

**Report of:** The Elected Mayor of Middlesbrough, Andy Preston  
The Chief Executive, Tony Parkinson

**Submitted to:** Executive, 1 September 2020

**Subject:** Strategic Plan 2020-23 - Progress at Quarter One 2020/21

### Summary

### Proposed decision(s)

- That the Executive notes progress made in implementing the Council's Strategic Plan 2020-23 in Quarter One 2020-21 and the ongoing and likely future impact of COVID-19 on strategic objectives.
- That the Executive notes progress made to date in implementing the Council's COVID-19 Recovery Plan.
- That in light of the above, the Executive notes the Council's updated Strategic Risk Register at Appendix 1.

<b>Report for:</b>	<b>Key decision:</b>	<b>Confidential:</b>	<b>Is the report urgent?</b>
Information	No	No	No

### Contribution to delivery of the 2020-23 Strategic Plan

<b>People</b>	<b>Place</b>	<b>Business</b>
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Quarterly monitoring, review and action planning plays a central role in ensuring that the Strategic Plan is delivered effectively.

### Ward(s) affected

None.

## **What is the purpose of this report?**

1. This report advises the Executive of progress against the 2020-23 Strategic Plan and the Council's COVID-19 Recovery Plan and outlines strategic risks at Quarter One 2020/21.

## **Why does this report require a member decision?**

2. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.
3. This report provides the necessary information to enable the Executive to discharge its performance management responsibilities, setting out:
  - a progress update against the 2020-23 Strategic Plan, summarising the actual and likely future impact of the COVID-19 pandemic on the Council's strategic objectives;
  - an overview of progress made to date against the Council's COVID-19 Recovery Plan, addressing this impact;
  - an update on the Council's Strategic Risk Register; and
  - actions that the Council has taken and plans to take to address the issues raised.
4. In recent years this quarterly report has also set out:
  - projected revenue and capital budget outturns; and
  - position statements in relation to the Council's borrowing and its reserves.
5. Given the actual and potential impact of COVID-19 on the Council's finances in both this and future years, the financial projections for Quarter One were presented separately to the Executive on 18 August 2020, and so is not repeated here.
6. Going forward the financial position will continue to be presented in a separate quarterly report, but to the same meeting of the Executive as the quarterly performance and risk update to allow appropriate cross-referencing and facilitate a discussion of performance issues in the round.

## **Report Background**

### **Strategic Plan 2020-23**

7. Full Council approved a Strategic Plan for the period 2020-2023 on 15 January 2020. The plan is organised around three strategic aims of People, Place and Business, setting out under each aim the priorities of the Elected Mayor of Middlesbrough and other key priorities of the Council. It sets out a comprehensive programme of activity to promote improved quality of life across Middlesbrough, which meets the Council's legal obligations and is within its financial means.
8. On 18 February 2020, the Executive approved a number of policy changes to maximise delivery of the revised Strategic Plan, and Leadership Management Team was in the process of developing an underpinning work programme for the plan when the COVID-19 outbreak began.

9. As reported at Year-End 2019/20, COVID-19, both the response to it and the recovery from it, will have a significant impact on the local people and communities, the local economy and fundamentally change the way the Council does business in the future.
10. As such, on 16 June 2020 the Executive approved that a draft revised Strategic Plan for 2021-24 will be developed for November 2020 which will reflect findings and recommendations from COVID-19 recovery planning.

### COVID-19 Recovery Plan update

11. The Executive also approved the Council's COVID-19 Recovery Plan at its meeting of 16 June. Since that time work has been undertaken to ensure plans remain fit-for-purpose and able to flex in line with the changing national and local position. Milestone plans are in place to monitor recovery activity, and these plans are reviewed by exception via Gold Command Recovery Group on a weekly basis.
12. As at August 2020, progress against the plan (by Strategic Plan aim and work stream) was assessed as follows:

Strategic Plan aim	Work stream	Headline activities	G	A	R	Overall RAG
<b>People</b>	Health and Wellbeing	5	1	4	0	Amber
	Children's Care	4	2	2	0	Amber
	Adult Social Care	7	7	0	0	Green
	Education and Skills	4	3	1	0	Amber
<b>Place</b>	Environment and Infrastructure	4	4	0	0	Green
	Town Centre	5	5	0	0	Green
	Business and Economy	4	4	0	0	Green
<b>Business</b>	Council Services and Priorities	3	2	1	0	Amber
	<b>Total</b>	<b>36</b>	<b>28</b>	<b>8</b>	<b>0</b>	<b>Amber</b>

