

## THE EXECUTIVE

A meeting of the Executive was held on 20 November 2018 at in .

**PRESENT:** Councillors Mayor D Budd (Chair), Councillors J Brunton Dobson, C Rooney, D Rooney, J Rostron, M Thompson, N Walker and L Young.

**INVITEES:** Councillor M Storey.

**ALSO IN ATTENDANCE:** K Gething - Grassroots Arts.

**OFFICIALS:** A Allen, J Bromiley, J Cain, C Nichol, A Pain, K Parkes, S Reynolds and H Watson.

**APOLOGIES FOR ABSENCE:** Councillor J Sharrocks.

### DECLARATIONS OF INTERESTS

There were no Declarations of Interest.

#### 18/36 **MINUTES OF THE EXECUTIVE MEETING HELD ON 2 OCTOBER 2018**

The minutes of the Executive meeting held on 2 October 2018 were submitted and approved as a correct record.

#### 18/37 **MINUTES OF THE EXECUTIVE SUB-COMMITTEE FOR PROPERTY MEETING HELD ON 11 JULY 2018**

The minutes of the Executive Sub-Committee for Property meeting held on 11 July 2018 were noted.

#### 18/38 **CULTURAL STRATEGY**

The Executive Member for Culture and Communities and the Executive Director for Growth and Place submitted a report, the purpose of which was to seek approval of the Cultural Strategy 2018-2021.

The report required Executive approval as the strategy was a strategically significant decision, impacting on the ability of the Council to ensure it was well placed to be part of the Tees Valley 2025 City of Culture bid. Such decisions were reserved for the Executive.

The report outlined that Middlesbrough Council did not currently have a cultural strategy. The proposed cultural strategy set out a new vision for culture for Middlesbrough Council and the actions that would be undertaken to achieve it.

The strategy had been developed collaboratively with partners to ensure that it had identified the needs of the town. It was intended to set a clear vision and strategic plan for Middlesbrough Council's cultural offer over the next three years, enabling the town and the sector to submit a credible bid for the City of Culture 2025.

The approach would be iterative, evaluated by clear indicators of success and updated accordingly.

The vision of the proposed strategy was:

*'Middlesbrough Council's Cultural Strategy will enable Middlesbrough to be internationally renowned for a citizen centred approach to culture, where creative practitioners and communities are agents of change in the town.'*

Key themes of the strategy and objectives within those themes were as follows:

**Innovation**

- *Harness and platform the health and wellbeing benefits of arts, heritage and culture; and*
- *Embed culture in the public realm, regeneration and City Centre.*

**Infrastructure**

- *Strengthen financial support for the creative and cultural economy; and*
- *Strengthen development of the creative and cultural economy.*

**Inclusion**

- *Support creative and cultural learning; and*
- *Develop cultural community-led decision making and engagement.*

A copy of the full strategy was attached at Appendix 1 of the report.

**Options****Other potential decisions and why these had not been recommended**

Do nothing - This option was not recommended because without a clear strategic framework, the Council would fail to maximise the opportunities within the cultural sector.

**ORDERED**

**That Executive approves the Cultural Strategy 2018-2021.**

**REASONS**

- **Middlesbrough Council was a brave and forward thinking organisation. It was proud of its cultural heritage of iron and steel providing the core strength and foundations to the town and across the world, as well as the bright new future of the cutting edge creative and digital sector in spaces such as BOHO, Digital City and Teesside Launchpad.**
- **From being an international centre of industrial enterprise, Middlesbrough had become an area of dynamic transformation. Teesside University had grown exponentially over the last decade and the number of digital start-up businesses had led to NESTA highlighting the area as a hub of future national growth in their Geographies of Creativity Report.**
- **This plan sought to build upon this capacity for growth, change and creativity.**
- **As part of the Tees Valley Combined Authority, Middlesbrough Council was part of a devolved authority that placed culture at the heart of the strategic economic plan for the region. In addition to developing its own clear cultural strategy, Middlesbrough Council worked in partnership with the other four authorities of the Tees Valley on a range of key initiatives, leading or supporting as appropriate.**
- **This cultural strategy outlined the commitment of Middlesbrough Council to culture and was rooted in the social regeneration and physical regeneration strategic objectives of the council. It provided a clear strategic framework for Middlesbrough Council to follow, ensuring that the cultural sector could fully participate in wider initiatives and develop a joint action plan with internal and external partners as part of the Cultural Partnership Board.**
- **Culture was important to Middlesbrough Council because a thriving cultural sector meant a better place to live.**
- **Activity and focus was steered by the Joint Strategic Needs Analysis, strategic funders, stakeholders and citizens.**

## 2019/20 AND INVESTMENT STRATEGY REVIEW

The Executive Member for Finance and Governance and the Strategic Director for Finance, Governance and Support submitted a report that:

- Provided an update on progress against the Strategic Plan 2018-22;
- Refreshed the Council's Medium-Term Financial Plan (MTFP) to 2021/22, reflecting and supporting delivery of the Strategic Plan;
- Set out proposed savings initiatives for this period, which, subject to consultation, would inform the 2019/20 budget and those of future years; and
- Proposed changes to the Council's Investment Strategy for 2018-22.

