

**Report of:** Executive Member for Finance and Governance; Strategic Director of Finance, Governance and Support

**Submitted to:** Executive, 3 September 2019

**Subject:** Strategic Plan 2019-22 – Progress at Quarter One 2019/20

**Summary**

**Proposed decision(s)**

That the Executive notes the Council’s Quarter One 2019/20 Results report (Appendix 1) and the actions to be taken to address the issues set out within it.

That the Executive notes that £2.475m of 2019/20 savings have now been identified as being unachievable this year (Appendix 2) and approves £2.771m additional savings proposed to mitigate this non-achievement (Appendix 3), taking account the impact assessments undertaken (Appendix 4).

That the Executive approves a formal consultation process be undertaken with the public and key stakeholders on the future of Berwick Hills Children’s Centre.

That the Executive approves the proposed revenue budget virements of over £150,000 (Appendix 5).

That the Executive approves the proposed revised Investment Strategy to 2021/22 (Appendix 6).

Report for:	Key decision:	Confidential:	Is the report urgent?
Decision	Yes – over the financial threshold (£150,000)	No	No

**Contribution to delivery of the 2019-22 Strategic Plan**

Business Imperatives	Physical Regeneration	Social Regeneration
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 2019-22 Strategic Plan, and the Council's projected year-end financial position at Quarter One 2019/20. It recommends a number of mitigating actions to address financial issues identified during the Quarter One review.

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

2. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance and financial management / monitoring, together with associated action.
3. Standing Orders and Financial Procedures require the Executive's approval for major virements between revenue budgets, and in-year changes to the Council's capital Investment Strategy.
4. The Quarter One 2019/20 report, attached at Appendix 1 provides the necessary information to enable the Executive to discharge its performance and financial management responsibilities, setting out for quarter one 2019/20:
  - a progress update against the 2019-22 Strategic Plan
  - revenue and capital budget predicted outturns at Quarter One;
  - 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 has taken to address performance issues.
5. A revised Investment Strategy for the period to 2021/22 is also provided for consideration and approval.

## **Report Background**

6. The 2019/20 Quarter One Results at Appendix 1 sets out positive performance in many areas. Notably, 23 of the 30 priorities (77%) within the 2019-2022 Strategic Plan were assessed as on target to be achieved, with 9 of 28 measures of success showing improvement at the end of Quarter One and only three worsening.
7. Priorities rated Red at Quarter One are broadly unchanged from Year-End 2018/19 and include the local crime rate, life expectancy and looked after children. These matters clearly relate to the priorities of the newly-elected Mayor of Middlesbrough and it is anticipated that the revised Vision for Middlesbrough (scheduled to be presented to Council in September 2019) will provide fresh impetus to address these long-term issues.
8. The Council is reporting a predicted overspend of £336,000 on its 2019/20 revenue budget at the end of Quarter One, due principally to continued pressures in Children's Care. Strong action will continue to be taken during 2019/20 to mitigate these ongoing spending pressures.
9. During Quarter One an assurance exercise was carried out on planned savings for 2019/20, and it was identified that £2.475m of these savings would not now be achieved during this financial year. These are detailed in Appendix 2.

10. The majority of these savings are in Children's Care. The 2018/19 year-end report highlighted that for 2019/20 the Children's Care department had plans to mitigate ongoing savings pressures by:
- developing 'Edge of Care' services to support families where children are at risk of becoming looked after to become more stable and remain together;
  - growing in house residential and fostering services to provide quality placements for children and young people as well as value for money for the authority; and
  - maximising opportunities for external support to support the cost of children and young people with complex needs in high cost placements.
11. While some progress has been made on these actions, fully delivering the required transformation within Children's Care is taking longer than initially anticipated due to difficulties in maintaining a stable workforce as a result of national and regional issues with social worker recruitment, which has impacted on skills and capacity available to drive forward improvement and savings initiatives. Key appointments have now been made and it is expected that the planned savings will be achieved in 2020/21.
12. In respect of the other planned savings that will not be achieved in the current year:
- the review of Transporter Bridge operational arrangements has been delayed due to Trade Union concerns around the potential health and safety implications of proposed changes;
  - in Adult Social Care, the review of contracts with warden support providers has been delayed; consultation on changes to charging for the Connect service was also delayed, with the consultation identifying that take-up of the service following the introduction of the charge would not be sufficient to achieve the saving; and the tendering for a partner for the adult social care contact centre yielded no responses;
  - in Public Health and Public Protection, the demand-led nature of the sexual health service contract meant that this saving was unachievable in 2019/20; and
  - within the Digital Programme, the digital purchasing project needed to be re-scoped as the planned activity would not be sufficient to deliver the targeted saving, and savings within Adult Social Care anticipated from agile working will be achieved later than expected due to the delay in recruiting a project manager.
13. In order to mitigate the effects of these and other delayed savings, additional savings proposals totalling £2.771m (Appendix 3), have been developed for approval by the Executive for delivery during 2019/20.
14. The Equality and Diversity section of this report and the impact assessments at Appendix 4 set out the impacts from approving these savings. Of the 18 proposals, only two were considered to have *potential* negative differential impact on diverse groups and communities, with the remainder having no or minimal impact on local communities or employees. These are the early cessation of School Improvement Strategy and Programme (CC 14.3) and the proposed closure of Berwick Hills Children's Centre (CC 15). These two proposals also represent a reversal of decisions taken by the Executive in place prior to the May 2019 elections, and are summarised in further detail below.

*School Improvement Strategy and Programme*

15. In 2016 Executive agreed to provide additional, one off and time limited, funding for a proposed programme of activities that would deliver the ambitions set out in the School Improvement Strategy. The additional funding was designed to supplement core, statutory services and strengthen school support to achieve improved outcomes for children. The funding was due to cease in March 2020, with the aim that work would be undertaken to mainstream those activities within the programme that had been most successful, either by absorbing them into business as usual practices or actively seeking alternative external funding sources. The proposal is that this funding ceases in September 2019 instead. Since 2016 approximately £1.4million has been spent from this fund. The proposal if agreed, would result in a saving of £420,000 from the remaining additional funds. Plans were already underway to transition to business as usual levels of funding as the programme was nearing its end. These plans will be expedited to speed up plans to secure the future of successful elements of the programme. There will be a reduction in the level of support, those activities that were less successful in improving outcomes will not be continued. There may also be an interruption to some activities if alternative external funding cannot be secured before this funding is withdrawn. Action will be taken to mitigate this risk as far as is possible, however it is reliant on funding windows.

#### *Berwick Hills Children's Centre*

16. In June 2018 Berwick Hills Primary School terminated the lease for the co-located Berwick Hills Children's Centre. This termination required the Children's Centre to find a new premises, and while a new site was sought, members of the public were redirected to services at nearby centres.
17. A service has not been delivered from Berwick Children's Centre for the last twelve months and therefore the Executive is asked to approve formal public consultation on the future of the centre.
18. The consultation will propose that the centre is closed, as in the period from June 2018 to date it has become evident that there is sufficiency of provision in the two wards. In addition the local delivery model has evolved to ensure the needs of children and families in the area are still being met through alternative methods e.g. targeted outreach, which have reduced the need for a Children's Centre in the ward. As such, the initial impact assessment has identified no negative differential impact on diverse groups and communities from this proposal.
19. Following consultation a further report will be brought back to the Executive setting out findings from the consultation, updating the impact assessment, and recommending the future course of action by the end of 2019.
20. Two proposals will need to be approved by other bodies (use of Middlesbrough's element of the Youth Offending Service reserve will need to be agreed by the South Tees YOS Board, and use of Better Care Fund monies will need to be approved by the South Tees Integration Management Group on behalf of the Health and Wellbeing Board).
21. If all the additional savings are successfully delivered and there is no further slippage on savings already programmed in the Change Programme, no further savings will be required in 2019/20, and the overspend at year end would be £336,000. An overspend at this level can be covered by the Council's reserves.