13. The current Amber status of the plan reflects only minor slippage against original timescales. A detailed assurance process is now underway and as part of this original timescales will be reviewed and revised where appropriate.
14. The following key recovery actions have been delivered to date:
  - assisting town centre businesses to access advice, support and grant funding to ensure their immediate survival and development post-COVID-19;
  - implementing a phased reopening of town centre, leisure and hospitality businesses;
  - securing investment to support the town centre by revising bids for national funding to take into account of COVID-19 impact;
  - resuming frontline environmental services and the delivery of environment and infrastructure projects;

- developing a COVID-19 recovery plan for Children’s Services; and
  - establishing a central repository to capture lessons learned from the COVID-19 response that will be used to inform planning for future waves.
15. Libraries, Hubs and Leisure Centres operating on the Council’s behalf have also reopened, the latter of which was approved by a Single Member decision on 24 July 2020.
  16. In addition the Council published its Local Outbreak Plan in June, establishing a robust governance structure and supporting teams that successfully contained a small outbreak of COVID-19 in Middlesbrough during August.
  17. Three further actions are due to be delivered by the end of September:
    - supporting local schools to reopen in line with COVID-19 Secure guidelines;
    - reviewing the current street warden operating model to ensure that is fit-for-purpose in the light of COVID-19; and
    - reviewing the prioritisation of returning services in line with COVID-19 Secure guidelines.
  18. The first two are actions are on track to be delivered and the last has now been agreed in broad terms by senior managers, with reoccupation of office buildings likely to commence in the coming months (subject to there being no spike in COVID-19 transmission, nationally or locally) due to the level of activity required to spaces safe for larger numbers of employees.

### **Progress against strategic priorities at Quarter One 2020/21**

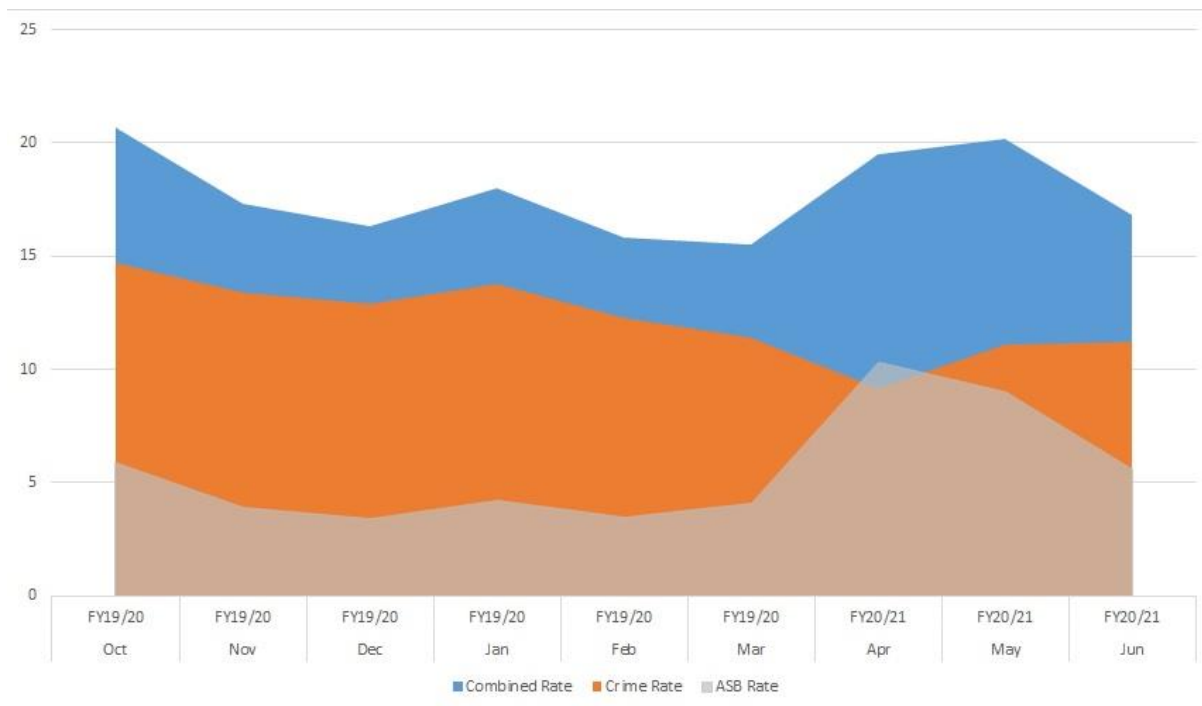
19. The following paragraphs set out in brief the key headlines from Quarter One relating to the Council’s strategic priorities, including where available current estimates of the impact of COVID-19 and future plans.