The report required a decision as the Council had a legal obligation in relation to setting a balanced budget and meeting the challenging financial targets faced in the MTFP. This process required Member involvement and approval.

The report provided information on the following areas, further details of which were outlined in the report:

- Strategic Plan to 2020;
- MTFP to 2020;
- Spending pressures(Living Wage/demand pressures);
- National context;
- Government funding reductions;
- Local funding increases;
- Use of reserves and balances;
- Contingency;
- Savings requirement and proposals; and
- Investment strategy.

A document detailing changes to some of the budget savings proposals was tabled. The proposed changes were as follows:

- Appendix 1 - proposal ASC 01 - To be reworded to offer clearer definition of approach. The revised wording for the proposal was as follows: *'Reduction in budget for asylum seekers with additional health needs, due to historical over provision in budget.'*
- Appendix 1 - proposal ASC 10 - Clearer explanation of proposal was required. The revised wording for the proposal was as follows: *'More efficient delivery of Independent Support living services, removing duplication of provision, reducing expenditure by 10%.'*
- Appendix 2 - proposal ECS 11 - Revised wording for the proposal was as follows: *'Adjustment of Green Waste collection cycle, equating to two less collections per year, comprising of two options a) Cease Green Waste collections in October, as opposed to November currently, or b) Monthly Green Waste collections in the months of October and November.'*
- Appendix 2 - proposal PHPP 01 - Now split into five; revised wording for the proposal was as follows: *'Reduce spend through transformation of the drug and alcohol service provision in the following areas: a) Removal of prevention and early intervention spend (development of new schemes, capital expenditure and service improvements), working in partnership with providers to identify alternative ways of achieving service improvements; b) Reduction of drugs and dispensing costs for the services based on actual data over recent years; c) Partnership working with the NHS, Police and other agencies to seek alternative ways of funding elements of the drugs and alcohol programme where impact is shared across agencies'; d) Restructure of Middlesbrough Recovering Together services in line with contracts, working across agencies to develop integrated service delivery models, providing client support for both substance misuse and social needs'; e) Termination of the contribution to the regional Balance Alcohol office and developing a local offer for taking forward the prevention and tackling alcohol related harm agenda'. The revised wording for the impact of the proposal was as follows: *'Reduced capacity for new initiatives in the area of prevention and early intervention'.**

## Options

### **Other potential decisions and why these had not been recommended**

The Council had no option but to address its savings challenges. The revised MTFP for 2019-22 would provide the means to achieve this in a proactive and systematic manner, while continuing to reshape the Council to lead the delivery of the 2025 Vision for Middlesbrough.

The approach outlined in the report required the planned and prudent use of reserves and balances over the period to 2022. Failure to utilise these reserves would jeopardise the deliverability of transformational savings.

### **ORDERED**

1. **That progress against the Strategic Plan 2018-22 be noted.**
2. **That the MTFP position for 2019-22 be noted.**
3. **That the proposed savings initiatives for 2019/20 be endorsed, and the proposed savings initiatives for 2020-22, which would require further development prior to being brought forward for approval (Appendices 1-3), be noted.**
4. **That this report be presented to Council on 5 December 2018, allowing consultation on the proposed savings initiatives to commence, with any required changes arising from the discussion of the report at the Executive delegated to the Executive Member for Finance and Governance, as advised by the Strategic Director of Finance, Governance and Support.**
5. **That the proposed changes to the Investment Strategy be endorsed, and that these be presented to Council on 5 December 2018 for approval and inclusion in the revised strategy for 2018-22.**

### **REASON**

**To enable the Council to meet its statutory responsibility to set a balanced revenue budget for the financial year 2019/20, and to ensure that a proper framework was in place for the medium-term financial management of the Council, which would enable the Council to take a systematic, coherent and controlled approach to addressing ongoing financial challenges over the medium-term, while maximising its contribution to the Mayor's 2025 Vision for Middlesbrough.**

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### **STRATEGIC PLAN 2018/22 - PROGRESS AT QUARTER TWO 2018/2019**

The Executive Member for Finance and Governance and the Strategic Director for Finance, Governance and Support submitted a report, the purpose of which was to advise the Executive of progress against the 2018-22 Strategic Plan, and the Council's projected year-end financial position, at Quarter Two 2018/19.

The report required approval as the Council's Scheme of Delegation gave the Executive collective responsibility for corporate strategic performance and financial management / monitoring, together with associated action. Standing Orders and Financial Procedures required the Executive's approval for major virements between revenue budgets, and in-year changes to the Council's capital Investment Strategy.

Appendix 1 of the report provided the necessary information to enable the Executive to discharge its performance and financial management responsibilities, setting out for Quarter Two 2018/19:

- A progress update against the 2018-22 Strategic Plan;
- Revenue and capital budget projections and proposed amendments;
- Position statements in relation to the Council's borrowing and its reserves;
- An update on the Council's Strategic Risk Register; and
- Actions that the Council would take in the next quarter to address performance issues.