22. In addition, a range of spending controls will remain in operation across all Directorates during 2019/20 to mitigate the risk of potential further overspends. Nevertheless, it is considered prudent to rate the strategic priority of in-year budget performance as Red at the present time, with the position to be reviewed at Quarter Two.
23. The Council is predicted to spend 94% of its agreed capital budget in 2019/20, with the remainder transferring to 2020/21. A proposed revised Investment Strategy is attached to this report at Appendix 6. A more comprehensive review of the Investment Strategy will be undertaken alongside the refresh of the Strategic Plan later in 2019 to ensure deployment of resources continues to be aligned with the organisation's priorities.

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

24. That the Executive notes the Council's Quarter One 2019/20 Results report (Appendix 1) and the actions to be taken to address the issues set out within it.
25. That the Executive notes that £2.475m of 2019/20 savings have now been identified as being unachievable this year (Appendix 2) and approves £2.771m additional savings proposed to mitigate this non-achievement (Appendix 3), taking account the impact assessments undertaken (Appendix 4).
26. That the Executive approves a formal consultation process be undertaken with the public and key stakeholders on the future of Berwick Hills Children's Centre.
27. That the Executive approves the proposed revenue budget virements of over £150,000 (Appendix 5).
28. That the Executive approves the proposed revised Investment Strategy to 2021/22 (Appendix 6).

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

29. 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.

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

30. The Council has a legal duty to address its financial challenges. If not approved, savings proposals outlined in Appendix 3 will need to be replaced by other proposals. It is considered that this combination of proposals offers the most effective means of addressing the underachievement of planned savings for 2019/20, while mitigating the impact on local communities.

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

#### **Legal**

31. The proposed recommendations are consistent with and will promote the achievement of the Council's legal duty to achieve Best Value. The Council's impact assessment process complies with the requirements of the Equality Act 2010.

32. In respect of Children's Centres, the Council has a statutory duty to ensure sufficient provision under Section 5A of the Childcare Act 2006 and consult publically on any changes. Legal notification is required to be made to the Department for Education of the closure of a Children Centre.

## **Financial**

33. The financial implications of the projected revenue and capital budget outturns at Quarter One are set out within Appendix 1 of the report. Appendix 5 sets out a number of virements of over £150,000 for approval of the Executive. The majority of these are movements from Children's Care to the Business, Performance and Change Directorate of Children's Services, providing greater momentum to the transformation of children's social care.

## **Policy framework**

34. The Strategic Plan and associated budgets form part of the Council's Policy Framework. All proposed variations set out in this report are in line with authority delegated to the Executive.

## **Equality and diversity**

35. The Public Sector Equality Duty (PSED) requires that when exercising its functions the Councils must have due regard to the need to:-

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- 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.

36. In having due regard to the need to advance equality of opportunity, the Council must consider, as part of a single equality duty:

- removing or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it; and
- encouraging people who share a protected characteristic to participate in public life or in any other activity in which participation is low.

37. As reported to Council in March 2019, no negative differential impact on diverse groups and communities is anticipated from the direction of travel set out in the Strategic Plan 2019-22 or the Council's planned budgetary expenditure.

38. The additional savings proposed to mitigate those that will not now be achieved in 2019/20 (listed at Appendix 3) have been impact assessed, with assessments set out at Appendix 4. As stated above, of the 18 proposals, only two were considered to have potential negative differential impact on diverse groups and communities:

CC 14.3 Early cessation of School Improvement Strategy and Programme

CC 15 Proposed closure of Berwick Hills Children's Centre.

39. A full impact assessment of CC 14.3 found that the early cessation of the School Improvement Strategy and Programme would result in an impact that could not be fully mitigated. While business-as-usual levels of service are not impacted, because the Council chose to over-provide in this area, there is an impact. The impact assessment states that this impact is justified because the funding was over and above funding provided for the school improvement service. The proposal to close the Children's Centre (CC 15) identified that the impact would be fully mitigated. This impact assessment will be finalised following completion of the formal consultation process. While the proposals will also impact on staffing levels, there are no concerns that this impacts would be disproportionately adverse as a result of staff affected holding one or more protected characteristics. HR policies, which are separately impact assessed to ensure they are fair, will be used to manage this process.

### **Risk**

40. The Strategic Risk Register sets out those risks that, if they occurred, would impact on the Council's ability to deliver its strategic priorities. In line with the Council's Risk Management Framework, the Council's Strategic Risk Register was reviewed in the quarter, and is summarised in Appendix 1.

41. In the 2018/19 year-end report to the Executive, an update was provided on the progress that had been made in addressing the shortage of secondary school places in the town. Following work to secure an additional 92 places, it can be confirmed that all children who need a secondary school place have now been offered one.

42. The risk of a 'no deal' BREXIT continues to be the highest scoring risk. Following an LMT review of strategic risks, a number were escalated to the Strategic Risk Register including:

- risk of retail market distress impacting on the town centre;
- risk of historical investigations requiring changes to practice;
- risk of historical child abuse claims; and
- reduction in front line policing impacting on crime levels and community resilience.

43. Given the ongoing significant financial challenges in local government finance, the Chief Executive has commissioned a review of the Council's risk appetite, particularly around acceptance of financial risk. The outcome of this will be presented to Executive for consideration during Quarter Two.

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

44. Mitigating activity set out in Appendix 1 will be implemented by Directorates as stated.

45. Work is underway to revise the 2019-22 Strategic Plan to incorporate the priorities of the Mayor and his Executive. It is anticipated that the revised Strategic Plan will be presented to Council in December 2019.

### **Appendices**

- 1 2019/20 Quarter One Results
- 2 2019/20 savings now unachievable in-year
- 3 2019/20 replacement savings
- 4 2019/20 replacement savings – impact assessments
- 5 Proposed virements at Quarter One 2019/20
- 6 Proposed revised Investment Strategy at Quarter One 2019/20