#### **People**

##### ***Tackling crime and anti-social behaviour head on (Mayoral priority)***

20. COVID-19 has had a significant impact on crime and anti-social behaviour (ASB), both nationally and within Middlesbrough from January to the end of June 2020, a period that covered a range of restrictions including the UK lockdown announced on 23 March 2020.
21. At 56.5 incidents per 10,000, the combined recorded crime and ASB measure in Middlesbrough showed a 14% increase at the end of Quarter One 2020/21 from Year-End 2019/20, following a 9% reduction in the previous quarter. The movement of crime and ASB rates in the past nine months is shown in the graphic below, showing the fall in crime and rise in ASB (due to COVID-19 infractions) in the immediate lockdown period.



22. Only two wards demonstrated a reduction in the quarter – incidents in Central ward (including the town centre) reduced by 29% and incidents in Linthorpe reduced by 13%.
23. The challenge for partners will be to ensure that numbers do not continue to increase once restrictions are fully eased, particularly in view of the potential economic impact of COVID-19 on local communities. As such the Council will revise its anti-social behaviour policy in Quarter Two and bring forward a range of new initiatives to address this issue.
24. The impact of COVID-19 on mental health and substance misuse has been well-reported nationally. The new commissioning model for complex needs, to be implemented now in April 2021 due to COVID-19, will also seek to address these issues.

***Ensuring Middlesbrough has the very best schools (Mayoral priority)***

25. Previous quarterly reports to the Executive have highlighted variable local progress in educational attainment over recent years. The most recent data (2018/19) showed an improving picture at Key Stage 2, with pupils achieving the expected standard in reading, writing and maths increasing to 64.3% from 62.8% in 2017/18.
26. In contrast, performance at Key Stage 4 worsened, with 56.3% of pupils achieving grades 9-4 in English and maths, down from 59.4% in 2017/18, and the 'Progress 8' score declining to -0.34 in 2018/19 from -0.24 in 2017/18.
27. In response to the COVID-19 pandemic, the Department for Education (DfE) cancelled the 2019/20 national curriculum assessments and associated data collections and publications for Key Stage 2. GCSE and A Level examinations were also cancelled, and the DfE has announced it will not publish any school or college

level educational performance data based on tests, assessments, or exams for GCSEs for 2019/20.

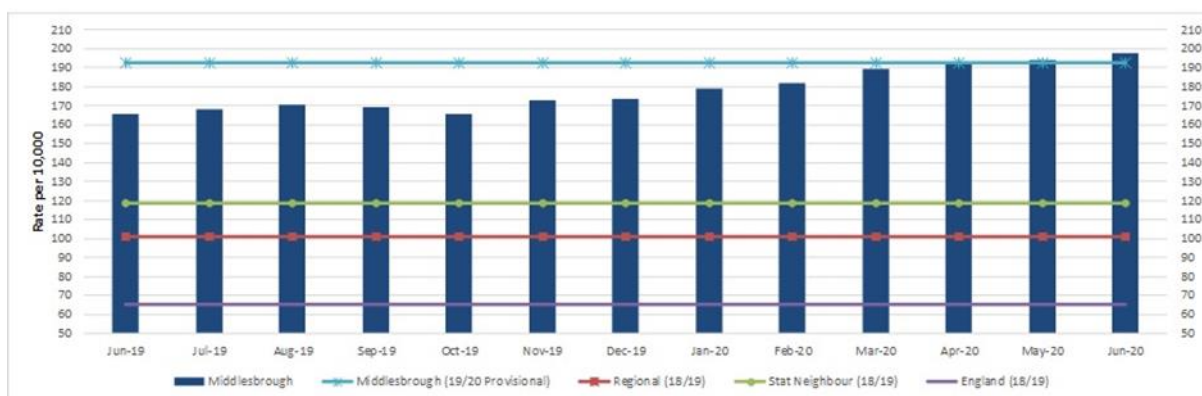
28. As such it will not be possible to fully assess progress made in local schools this year. It is commonly acknowledged however that months of lost time in school and longer-term changes to schooling arrangements are likely to have a significant detrimental effect on pupil attainment (particularly that of disadvantaged groups) in future years. The impact of COVID-19 on inequalities in educational outcomes will be a key focus of the Council's Recovery Plan.