The revenue budget virements above £150,000 and a revised Investment Strategy for the period to 2020/21 were attached at Appendices 2 and 3 for approval.

It was noted that the Council was projecting an overspend which in percentage terms was minor on its revenue budget this year, due principally to continued pressures within Children's Care, in line with what was now a national trend. Strong action would continue to be taken throughout the remainder of this year to mitigate these spending pressures.

### Options

No other options were considered.

### ORDERED

1. **That the Council's Quarter Two 2018/19 Results report (Appendix 1) and the actions to be taken to address the issues set out within it be noted.**
2. **That the proposed revenue budget virement of over £150,000 (Appendix 2) and the proposed revised Investment Strategy to 2020/21 (Appendix 3) be approved.**
3. **That the confirmation of one-off winter pressures funding for Adult Social Care of £758,000 from the Government be noted, and the utilisation of £392,000 of the Social Care Demand Risk Reserve to mitigate increased demand in Children's Care in 2018/19 be approved.**

### REASON

**To enable the effective management of finances, performance and risk in line with the Council's Local Code of Corporate Governance, the Scheme of Delegation and agreed corporate financial regulations.**

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### OFSTED FOCUSED VISIT INSPECTION 7TH AND 8TH AUGUST 2018

The Lead Executive Member for Children's Services and the Executive Director of Children Services submitted a report, the purpose of which was to inform the Executive about the outcome of a focused visit inspection of Children's Social Care by Ofsted in August 2018 through the new ILAC (Inspections of Local Authority Children's Services) framework, and the Council's proposed action plan to respond to Ofsted's findings and recommendations.

The report required a decision as the action plan formed the Council's response to the findings and recommendations of an inspection of its Children's Services conducted by an external government regulator, Ofsted. The action plan was intended to improve service delivery for all children and families and, as such, had implications for the whole of Middlesbrough.

The report provided information on the following:

- Inspection Framework for Children's Services;
- Focused visits; and
- Summary of the Visit.

Following the inspections, an action plan for Children's Service's (including wider corporate input) (Appendix Two) had been developed to address the areas for improvement identified by the inspection, and this had been shared with the lead inspector for information.

Work had already commenced to complete these identified actions, including:

- A Strategic Partnership Board chaired by the Chief Executive to hold partner agencies to account regarding child protection issues had been established, and two meetings had been attended by senior leaders;
- Agreement from partner agencies for the South Tees Front Door (Multi Agency

- Children's Hub) to go live in April 2019;
- The post of Director of Business, Performance and Change had been established to strengthen leadership capacity and to drive performance, improvement and business efficiency;
- Reintroduction of daily multi-agency decision making meetings and the introduction of Signs of Safety meetings with Early Help services at the Front Door to strengthen information sharing and a consistent application of thresholds for services;
- Strengthening the use and understanding of the Middlesbrough Children Safeguarding Board's (MSCB's) Threshold in Need guidance, reinforced by the proactive contribution of partner safeguarding leads to support their own workforce to make appropriate referrals through use of a revised referral process;
- The application of the highly regarded Signs of Safety model to case and risk management in the Front Door;
- Refinement of the LCS case management system to facilitate a more sophisticated approach to demand management;
- Increased social work, management and administrative capacity in the Front Door to improve the analysis of risk and reduce delays;
- Increased management oversight of child protection conferences; and
- Production of a detailed Practice Improvement plan to drive practice improvement at pace (Appendix Three).

### **OPTIONS**

No other options were considered.

### **ORDERED**

**That the report regarding the outcome of OFSTED's focused visit inspection of August 2018 be noted, and the action plan (Appendix Two) to respond to OFSTED's recommendations be agreed.**

### **REASON**

**For reasons outlined in the report.**

#### **18/42 COUNCIL, OVERVIEW AND SCRUTINY BOARD - MATTERS FOR RECONSIDERATION**

There were no items for consideration.

#### **18/43 ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL - HOUSING DELIVERY VEHICLES - SERVICE RESPONSE**

The Economic Development, Environment and Infrastructure Scrutiny Panel had undertaken a review of Housing Delivery Vehicles. A copy of the full report was attached at Appendix 1.

The Scrutiny Panel made 13 recommendations upon which a response was sought from the relevant service area.

The Executive Member for Economic Development and Infrastructure and the Executive Director for Growth and Place submitted a service response to the recommendations of the Economic Development, Environment and Infrastructure Scrutiny Panel. A copy of the response was attached at Appendix 2.

The Chair of the Economic Development, Environment and Infrastructure Scrutiny Panel presented the final report to the Executive.

The Executive Member for Economic Development and Infrastructure presented the service response.

### **ORDERED**

1. That the content of the Economic Development, Environment and Infrastructure Panel's Scrutiny Report on Housing Delivery Vehicles (HDVs) be noted; and
2. That the Action Plan developed in response to the Scrutiny Panel's recommendations be approved.

**REASON**

**It was a requirement that Executive formally considered the Scrutiny Panel's report and confirmed the Service Area's response to the Panel's accompanying plan.**

The decision(s) will come into force after five working days following the day the decision(s) was published unless the decision becomes subject to the call in procedures.