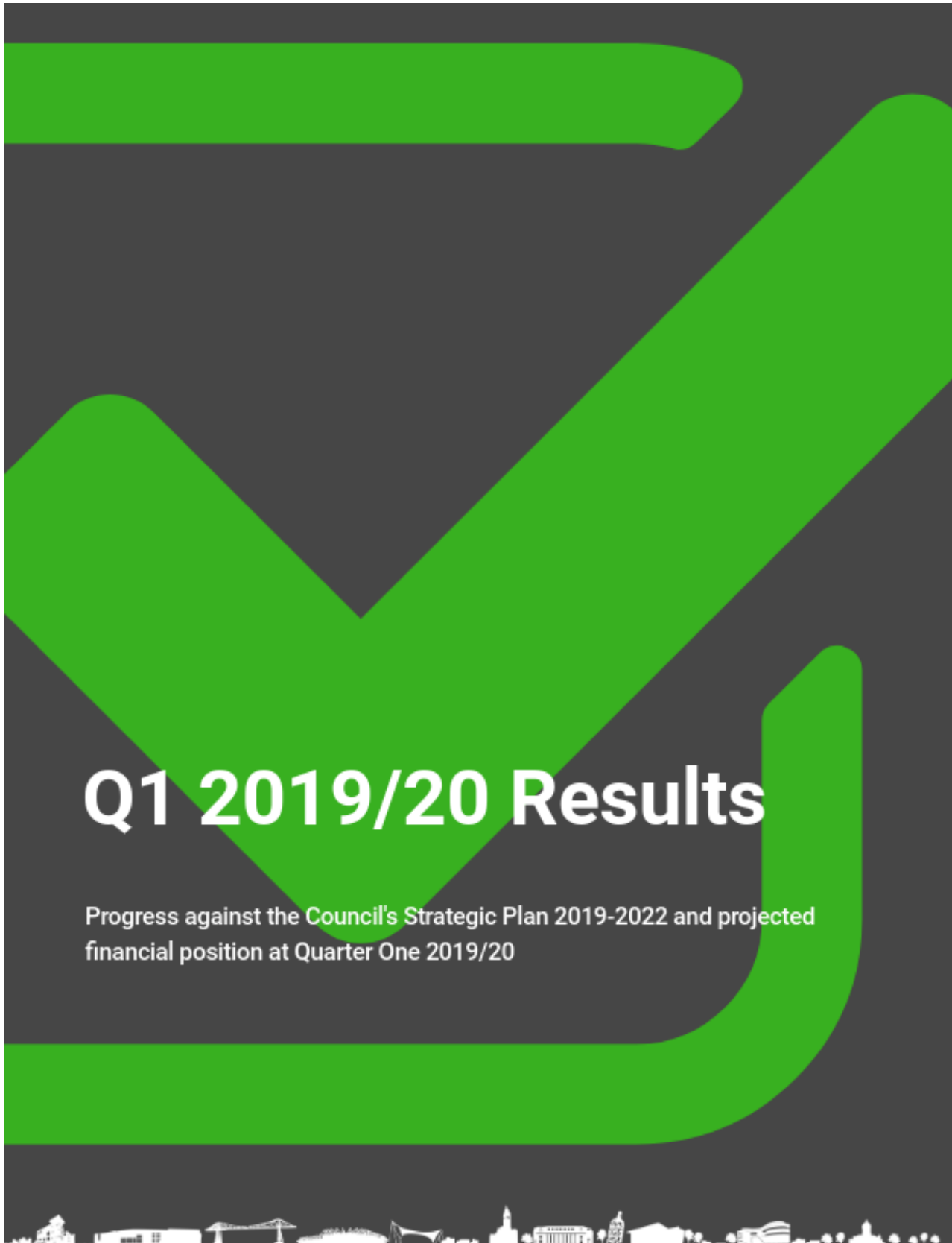
### **Background papers**

- 15/03/19 Council Strategic Plan 2019-22  
11/06/19 Executive Strategic Plan 2018-22 – Progress at year end 2018/19

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# Q1 2019/20 Results

Progress against the Council's Strategic Plan 2019-2022 and projected financial position at Quarter One 2019/20

# 1

## Headlines

This report sets out our performance results at Quarter One 2019/20. There is positive performance in many areas, though there remain a number of key challenges, particularly within the social regeneration aims. The Council continues to experience financial pressures, but is responding robustly to this.



### Business Imperatives

- Eight out of nine strategic priorities are on target.
- More of our customers are accessing services online.
- Lost productivity due to staff absence improving.
- We are developing our partnership working with Thirteen and Cleveland Police.



### Physical Regeneration

- Seven out of eight strategic priorities are on target.
- The Radio 1 Big Weekend promoted Middlesbrough worldwide.
- Housing growth targets are now under review.



### Social Regeneration

- The local crime rate has continued to increase.
- We have taken strong action to address crime in the TS1 area and in local neighbourhoods.
- More children were subject to statutory intervention by Children's Services.



### Projected Financial Position

- We are projecting a £336,000 (100.3%) overspend on our revenue budget in 2019/20.
- Change Programme savings of £2.475 million were identified during Quarter One as not being achievable this year, but we have deliverable alternatives totalling £2.771 million in 19/20.
- We are projecting to spend 94% of our capital budget in 2019/20.
- Borrowing and reserves remain within agreed limits.

## 2

# Strategic Plan 2019-2022

## Strategic Priorities - Performance at Quarter One 2019/20

23 of 30 strategic priorities are currently on target to be achieved. The priority on in-year financial performance relative to Council budget is Red on the basis of prudence given the Council has predicted overspends for the last couple of years, it will be reviewed at Quarter Two. The two priorities relating to house building are now rated Amber as work continues to re-profile housing development within the town. A revised Strategic Plan will be presented to Council later in 2019, which will re-set the Council's strategic priorities and associated KPIs in line with the forthcoming new Vision for Middlesbrough.

### Business imperatives

Priority	Status
In-year financial performance relative to Council budget.	R
Improve the financial performance of services we charge for, and look for new income.	G
Achieve greater value for money when buying services and managing contracts.	G
Look at new ways of delivering our services, working with local communities & partners.	G
Through our digital strategy, make it easier to access our services online and phone.	G
Introduce a 'unit cost' budgeting approach to our services to identify further efficiency savings.	G
Make sure that our business management practices compare with those of the best-performing councils.	G
Gain a greater understanding of the needs of our customers and partners, by introducing new ways of improving communications and consultation.	G
Use our people strategy to become recognised as a good employer.	G

### Physical regeneration

Priority	Status
Promote the Middlesbrough 'brand' to improve the town's reputation, attract new investment, visitors and residents, and add to civic pride.	G
Implement our Cultural Strategy for the town, investing in our museums and other cultural assets, and lead the Tees Valley's 2025 UK City of Culture bid.	G
Develop Middlehaven as an education, leisure, sports and entertainment centre of national significance.	G
Improve Middlesbrough's rail connections, promote investment in the Historic Quarter to encourage business growth and continue to improve our road network.	G
Transform our town centre to create an iconic and regional centre for media, digital creativity, learning and leisure.	G
Develop Centre Square as the Tees Valley's main office location and a major focus of cultural & leisure activity.	G

## 2

# Strategic Plan 2019-2022

Strategic Priorities - Performance at Quarter One 2019/20

## Physical regeneration

Priority	Status
Continue to grow our business base, with new commercial workspace and support for innovation sectors.	G
Build 1,800 new homes to meet the needs and ambitions of a growing population.	A

## Social regeneration

Priority	Status
Continue to strengthen the local economy, creating 3,400 new jobs and increasing the number of local services we commission.	G
Number of local jobs and the average weekly wage will increase, as our communities will be able to access the opportunities arising from Middlesbrough's regeneration.	A
Take action to promote financial inclusion and reduce income inequality within the town, including improving community advice and welfare services and promoting the South Tees Community Bank.	A
Increase educational and vocational attainment for all children and adults, by working with nurseries, schools, colleges, Teesside University, other education and vocational training providers and local employers.	G
Continue to promote the welfare of our children, young people and vulnerable adults and protect them from harm, abuse and neglect.	G
Transform children's social work and early help, to allow more families to stay together where it is safe to do so and reduce the need for children to be looked after by us.	R
Work to improve local health and wellbeing, and reduce health inequalities in the town, focusing on self-care, community-led prevention and early intervention.	R
Join up health and social care, working with partners to keep children and adults healthy, avoid admissions to hospital, and improve care upon discharge.	G
Improve the town's environment, working with local communities to make sure our roads, streets and open spaces are well-designed, clean and safe.	G
Create more affordable housing, to develop balanced, sustainable communities where people want to live.	A
Work with local people to improve community life, making sure that all adults, children and young people feel safer and happier where they live, and reduce loneliness and social isolation.	G
Work with local communities to redevelop Middlesbrough's disadvantaged estates, such as those in North Middlesbrough, and to put in place our empty homes strategy.	G
Change perceptions of Middlesbrough and raise local aspirations, working with partners to give local communities the opportunity to influence how Middlesbrough is transformed and how local public services are changed and improved.	G

## 2

# Strategic Plan 2019-2022

## Measures of success

Nine of our 28 measures of success have improved compared to previous quarter or latest available data, five have deteriorated, with the remaining 14 showing little or no change. The position is as expected, with Social Regeneration again showing the most uneven performance in Quarter One.