***Ensuring our town is an absolute leader on environmental issues (Mayoral priority)***

29. Tree cover in Middlesbrough was estimated at 11.8% in February 2020. 2,000 trees were planted during 2019/20, with a further 8,000+ to be planted this year, fulfilling the Mayor of Middlesbrough's election pledge to plant 10,000 new trees in the town. Once the canopies of these trees have matured sufficiently to be captured on satellite imagery, tree cover in the town should be shown to exceed the current national average of 16%.
30. The proportion of household waste in Middlesbrough sent for reuse, recycling or composting reduced to 32.7% in 2019/20 from 33.5% in 2018/19. While this can in large part be attributed to COVID-19, recycling in Middlesbrough has stood at around this figure for some years. The proposal to move to fortnightly waste collections in the majority of the town (to be considered at today's meeting of the Executive and subject to public consultation) would, alongside appropriate education and enforcement activity, be key to improving performance in this area.
31. It has been well reported that COVID-19 restrictions have resulted in significant temporary reductions in CO<sub>2</sub> / NO<sub>2</sub> emissions worldwide due to reduce energy use. Retaining as many of these temporary gains as possible post COVID-19 will assist in addressing climate change and promoting public health. The proposed Green Strategy presented to today's meeting of the Executive sets out plans for a step change in sustainability and environmental standards in Middlesbrough.

***Promoting the welfare of and protect our children, young people and vulnerable adults / Transforming Children's Services***

32. More local children became subject to statutory intervention by Children's Services during the quarter, continuing the trend evident throughout 2019/20.
33. The rate of children looked after by the Council rose from 189.1 per 10,000 at Year-End to 197.9 at Quarter One 2020/21 (as shown below), and the Child Protection Plan rate also rose, from 117.4 per 10,000 to 161.9.



	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
Middlesbrough's No. of CLA	543	551	558	554	543	566	568	587	596	620	629	637	649
Middlesbrough's Rate of CLA	165.6	168.0	170.2	168.9	165.6	172.6	173.2	179.0	181.7	189.1	191.8	194.2	197.9

34. These significant increases were expected following the realignment of thresholds to ensure more children are receiving the right intervention at the right time and as the Directorate addresses areas of historic poor practice.
35. The Improvement Plan put in place to address Ofsted's recommendations from the recent inspection includes action to mitigate this rise in future, though as previously reported the current trend may continue for six months at least. This trend contributes directly to the Council's financial position, and the Directorate is focussing on improving the speed at which it works to provide support to children more swiftly and at an earlier stage; improving its use of intelligence and strengthening its partnership working.
36. In Quarter One, a three year plan was developed and signed off to deliver sustained improvement and change in the directorate. A monthly Multi-Agency Strategic Improvement Board is in place with a highly experienced independent chair, and receives progress reports on this plan, key performance metrics and themed reports on key practice issues. These three elements give the board a comprehensive overview of the delivery and impact of improvement work. The strategic board is supported by an operational board and weekly Children's Services meetings with senior managers.
37. Future iterations of this report will summarise the outcomes from improvement boards in the previous quarter.

***Working with communities to improve local health and wellbeing / Joining up health and social care***

38. It is clear that COVID-19 will have a negative impact on health inequalities, which are already pronounced within Middlesbrough, particularly around obesity, mental health and substance misuse, and healthy life expectancy. The impact of COVID-19 on inequalities in health will be a key focus of the Council's Recovery Plan.
39. In July 2020, the Government launched a new national obesity strategy, urging the country to lose weight in advance of a potential second wave of COVID-19. This, and other potential changes to national strategy and delivery structures (including the replacement of Public Health England with a National Institute for Health Protection and prospective changes to the NHS and adult social care), will also impact significantly on these linked priorities and will be considered further as the revised Strategic Plan is developed.

