <b>Function</b>
	<input type="checkbox"/> <b>Process/procedure</b>	<input checked="" type="checkbox"/> <b>Programme</b>	<input type="checkbox"/> <b>Project</b>	<input type="checkbox"/> <b>Review</b>
	<input type="checkbox"/> <b>Organisational change</b>	<input type="checkbox"/> <b>Other (please state)</b>		
<b>It is a:</b>	<b>New approach:</b>	<input type="checkbox"/>	<b>Revision of an existing approach:</b>	<input checked="" type="checkbox"/>
<b>It is driven by:</b>	<b>Legislation:</b>	<input checked="" type="checkbox"/>	<b>Local or corporate requirements:</b>	<input checked="" type="checkbox"/>
<b>Description:</b>	<p><a href="#">Key aims, objectives and activities</a></p> <p>This document sets out the Council's approach to maximising its contribution to the 2025 Vision for Middlesbrough during a period of financial contraction from 2016-20. It communicates the Council's change plans to all stakeholders, and provides the basis of the Council's corporate performance management framework.</p> <p><a href="#">Statutory drivers</a></p> <p>Local Government Act 1999 – the programme represents a key element of the Council's approach to the delivery of Best Value. Equality Act 2010 – the performance management framework underpinning the programme incorporates the Council's agreed Equality Objectives.</p> <p><a href="#">Differences from any previous approach</a></p> <p>The plan is the draft first refresh of the four-year plan agreed by Council in July 2016. The refresh will be finalised as the 2017/18 Budget is approved in March 2017. It is consistent with the target operating model and design principles for the Council and its services agreed by Council in past Change Programme and Strategic Plan documents.</p> <p><a href="#">Key stakeholders and intended beneficiaries</a></p> <p>Elected Members and Council employees, local communities and businesses, partners.</p> <p><a href="#">Intended outcomes</a></p> <p>To maximise the Council's contribution to the 2025 Vision while addressing financial pressures from Central Government budget austerity, a growing demand for services and increasing costs.</p>			

<b>Live date:</b>	As soon as the report is approved.			
<b>Lifespan:</b>	Financial years 2016/17 to 2019/20.			
<b>Date of next review:</b>	The Plan will be monitored on a quarterly basis and reviewed and refreshed annually.			
Screening questions	Response			Evidence
	No	Yes	Uncertain	
<b>Human Rights</b> Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?	☒	☐	☐	No. No proposed activity set out within the Strategic Plan will contravene Human Rights as identified in national legislation.
<b>Equality</b> Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?	☒	☐	☐	No. The Plan supports the 2025 Vision for Middlesbrough, which incorporates the Council's equality objectives for the period 2016-20, and ensures that due regard is given to the need to promote equality in relation to access, provision, uptake and outcomes. Outcome Delivery Plans are in place for each of the Council's eight Outcome Areas, setting out steps that will be taken over the next four years to contribute towards the achievement of each outcome. Progress is tracked through the Council's performance management framework.  As a result, there are no concerns that the Strategic Plan could have a disproportionate adverse impact on groups or individuals with characteristics protected in national legislation.
<b>Community cohesion</b> Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?	☒	☐	☐	No. The Plan supports the 2025 Vision for Middlesbrough, which includes commitments to improve community cohesion. Specific actions to improve cohesion are set out within the Outcome Delivery Plan for Outcome 2, Supporting Communities. As a result, there are no concerns that the proposed plan could have an adverse impact on community cohesion.
<b>Vision for Middlesbrough</b> Could the decision impact negatively on the achievement of the Vision for Middlesbrough? Does the decision impact on statutory duties associated with these key objectives?	☒	☐	☐	No. The Strategic Plan positively supports the achievement of the Vision by clearly articulating the Council's contribution and a process allocating specific responsibility for the delivery of this contribution within the Council. The Plan will enable the Council to continue to fulfil all statutory requirements.

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<b>Organisational management / transformation</b> Could the decision impact negatively on organisational management or the transformation of the Council's services as set out in its transformation programme?	☒	☐	☐	No. The document articulates the Council's transformation programme and fully complies with design principles for change previously agreed by the Council.

<b>Assessment completed by:</b>	Paul Stephens, Head of Performance and Partnerships	<b>LMT approver:</b>	James Bromiley, Strategic Director of Finance, Governance and Support
<b>Date:</b>	24 October 2016	<b>Date:</b>	24 October 2016