### Business imperatives

Measure	Status
Council income from local sources	→
Customers using online self-serve	↑
Employee satisfaction	→
Employee sickness absence	↑
External Auditor's 'Value for Money' judgement	→

### Physical regeneration

Measure	Status
Town population	→
Satisfaction with Middlesbrough as a place to live	→
Visitors to Middlesbrough	→
Inward investment	↑
New business start-ups	→
Value of goods and services in Middlesbrough per worker	↑
New homes built	↑
Affordable homes as proportion of housing stock	↑

### Social regeneration

Measure	Status
New jobs created	↑
Council spending with local businesses	→
Local employment rate	→
Gross weekly pay	→
Child & adult poverty	↓
Children looked after by us	↓
Pupils achieving expected GCSE standards	↑
Residents with technical & professional qualifications	↑
Child & adult obesity	→
Child & adult mental health	↓
Healthy life expectancy	↓
Adults living independently	→
Waste recycled	→
Overall crime rate	↓
Local life satisfaction	→

# 2

## Strategic Plan 2019-2022

### Quarter One highlights



BBC 1's Big Weekend was held in Middlesbrough during May 2019, bringing an estimated benefit of £2m to the Tees Valley.



The Mayor of Middlesbrough launched a trial of free bulky waste collections as part of efforts to clean up the town and reduce fly tipping.



Commercial and housing Investment continues to increase in line with expectations. Latest data shows us at 29.6% of the overall target outlined in the Investment Prospectus.



Two new Community Enforcement Vehicles fitted with CCTV have been introduced by the Mayor to help combat anti-social behaviour and crime, in line with one of his key priorities.



The Council's Live Well Centre won a prestigious national award from the Local Government Association for transforming the way health improvement and wellbeing services are delivered.



The rate of permanent admissions to residential and nursing care homes per 100,000 population continues to be below target.



Reablement services that support people to recover from illness and injury in order to live independently in communities continues to perform above target.



Latest published data shows that smoking prevalence within Middlesbrough has decreased to 17.4%, which is below target.



Overall % of working time lost due to sickness absence is at 4.31% to the end of Quarter One, well under target of 5.11%.

# 2

## Strategic Plan 2019-2022

### Issues arising at Quarter One



The rates of children subject to statutory intervention from Children's Services has increased from Q4 2018/19 to Q1 2019/20. The Looked After Children rate rose from 157.1 per 10,000 in Q4 to 169.2 in Q1, and the Child Protection Plan rate rose from 80.3 per 10,000 to 87.7.



The continued uncertainty around the UK's Brexit deal remains our biggest risk at Q1, given the potential implications both in terms of short-term service delivery, and for economic development within Middlesbrough and the future funding and delivery of services.



Child and Adult Poverty is showing an increase in the latest available data. The % of pupils eligible for and claiming Free School Meals has risen by 2.9% to 26.9% as at Jan 19. The % of Universal Credit/JSA claimants has risen again, from 5.1% to 5.5% in Q1.



The rate of reported crime per 1,000 population for Q1 is 42.9, which is higher than the same period last year.



The Mayor of Middlesbrough has established new priorities relating to private and affordable housing and housing growth targets are now being recalculated to reflect these changes.



While Child Mental Health has stayed the same at 2.87% in the latest release of data, the % of adults with long-term mental health problems has risen from 7.6% in 2017, to 11.6% in 2018.

# 3

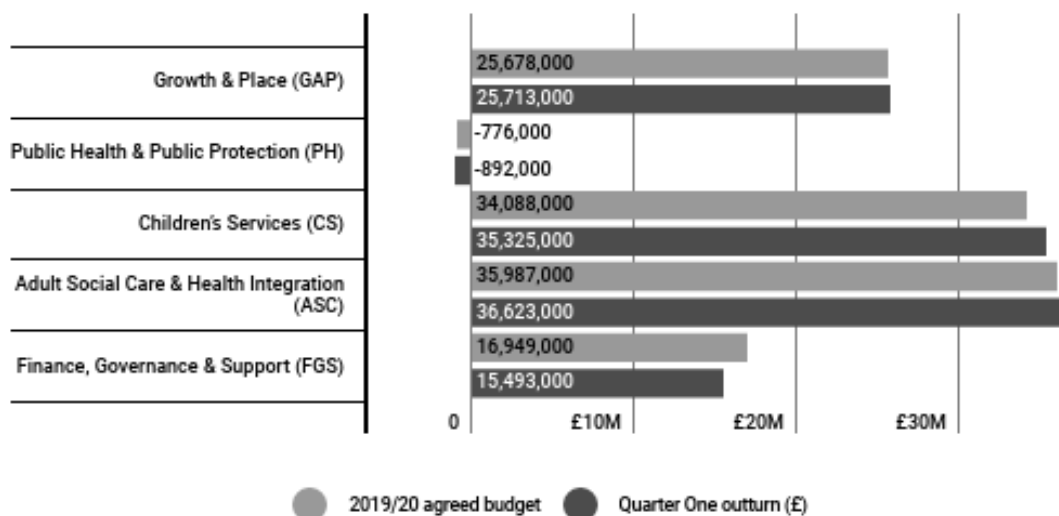
## Financial position

### Projected expenditure of 2019/20 Revenue Budget

The 2019/20 Revenue budget for the Council is £111,926,000.

Following an assurance exercise undertaken during Quarter One, £2.475m of Change Programme 3 savings were identified as unachievable within 2019/20. These are set out at Appendix 2 and are largely a timing issue, with the transformation within Children's Services in particular taking longer than initially anticipated.

Strong action was undertaken during Quarter One to identify additional budget savings totalling £2.771m to mitigate this position (Appendix 3). These have been assessed as fully deliverable and if agreed by the Executive, and taking into account other pressures, the Council's outturn position for 2019/20 is projected to be an overspend of £336,000. An overspend of this level would be covered by the Council's reserves.



The Children's Services (Education) projection includes a £273,000 pressure relating to shortfall in secondary school places and GAP (Environment & Commercial Services) an associated £100,000 pressure for additional school transport costs. The ongoing effects of these pressures will be addressed as part of the refresh of the Council's Medium Term Financial Plan to be considered by Council in December 2019.



## 3

# Financial position

## Projected expenditure of 2019/20 Revenue Budget

It is to be expected that in a complex organisation there are variances in areas between budget and projected outturn. At Quarter One, 17 budget areas (listed below) were projected to spend +/- £150,000 of the agreed budget during 2019/20.