## ***Working with local communities to redevelop Middlesbrough's disadvantaged estates***

40. Work to progress locality working in the town continued during Quarter One, though timescales have been amended in the light of COVID-19. Community asset mapping and the locality working operating model will be agreed by the end of August, and a report to the Executive on 22 September will set out a phased implementation timeline.
41. Future iterations of this report will summarise progress as measured by the forthcoming locality working performance framework.



## **Place**

### ***Transforming our town centre (Mayoral priority)***

42. The town centre has successfully reopened following the easing of national lockdown, with footfall during June (at 652,000) standing at around 75% of the March 2020 figure (the first full month for which figures are available following the installation of footfall cameras). This is likely to reflect the continued closure of some premises in that month, national consumer confidence and most particularly the continued absence of the office-based town centre workforce.
43. There are a number of medium to long-term actions with the Council's Recovery Plan to improve the vitality and viability of the town centre, with a view to support the creation of better trading conditions for the hospitality and retail businesses.

### ***Building more town centre homes – and protecting our green spaces (Mayoral priority)***

44. There has been little movement in the number of new houses built due to COVID-19 and the UK lockdown impact on construction. The number of new houses built during Quarter One increased slightly to 30% of the overall Investment Prospectus target, in line with the expected position at the end of the quarter. Plans are now being reviewed to mitigate potential future slippage where possible.
45. On 30 June the Government announced changes to planning law from September 2020 with the stated aim of supporting high street revival and reducing the pressure on green field land by making brownfield development easier. The changes include:
  - More types of commercial premises having total flexibility to be repurposed through reform of the Use Classes Order. A building used for retail, for instance, would be able to be permanently used as a café or office without requiring a planning application and local authority approval. Pubs, libraries, village shops and other types of uses essential to the lifeblood of communities will not be covered by these flexibilities.
  - A wider range of commercial buildings will be allowed to change to residential use without the need for a planning application.
  - Builders will no longer need a normal planning application to demolish and rebuild vacant and redundant residential and commercial buildings if they are rebuilt as homes.



- Property owners will be able to build additional space above their properties via a fast track approval process, subject to neighbour consultation.

46. The changes sit alongside a range of investments announced to support home building across England, including a £12bn affordable homes programme and a £400m brownfield land fund of which the Tees Valley is one of the recipients.
47. The opportunities afforded by these changes will be considered in developing the revised Strategic Plan.

### ***Making Middlesbrough look and feel amazing (Mayoral priority)***

48. The annual road condition survey showed the town's score for highway maintenance declining from 52% in 2018 to 49% in 2019. A town-wide purge on potholes commenced in June 2020, with every ward in Middlesbrough targeted in alphabetical order over a twenty week period.

### ***Implementing our cultural strategy***

49. At present the Council's performance venues in the Town Hall and the Middlesbrough Theatre remain closed, although an online programme of activity has been undertaken to remain connected with key audiences. Other venues such as the Dorman Museum and Newham Grange Leisure Farm have reopened with a reduced capacity, and a 'socially distanced' plan is being prepared for Christmas. The impact of COVID-19 on culture will be a key focus of the Council's Recovery Plan.

### ***Improving Middlesbrough's rail connectivity***

50. Though the publication of data for 2019/20 has been delayed due to COVID-19, it is clear that both rail and bus patronage in Middlesbrough has been in decline for some years.
51. In June 2020, a £35m joint partnership between the Council, the Tees Valley Mayor and Combined Authority, Network Rail, and the Department for Transport, was announced to transform Middlesbrough station, with support from train operators.
52. The scheme will deliver more train services to the town, including a direct rail link to London, platform extensions to accommodate longer trains and major customer service improvements. It will be a major contributor to the regeneration of the surrounding area, with accompanying business units on Zetland Road, with works to commence in 2021.

### ***Developing Middlehaven as a residential, leisure and commercial centre***

53. Work continued in the quarter on the Boho Zone North development, which includes 40 apartments, in the Middlehaven regeneration area. Plans to build a new £30m indoor snow centre at Middlehaven Dock were approved by the Council, with opening planned for 2022.



## **Business**

### ***Winning investment and creating jobs (Mayoral priority)***

54. Commercial and housing investment in Middlesbrough continued increased in line with targets, with 48.3% of the overall Investment Prospectus targets achieved at the end of the quarter – almost 10% higher than the predicted position, though the rate of growth has slowed considerably.
55. The number of new jobs attributable to the Investment Prospectus also increased slightly, to 25.1% of the overall Investment Prospectus target (from 24.8% at Year-End), again due to the slowing effect of COVID-19 and lockdown, but remaining significantly above target.
56. Clearly the impact of COVID-19 on the national Gross Domestic Product (which was down 20.4% in the second quarter of 2020 – marking the deepest recession since records began), sets up a very significant challenge for the Government and local authorities in recovering and maintaining future growth.
57. While monthly GDP figures for May and June showed a return growth, a second wave of infections, localised lockdowns and other factors such as a ‘No Deal’ Brexit could significantly curtail economic recovery. The significant rise in unemployment as a result of COVID-19 also poses a significant risk to living standards – claimant count in Middlesbrough increased from 6.2% in March to 10.1% in June 2020.
58. A major focus of the Council’s Recovery Plan will therefore be to support those sectors hardest hit by COVID-19, preserving local businesses and jobs, and supporting the unemployed.

### ***Introducing a new era of transparency and openness (Mayoral priority)***

59. COVID-19 has expedited the transparency agenda significantly, with all Council committees currently being broadcast live on social media.
60. In Quarter Two the Council will launch a new open data site, creating a single hub for all data published by the Council. Over 700 datasets will be available on launch, and the Council will build on this significantly over time, looking at demand from members, customers, regulators and others.

### ***Creating positive perceptions of our town on a national basis (Mayoral priority)***

61. Following the appointment of a new Head of Marketing and Communications in April 2020, a delivery plan for the service is in development and will be finalised during Quarter Two. The plan will align with the Elected Mayor’s strategic priorities and increase the town’s national profile.

### ***Developing and delivering balanced budgets every year***

62. The Revenue and Capital Budget / Projected Outturn Position at Quarter One 2020/21 report presented to the Executive on 18 August 2020 outlined the current financial position facing the Council, with a total projected outturn pressure on the revenue budget at year end 2020/21 of £4.435m, of which £4.404m relates to

COVID-19 pressures. It is anticipated that some of these pressures will be reimbursed by the Government and the position will be updated in a refresh of the Council's Medium-Term Financial Plan, which will be presented to the Executive on 29 September 2020.

63. The Council's spending with local businesses continued to increase in the quarter to 41% of overall expenditure. The 'Buy Boro' campaign continued to be promoted in the quarter to protect and promote Middlesbrough's small businesses through the COVID-19 outbreak and beyond.
64. As previously reported, COVID-19 has resulted in the rapid implementation and adoption of digital solutions by both Council employees and customers. The number of customer transactions undertaken online during Quarter One was (at 245,000) 42% higher than the same period in 2019/20, a notable increase considering the number of services suspended due to COVID-19.
65. The potential opportunities offered by this enforced change will be explored as part of COVID-19 recovery. The Council will commence a review of its website and citizen account arrangements with a view to further improving the customer experience.
66. The above will form part of an integrated Operations Strategy and workplan that will be developed during in Quarter Two to underpin the revised Strategic Plan.

#### ***Making sure our management practices compare with those of the best***

67. The Council currently holds an unqualified value for money opinion from its external auditor and is currently finalising its Annual Governance Statement for 2019/20, which will address the findings of the Ofsted inspection and other key governance issues arising during the year. The final Annual Governance Statement will be presented to Corporate Affairs and Audit Committee in September 2020 and a new officer Corporate Governance Board will be established to oversee delivery the associated action plan during 2020/21.

#### ***Becoming recognised as a good employer***

68. Employee sickness absence reduced from 5.2% of working time at Year-End 2019/20 to an average of 4.6% during Quarter One 2020/21, reflecting the reduction in COVID-19-related absence.
69. Staff working at home were surveyed in the quarter on their experiences. Over 50% responded (a significant return), with over 80% reporting that they considered home working to have either a neutral or positive impact on their performance, and 75%+ happy to work at home more in the future. This will be an important consideration as the Council finalises its approach to office reoccupation and future employee performance management arrangements in Quarter Two.