Owner	Budget	Over / underspend	%	From Budget setting	Reason	Status
CS / GAP	School places	£373,000	100%	R	Projected pressure in Education of £273k due to shortfall in secondary school places and projected pressure of £100k in ECS because of additional transport costs.	One-off / Structural
CS	Residential agency placements	£337,000	5%	A	Slower than expected implementation of new initiatives.	One-off / Structural
CS	In-house Fostering / Family & Friends Allowances	£1,124,000	31%	R	Significant increased number of placements / cases and full year effect of 2018/19 increases.	One-off / Structural
CS	Independent Fostering Agency (IFA) Placements	£1,300,000	26%	R	Increased numbers of placements and full year effect of 2018/19 increases.	One-off / Structural
CS	Resource Service Management	£244,000	140%	R	Reviews delayed that will result in achievement of savings required.	One-off / Structural
CS	Assessment & Care Planning Teams	£677,000	13%	A	Agency costs of QWAP Team relating to caseload issue highlighted by OFSTED.	One-off
CS	Savings mitigation plan	-£1,884,000	-6%	G	Mitigating actions being undertaken in 2019/20 to address delay in achieving savings and pressures outlined above.	One-off
CS	Edge of Care Project	-£998,000	-38%	G	Slower than anticipated implementation of new initiatives.	One-off
FGS	Valuations - Commercial Income	£353,000	16%	R	Technical accounting treatment of TWI income and transfer of Sandringham House budget (vacant).	One-off

## 3

# Financial position

## Projected expenditure of 2019/20 Revenue Budget

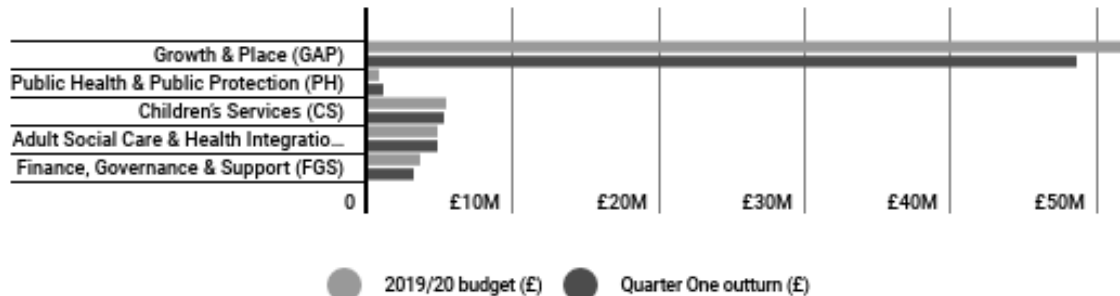
Owner	Budget	Over / underspend	%	From Budget Setting	Reason	Status
FGS	Section 31 Business Rates Relief Grant	-£766,000	-25%	G	Additional grant income received above budget	One-off
FGS	Social Care Support Grant	-£480,000	-37%	G	This is the remaining unallocated grant held centrally, which it is proposed to be used to offset demand pressures in Adult and Children's Social Care.	One-off
FGS	Capital Financing	-£458,000	-5%	G	Underspend on Minimum Revenue provision, favourable borrowing rates. Unbudgeted income from SLM.	One-off
PH	Public Health - substance misuse	£220,000	23%	R	Increase in the cost of the prescribed drug (Buprenorphine) used in addiction treatment.	One-off / Structural
PH	Public Health - staffing	-£173,000	-6%	G	Delays in recruitment to vacant posts across the service.	One-off
ASC	Adult Social Care - staffing	-£400,000	-3%	G	Delays in recruitment to vacant posts across the service and delay in implementation of Forensic Services.	One-off
ASC	Purchasing of external care packages	£877,000	3%	A	Additional demand for services, offset by early achievement of 2020/21 Change Programme 3 savings.	One-off / Structural
ASC	Prevention, Access and Provider Services	£252,000	57%	R	Shortfall in achieving Change Programme savings from in house services, offset by early achievement of 2020/21 purchasing savings.	One-off

# 3

## Financial position

### Projected expenditure of 2019/20 Capital Budget

The 2019/20 capital budget is £66,451,000. At Quarter One it is predicted that £62,688,000 or 94% of the budget will be spent.



There are 6 new schemes / investment that have been included in the revised Investment Strategy for approval.

Directorate	Scheme	Total Value (£)	Reason
GAP	Street lighting	£1,404,000	Capitalisation of street lighting maintenance costs as part of budget savings approved by Council in March 2019.
GAP	Capitalisation of Major Scheme	£270,000	Capitalisation of Project Officers as part of budget savings approved by Council in March 2019.
GAP	Urban Traffic Management	£500,000	TVCA have awarded £500,000 to develop the Urban Traffic Management system. MBC is the lead Council for this service.
GAP	Local Transport Plan	£2,837,000	2019/20 LTP allocation from TVCA.
ECS	Highways maintenance	£900,000	Increased capitalisation of Highways maintenance as part of budget savings approved by Council in March 2019.
PH	Middlesbrough Alcohol Centre of Excellence	£245,000	Capital grant received to develop MACE.

One scheme has been removed from the Investment Strategy at Quarter One.

Directorate	Scheme	Total Value (£)	Reason
GAP	Social Regeneration scheme	£450,000	eMpower programme to be reviewed and delivered differently when relaunched later in 2019.

## 3

# Financial position

## Projected expenditure of 2019/20 Capital Budget

14 schemes are projecting expenditure of +/- £150,000 of the revised budget for 2019/20, requiring movement within our four year strategy but not affecting the overall investment or cost of borrowing.

Directorate	Scheme	Variation (£)	%	Reason	Movement
GAP	LED Street Lighting upgrade (phase 2)	-£160,000	-7%	Slight delay in implementation means £160,000 of the scheme is reprofiled to 2020/21. There will also be a saving of £469,000 in 2020/21 against the approved allocation of £3,219,000.	To 20/21
GAP	Teesside Media and Innovation Village	-£153,000	-96%	Paused. This project is under review, therefore planning and feasibility have been re-profiled to 2020/21.	To 20/21
GAP	Local Transport Plan	-£408,000	-10%	A proportion of the LTP has been ringfenced to fund unforeseen requirements, this has been reprofiled to 2020/21 and will be brought back into this financial year as and when required.	To 20/21
GAP	North Ormesby Housing Joint Venture	-£321,000	-76%	The housing acquisition and refurbishment element of the joint venture is almost complete with £100,000 of the £421,000 allocated expected to be spent. While discussions are underway with the joint venture partner as to the next stage, the remaining budget has been reprofiled to 2020/21.	To 20/21
GAP	City Centre Public Realm	-£258,000	-52%	Paused. Centre Square master plan is currently under review, as such public realm works are on hold and £258,000 of the budget has been reprofiled to 2020/21.	To 20/21
GAP	Housing growth	-£716,000	-32%	Paused. Delays in access to the Nunthorpe Grange site mean construction works are now likely to be complete in 2020/21.	To 20/21

## 3

# Financial position

## Projected expenditure of 2019/20 Capital Budget

Directorate	Scheme	Variation (£)	%	Reason	Movement
GAP	Housing Delivery Vehicle (MHomes)	-4,250,000	-65%	Paused. A review has been undertaken in relation to housing delivery objectives. Gresham is now anticipated to be undertaken by a third party and there is a 3 month delay in works at two other sites. As a result £4,250,000 requires reprofiling to 2020/21.	To 20/21
GAP	Hemlington Community Hub	-175,000	-100%	Budget has transferred to ECS from CCC as ECS are now managing the project.	To ECS
GAP	Hemlington Community Hub	175,000	100%	Budget has transferred to ECS from CCC as ECS are now managing the project.	From CCC
GAP	East Middlesbrough Community Hub	-896,000	-37%	Delays in demolition of the Southlands Centre resulted in the need to slip resource.	To 20/21
GAP	North Ormesby Resource Centre	150,000	100%	Budget has transferred from ASC as ECS are now managing the project.	From ASC
ASC	North Ormesby Resource Centre	-150,000	-100%	Budget has transferred from ASC as ECS are now managing the project.	To ECS
CC	Abingdon School	-160,000	-18%	Due to the extent of planned external works, further assumptions have been made on the funding profile, allowing for possible adverse winter weather conditions.	To 20/21
FGS	De-risking sites	-451,000	-60%	Review of total amount allocated across years.	To 20/21