#### **What decisions are being asked for?**

70. That the Executive notes progress made in implementing the Council's Strategic Plan 2020-23 in Quarter One 2020-21 and the ongoing and likely future impact of COVID-19 on strategic objectives.

71. That the Executive notes progress made to date in implementing the Council's COVID-19 Recovery Plan.
72. That in light of the above, the Executive notes the Council's updated Strategic Risk Register at Appendix 1.

### **Why is this being recommended?**

73. To enable the effective management of performance and risk in line with the Council's Local Code of Corporate Governance.

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

74. Not applicable.

### **Impact(s) of recommended decision(s)**

#### **Legal**

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

#### **Financial**

76. There are financial implications relating to some performance issues and COVID-19 recovery activity outlined in this report. These were summarised in the Revenue and Capital Budget / Projected Outturn Position at Quarter One 2020/21 report considered by Executive on 18 August 2020.

#### **Policy framework**

77. The Strategic Plan and associated budgets form part of the Council's Policy Framework.

#### **Equality and diversity**

78. As reported to Council in January 2020, no negative differential impact on diverse groups and communities is anticipated from the direction of travel set out in the Strategic Plan 2020-23.
79. As reported to the Executive in June 2020, no negative differential impacts on diverse groups and communities within Middlesbrough are anticipated from the delivery of activity set out within the COVID-19 Recovery Plan, which in part aims to address the assumed increase in local inequalities in income, health, educational attainment and other areas arising from COVID-19.

#### **Risk**

80. In line with the Council's Risk and Opportunity Management Policy, the corporate Strategic Risk Register (SRR) was reviewed in the quarter, and is summarised at Appendix 1.

81. The total number of risks on the SRR has increased since Year-End 2019/20 to 35, with three new risks added relating to:
- (i) reimbursement from Government of direct costs incurred by the Council relating to COVID-19 both to date and for any future significant outbreaks, and (ii) insufficient funding to meet costs from increased demand for services resulting from COVID-19 (both of these risks were detailed in the Revenue and Capital Budget / Projected Outturn Position at Quarter One 2020/21 report presented to the Executive on 18 August 2020); and
  - (iii) limited or no partnership involvement due to COVID-19 with the Children's Service Safeguarding Improvement Plan.
82. The severity of three existing strategic risks have increased since Year-End 2019/20, while the severity of three others reduced:
- the likelihood of business continuity being impacted by a 'No Deal' BREXIT has *increased* from unlikely to possible due to the apparent deadlock in trade talks between the UK and the EU;
  - the likelihood of inadequate safeguarding practices placing children and young people at risk has *increased* from possible to likely – this does not reflect any specific issue, but rather the comprehensive work being undertaken to understand practice issues within the Directorate, and matters are being addressed on an ongoing basis through the improvement plan;
  - the likelihood of insufficient school places for Year 7 pupils has *increased* from unlikely to possible due to the fact that the temporary site for the new school at Middlesbrough College has not yet been completed and there is also a possible future risk around capacity in all schools in relation to space requirements set out in COVID-19 Secure guidelines;
  - conversely, the likelihood of insufficient primary places in the town *reduced* following analysis of the latest data on demand and school capacity;
  - the likelihood of the future waste disposal contract impacting adversely on the Council's Medium-Term Financial Plan *reduced*; and
  - the likelihood of poor quality services provided by health partners impacting upon or increasing demand for Council services has reduced following review by the Director of Adult Social Care and Health Integration.

### **Actions to be taken to implement the decision(s)**

83. Mitigating activity set out in the main body of the report will continue to be applied by Directorates as stated.
84. The revised draft of the Strategic Plan for 2021-24, will be presented to the Executive for consideration in November 2020, reflecting findings and recommendations from COVID-19 Recovery planning and the revised Medium Term Financial Plan. The final version of the plan will be informed by an annual conversation with local communities, building on the progress made in the 2019/20 budget consultation.
85. The Strategic Plan will be underpinned by a new integrated Operations Strategy for the Council, produced to the same timescale.