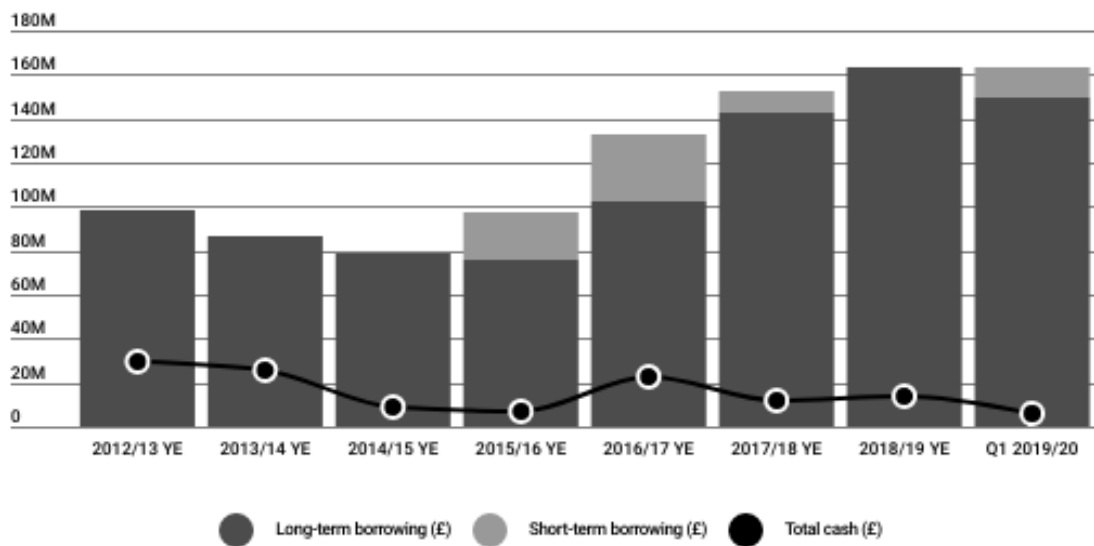
A full review of Capital Schemes will take place during Quarter Two.

## 3

# Financial position

## Borrowing and Reserves

Our balance of borrowing at the end of 2018/19 was £163M. Planned borrowing for 2019/20 at the end of Quarter One is £163M. It was reported at year-end that all short-term had been converted to long-term borrowing due to uncertainty around BREXIT. While the policy position on this is unchanged, some long-term loans are now classified as short-term as they are due to complete repayment in less than one year.



The following table sets out a summary of the balance of reserves and provisions at the start of 2019/20. The level of reserves has reduced from the start of 2018/19 in a planned manner to smooth out future savings requirements and to fund investment as intended within the Council's Medium Term Financial Plan.

Reserves and Provisions	Opening Balance	Use in Year	Additional Contributions	Transfers to General Fund	Balance at Year End
General Fund	£11,903,000	(£1,713,000)	£0	(£336,000)	£9,854,000
Earmarked reserves	£21,768,000	(£3,408,000)	£3,566,000	£0	£21,925,000
Maintained school reserves	£2,345,000	£0	£0	£0	£2,345,000
<b>Total</b>	<b>£36,015,000</b>	<b>(£5,121,000)</b>	<b>£3,566,000</b>	<b>(£336,000)</b>	<b>£34,124,000</b>

## 4

## Strategic risks

The table below sets out current risks to the achievement Council's strategic priorities following our Quarter One review, following which the total number of risks on the Strategic Risk Register increased to 29. Risks are displayed from highest scoring to lowest. Impact ranges from insignificant to extreme and likelihood ranges from rare to almost certain to happen. A review of the Council's risk appetite is currently underway and will be reported to Executive during Quarter Two.

Short Title	Impact	Likelihood	Trend
No Deal Brexit - business continuity	Extreme	Likely	↻
Partners' funding positions - MTFP pressure	Major	Likely	↻
Transition to new housing provider for asylum seekers	Major	Likely	NEW
School Leavers - poor skills profile	Major	Possible	↻
Failure to manage school places for International New Arrivals	Major	Possible	↻
Children impacted by social care transformation	Major	Possible	↻
Failure of early help services	Major	Possible	↻
Failure to transform culture and deliver savings plans	Major	Possible	↻
Inaccurate MTFP leading to savings gap	Major	Possible	↻
Insufficient primary places in central Middlesbrough	Major	Possible	↻
Failure to develop effective partnerships	Major	Possible	↻
Failure to comply with GDPR	Major	Possible	↻
Retail market distress impacting on the Town Centre	Major	Possible	NEW
Historical investigations requiring changes to practice	Major	Possible	NEW
Any Brexit - Local Economy	Major	Possible	⬇
Failure to have adequate governance	Major	Possible	NEW
Historical child abuse claims	Major	Possible	NEW
Failure to comply with statutory duties	Extreme	Unlikely	↻

## 4

## Strategic risks

Short Title	Impact	Likelihood	Trend
Terrorist incident (national threat level)	Extreme	Unlikely	→
Inward migration - MTFP pressures	Moderate	Likely	→
Reduction in front line policing impacting on crime levels and community resilience	Moderate	Likely	NEW
National Waste Review - MTFP pressures	Major	Unlikely	→
Town has high residential voids/low sales values	Major	Unlikely	NEW
Failure to recruit/retain key staff	Moderate	Possible	→
Poor quality of services provided by Health Partners may impact/increase demand for the Council	Moderate	Possible	NEW
Disruption from national/local elections	Moderate	Possible	NEW
Centre Square - failure to provide expected returns	Minor	Possible	↓
TeesAMP - failure to provide expected returns	Minor	Possible	↓
Business Rates - MTFP pressures	Moderate	Rare	↓



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# 5

## Actions

### Action taken in response to issues identified

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#### Strategic Plan

The Vision for Middlesbrough will be revised to reflect the priorities of the new Mayor of Middlesbrough and be presented to Council in September 2019. After this the Strategic Plan and the Council's budgets will be realigned with the new vision.

#### Financial governance

In response to pressures on the revenue budget, the following controls have been put in place and will remain in place throughout 2019/20:

- Vacancy control process overseen by Leadership Management Team
- Cessation of use of agency staff
- Review of proposed spending £5,000 and over by the procurement team
- Controls over staff travel, the ordering of stationery and use of first class post.

In addition, Corporate Management Team will monitor key budgets on a monthly basis going forward.

## Appendix 2: 2019/20 savings now unachievable in-year

Ref	Saving	2019/20 (£000s)
<b>Environment and Commercial Services</b>		
REG 06	Review of Transporter Bridge operational arrangements.	23
		<b>Sub-total</b>
		<b>23</b>
<b>Adult Social Care and Health Integration</b>		
ASC 04	Review all contracts with warden support providers to release efficiencies.	30
ASC 05	Implement charge for Connect Service to recipients in receipt of Pension Credit Guarantee, historically funded by Supporting People Grant (which has now been removed by Central Government), in line with other users of the service in Middlesbrough and in line with other councils.	269
ASC 06	Explore opportunities to partner with existing adult social care contact centre provider with a view to sharing services and reducing operating costs.	80
		<b>Sub-total</b>
		<b>379</b>
<b>Public Health and Public Protection</b>		
PHPP 03	Adjust Sexual Health Service budget to incorporate efficiencies already achieved.	104
		<b>Sub-total</b>
		<b>104</b>
<b>Children's Care</b>		
CC 01	Edge of Care (MBC delivery).	324
CC 04	Demand modelling.	909
CC 05	Fostering placement.	177
CC 06	Review of Post-18 Leaving Care provision.	30
CC 07	30% reduction in commissioned resource workers.	240
CC 11	Maximising CHC and Education contributions.	204
		<b>Sub-total</b>
		<b>1,884</b>
<b>Digital</b>		
DIG 04	Savings from improved efficiencies resulting from the implementation of digital purchasing.	45
DIG 07	Savings from improved efficiencies within Adult Social Care resulting from the take-up of agile working.	40
		<b>Sub-total</b>
		<b>85</b>
		<b>Total</b>
		<b>2,475</b>