## Appendices

1 Summary Strategic Risk Register at Quarter One 2020/21

### Background papers

03/09/19	Executive	Strategic Plan 2019-22 – Progress at Quarter One 2019/20
19/11/19	Executive	Strategic Plan 2019-22 – Progress at Quarter Two 2019/20
15/01/20	Council	Priorities of the Elected Mayor and Strategic Plan 2020-2023
18/02/20	Executive	Strategic Plan 2019-22 – Progress at Quarter Three 2019/20
16/06/20	Executive	Strategic Plan 2020-23 – Progress at Year-end 2019/20
18/08/20	Executive	Revenue and Capital Budget / Projected Outturn Position at Quarter One 2020/21

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## Appendix 1: Summary Strategic Risk Register at Quarter One 2020/21

The table below sets out high and medium risks to the achievement of the Council's strategic priorities at Quarter One 2020/21 in order of severity, with impacts ranging from insignificant to extreme, and likelihood ranging from rare to almost certain to happen.

In line with its Risk and Opportunity Management Policy, the Council aims (where possible) to manage down High risks to the lowest practicable level immediately and Medium risks to the lowest practicable level within three months.

Risk Level	Risk	Impact	Likelihood	Trend
High	Failure to control expenditure within Children's Services (MFTP pressure).	Extreme	Likely	➔
High	Retail market distress impacting Middlesbrough town centre.	Major	Almost certain	➔
High	Failure to achieve full reimbursement from Government for costs incurred in responding to COVID-19 to date and risks of further costs being incurred as a result of local outbreaks (MFTP pressure).	Extreme	Possible	<b>NEW</b>
High	Insufficient funding to meet increased expenditure that might be incurred from increased demand as a result of COVID-19 (MFTP pressure).	Extreme	Possible	<b>NEW</b>
High	Failure to adapt service delivery to COVID-19 Secure guidelines.	Extreme	Possible	➔
High	Business continuity impacted by No Deal Brexit.	Extreme	Possible	⬆
High	Inaccurate MFTP resulting in funding gap requiring further savings.	Major	Likely	➔
High	Breach of data rights due to untimely response to information requests.	Major	Likely	➔
High	High residential voids / low sale values within Middlesbrough.	Major	Likely	➔
High	External factors (e.g. Brexit, COVID-19) impacting Middlesbrough's economy.	Major	Likely	➔
High	Inadequate safeguarding practices lead to children and young people being at risk.	Major	Likely	⬆
High	Partners' funding position impacting the Council (MFTP pressure).	Major	Possible	➔
High	Children impacted by social care transformation.	Major	Possible	➔
High	New historic child abuse claims.	Major	Possible	➔
High	Failure to maintain adequate corporate governance.	Major	Possible	➔
High	Failure to align operations and culture within strategic objectives.	Major	Possible	➔
High	Decline in new housebuilding impact on Council income.	Major	Possible	➔

Risk Level	Risk	Impact	Likelihood	Trend
High	Limited or no partnership involvement due to COVID-19 with the Children's Service Safeguarding Improvement Plan.	Major	Possible	<b>NEW</b>
High	Failure to adequately plan for new COVID-19 wave or subsequent pandemics.	Extreme	Unlikely	→
High	Failure to comply with statutory duties.	Extreme	Unlikely	→
High	Terrorist incident (reflects National Threat Level).	Extreme	Unlikely	→
High	Reduction in frontline policing impacting on crime / community resilience.	Moderate	Likely	→
High	Disruption from national/local elections.	Moderate	Likely	→
Medium	Historical investigations requiring changes to social work practice.	Major	Unlikely	→
Medium	Failure to develop effective partnerships.	Major	Unlikely	→
Medium	Poor skills profile of school leavers.	Major	Unlikely	→
Medium	Data protection law breach – failure of staff to complete training.	Major	Unlikely	→
Medium	National Waste Review (MTFP pressure).	Major	Unlikely	→
Medium	Future waste disposal contract costs (MTFP pressure).	Major	Unlikely	↓
Medium	Failure to recruit and / or retain key staff.	Moderate	Possible	→
Medium	Insufficient Year 7 school places.	Moderate	Possible	↑
Medium	Inward migration increasing demand for services.	Moderate	Unlikely	→
Medium	Failure of Centre Square development to provide expected returns.	Minor	Possible	→
Medium	Failure of TeesAMP to provide expected returns.	Minor	Possible	→
Medium	Insufficient primary school places in central Middlesbrough.	Moderate	Unlikely	↓
Medium	Poor quality of services provided by health partners impacting / increasing demand for Council services.	Minor	Possible	↓