### Appendix 3: 2019/20 replacement savings

Ref	Saving	2019/20 (£000s)
<b>Environment and Commercial Services</b>		
REG 06	Savings in running costs of Transporter Bridge.	26
		<b>Sub-total</b>
<b>26</b>		
<b>Adult Social Care and Health Integration</b>		
ASC 02	Savings from delay in opening new site for hospital discharge service.	48
ASC 10	Change sleep-in payments from hourly rate to standard fee (with effect from 01/10/19).	247
ASC 10	Savings from Independent Supported Living reviews.	116
ASC 11	Decommission and replace support service at Bransby Court.	27
ASC 12	Secure funding from the Better Care Fund for Connect Service for falls activity ( <i>subject to approval of South Tees IMG</i> ).	75
		<b>Sub-total</b>
<b>513</b>		
<b>Public Health and Public Protection</b>		
PHPP 07	Contract adjustments across early intervention and early achievement of planned contract cessations.	247
		<b>Sub-total</b>
<b>247</b>		
<b>Children's Services</b>		
CC 03	Savings from implementation of new sleep-in payment model in children's homes.	162
CC 14	Departmental recruitment freeze (assessment of impact undertaken to ensure statutory service delivery is maintained).	957
CC 14.1	Utilisation of MBC share Youth Offending Service reserve ( <i>subject to approval of the South Tees YOS Board</i> ).	36
CC 14.2	Maximise Troubled Families Reward Grant claims.	108
CC 14.3	Early cessation of School Improvement Strategy and Programme.	420
CC 14.4	Sell vacant children's homes places to other local authorities.	78
CC 14.5	Use grant funding to support Strengthening Practice training.	48
CC 14.6	Freeze Restorative Practice and Family Group Conferencing training.	14
CC 14.7	Use alternative funding for short breaks for children with disabilities.	46
CC 15	Proposed closure of Berwick Hills Children's Centre ( <i>subject to public consultation and final decision by the Executive</i> ).	15
		<b>Sub-total</b>
<b>1,884</b>		

Ref	Saving	2019/20 (£000s)
<b>Digital</b>		
DIG 01	Savings from further reductions in printing and mail.	101
		<b>Sub-total</b>
		<b>101</b>
		<b>Total</b>
		<b>2,771</b>

#### Appendix 4: 2019/20 replacement savings – impact assessments

<b>Subject of assessment:</b>	2019/20 replacement savings (Appendix 3) – Full assessment			
<b>Coverage:</b>	Crosscutting			
<b>This is a decision relating to:</b>	<input type="checkbox"/> <b>Strategy</b>	<input type="checkbox"/> <b>Policy</b>	<input checked="" 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 checked="" type="checkbox"/> <b>Review</b>
	<input checked="" 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><b>Key aims, objectives and activities</b> To assess the impact of proposals to make additional savings during 2019/20 in order to mitigate the projected revenue budget overspend identified at the end of Quarter One 2019/20.</p> <p><b>Statutory drivers</b> A number of statutory duties, guidance, legislation and regulations are relevant to the proposed savings, included but not limited to: the Local Government Act 1972 (budget setting) and the Equality Act 2010 (impact assessment).</p> <p><b>Differences from any previous approach</b> The proposals represent changes to services, functions, staffing and funding models required as a result of financial pressures on the Council, and are outlined in the main body and Appendix 3 of this report. Following review, most of the proposals do not require an impact assessment, however two were identified as requiring assessment: early cessation of the School Improvement Programme (CC 14.3) and the proposed closure of Berwick Hills Children’s Centre (CC 15).</p> <p><b>Key stakeholders and intended beneficiaries</b> All residents of Middlesbrough and customers of the Council. Some proposals are more relevant to certain groups than others and this is set out within the following two individual assessments. Some proposals also impact on staff, and appropriate consultation with those employees and Trade Unions will be undertaken where required.</p> <p><b>Intended outcomes</b> To ensure that the Council effectively mitigates the projected revenue budget overspend identified at the end of Quarter One 2019/20.</p>			

<b>Live date:</b>	September 2019					
<b>Lifespan:</b>	September 2019 – March 2020					
<b>Date of next review:</b>	March 2020					
Assessment issue	Impacts identified				Rationale and supporting evidence	
	None	Positive	Negative			Uncertain
			Justified	Mitigated		
<b>Human Rights</b>						
Engagement with Convention Rights (as set out in section 1, appendix 2 of the Impact Assessment Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A number of proposals indirectly relate to human rights, e.g. changes to practice in Children's Services. None of these have identified that there could be an adverse impact on human rights as a result of implementing the proposal.
<b>Equality</b>						
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Two of the proposals were potentially relevant to this protected characteristic and so required individual impact assessments (below). While the screening proposal (to be updated following consultation) to close Berwick Hill Children's Centre (CC 15) identified that impacts that can be fully mitigated, the proposal for early cessation of the School Improvement Programme (CC 14.3) identified impacts that cannot be fully mitigated, but can be justified, as this (discretionary) programme has funded service levels well over and above business-as-usual activity, and was always intended to be time-limited. In addition, action needs to be taken to address overspends within the wider Children's Services department that could impact on the Council's ability to comply with statutory duties if not addressed.

Assessment issue	Impacts identified					Rationale and supporting evidence
	None	Positive	Negative		Uncertain	
			Justified	Mitigated		
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None of the proposals were identified as being potentially relevant to these protected characteristics. There were no concerns that the proposals could have a disproportionate adverse impact on a group or individuals related to these protected characteristics. While some of the proposals will have an impact on staffing levels, there are no concerns that those impacts could be disproportionately adverse as a result of individuals or groups holding one or more protected characteristics. The Council has in place HR policies, which are separately impact assessed to ensure they are fair, to manage this process. It will aim to mitigate adverse impacts through redeployment were practicable.
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pregnancy / maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marriage / civil partnership**	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dependants / caring responsibilities**	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Criminal record / offending past**	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Community cohesion</b>						
Individual communities / neighbourhoods	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The two of proposals that required a separate impact assessment were relevant to community cohesion. There were no concerns

\*\* Indicates this is not included within the single equality duty placed upon public authorities by the Equality Act 2010.

Relations between communities / neighbourhoods	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	that the proposals could impact negatively on community cohesion because of plans in place to mitigate community impacts.
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<b>Further actions</b>		<b>Lead</b>	<b>Deadline</b>
<b>Mitigating actions</b>	Not applicable.	N/A	N/A
<b>Promotion</b>	Appropriate consultation and promotion of changes where there is an impact on service delivery will be undertaken.	Individual leads	Various
<b>Monitoring and evaluation</b>	Overall monitoring of the impact will be embedded within performance management arrangements for 2019/20. Further actions may be required following scheduled reviews if savings concerns continue.	Strategic Director of FGS	Ongoing to end March 2020

<b>Assessment completed by:</b>	Ann-Marie Johnstone, Governance and Information Manager
<b>Date:</b>	14 August 2019
<b>LMT approver:</b>	Paul Stephens, Head of Strategy, Information and Governance (on behalf of James Bromiley, Strategic Director of Finance, Governance and Support)
<b>Date:</b>	14 August 2019

<b>Subject of assessment:</b>	Proposed closure of Berwick Hills Children’s Centre (CC 15) – Initial assessment (provisional)			
<b>Coverage:</b>	Service-specific			
<b>This is a decision relating to:</b>	<input type="checkbox"/> <b>Strategy</b>	<input type="checkbox"/> <b>Policy</b>	<input checked="" type="checkbox"/> <b>Service</b>	<input type="checkbox"/> <b>Function</b>
	<input type="checkbox"/> <b>Process/procedure</b>	<input 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><b>Key aims, objectives and activities</b></p> <p>To ensure that the Council continues to provide effective early help services to children and families and meets its legal obligations in respect of children’s centres as set out in the Childcare Act 2006. This provisional initial assessment has informed the proposal to consult on the future of Berwick Hills Children’s Centre with the recommendation to formally close it.</p> <p><b>Statutory drivers</b></p> <p>Section 5A of the Childcare Act 2006 established the duty to secure sufficient children’s centres to meet local need, so far as is reasonably practicable. There is a duty to consult prior to opening or closing any children’s centre.</p> <p><b>Differences from any previous approach</b></p> <p>Provision at the centre has been diverted to other sites since June 2018 when notice was given to terminate the lease by the school providing the site. Initially it was planned that an alternative site would be located in the area and signposting to other sites was undertaken on an interim basis. It is now being proposed that consultation is launched to seek views on a proposal to formally close the centre.</p> <p><b>Key stakeholders and intended beneficiaries</b></p> <p>Children, parents, carers, schools and supporting health and delivery partners.</p> <p><b>Intended outcomes</b></p> <p>That the Council continues to deliver sufficient children’s centres to meet local need within a model that recognises that a mix of outreach and centre-based work is effective in delivering early help services.</p>			

<b>Live date:</b>	September 2019 (start of consultation process).			
<b>Lifespan:</b>	Not applicable.			
<b>Date of next review:</b>	Not applicable.			
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?	☒	☐	☐	There are no concerns that the proposal to could impact negatively on human rights. Evidence used to make this assessment includes analysis of alternative locations for children’s centres and visitors to the centres.

<p><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?</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The proposal is relevant to the age protected characteristic. Since June 2018 families have been successfully redirected to other Children’s Centres within Middlesbrough, with no wide-spread issues reported in this time.</p> <p>Berwick Hills Children’s Centre is proposed for closure due to it being located in tight concentration of two other Children’s Centres, so the public still has access to services within a short distance. Data from 1 July 2018 to 12 August 2019 indicates that 612 parents / carers of under 5’ have accessed alternative provision on the specific day set aside at Park End Children’s Centre for parents who live within the Berwick Hills and Pallister ward. In addition, a further 1,339 parents / carers have accessed services at other Children’s Centres, bringing the total number of Berwick Hills and Pallister parent/ carers of under 5s to have accessed services since the closure of the former site to 1,951.</p> <p>Within the proposed revised model families will continue to be signposted to other centres and staff will conduct more outreach activities and home visits to families, delivering interventions within the home. This model assists in targeting those families that are more resistant to interventions and can support families to resolve issues before they become unmanageable and result in more formal social services intervention.</p> <p>Staffing levels will be impacted by the proposal. HR policies, separately impact assessed, will be used to mitigate the impact of this. There are no concerns that staff could be disproportionately adversely affected by proposals because they hold one or more protected characteristics.</p> <p>Evidence used to assess the impact of this proposal includes analysis of alternative locations for children’s centres and visitor data.</p>
<p><b>Screening questions</b></p>	<p><b>Response</b></p>			<p><b>Evidence</b></p>
	<p>No</p>	<p>Yes</p>	<p>Uncertain</p>	

<p><b>Community cohesion</b>          Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?</p>	☒	☐	☐	<p>There is no negative impact on community cohesion as a result of this proposal. The service will continue to support children and their families, either through access to the alternative settings, or through outreach based work to support families more effectively. Evidence used to make this assessment includes analysis of alternative locations for children’s centres and visitors to the centres.</p>
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**Next steps:**

- If the answer to all of the above screening questions is No then the process is completed.
- If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.

<b>Assessment completed by:</b>	Rob Brown, Director of Prevention and Partnerships
<b>Date:</b>	14 August 2019
<b>LMT approver:</b>	Rob Brown, Director of Prevention and Partnerships
<b>Date:</b>	14 August 2019

<b>Subject of assessment:</b>	Cessation of School Improvement Programme (CC 14.3) – Initial assessment			
<b>Coverage:</b>	Service-specific			
<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 type="checkbox"/>	<b>Local or corporate requirements:</b>	<input checked="" type="checkbox"/>
<b>Description:</b>	<p><b>Key aims, objectives and activities</b> Cease the additional funding provided through the School Improvement Strategy six months earlier than planned.</p> <p><b>Statutory drivers</b> The Council retains a statutory duty in relation to school improvement under the Education Act 1996.</p> <p><b>Differences from any previous approach</b> The current strategy in place to delivery school improvement would cease and a new strategy developed. The £420,000 of the £2m funding originally committed by the Council not yet spent would be returned to central funds.</p> <p><b>Key stakeholders and intended beneficiaries</b> Children, parents, carers, schools and supporting education partners.</p> <p><b>Intended outcomes</b> That Council continues to delivery its school improvement duties following delivery of the majority of the current school improvement strategy.</p>			
<b>Live date:</b>	September 2019 (start of consultation process).			
<b>Lifespan:</b>	Not applicable.			
<b>Date of next review:</b>	N/A – Revised School improvement Strategy to be developed for the consideration of the Executive early in 2020.			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<p><b>Human Rights</b></p> <p>Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Right to education is a limited right that will not be impacted by this decision. Statutory duties in relation to school improvement will be maintained. The decision is reflective of the national transition to the academy model for education. Evidence used to make this assessment includes analysis of transition plans, analysis of residual capacity and school capacity to meet duties.</p>
<p><b>Equality</b></p> <p>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?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The proposal was originally put in place to address a national decision to cease funding in this area, it was always intended to be a one off time limited funding to support schools to transition to the new way of working imposed by government to ensure educational outcomes did not suffer in the transition period. The proposal to cease funding early and retain £420,000 will have an adverse impact on children (age protected characteristic). It is anticipated that this impact will be mitigated where possible by seeking alternative funding sources for the successful elements of the School Improvement Strategy. While it is anticipated that the majority of the successful elements will therefore be able to continue in some form, it is likely that there may be interruptions to services while funding is sought and the level of the service capacity reduced. Therefore it is not possible to fully mitigate the impact of the proposal, while acknowledging that the additional funding had been provided to address gaps in provision funded nationally, rather than a decision to reduce locally, this is this considered to be an adverse impact under the Public Sector Equality Duty (PSED). In order to comply with the principles of the PSED, steps were then taken to consider if the impact could be justified. It is judged that the impact of this decision is justified because the funding was over and above funding provided for the school improvement service. Also action needs to be taken to address overspends within the wider Children's Services department that could impact on ability to comply with statutory duties if not addressed.</p> <p>The proposal will result in bringing forward a small number of redundancies for staff who were employed using the additional funding. There are no concerns that the proposal could result in a disproportionate adverse impact on those staff affected as a result of them holding one or more protected characteristic. HR policies will be used to manage this process, and have been separately impact assessed.</p> <p>Evidence used to assess the impact of this proposal includes analysis of transition plans, analysis of residual capacity and school capacity.</p>

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<b>Community cohesion</b> Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?	☒	☐	☐	There is no negative impact on community cohesion as a result of this proposal. The service will continue to support children, and their schools to comply with statutory duties in relation to school improvement. Evidence used to assess the impact of the proposals includes analysis of transition plans, analysis of residual capacity and school capacity.

**Next steps:**

- If the answer to all of the above screening questions is No then the process is completed.
- If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.

<b>Assessment completed by:</b>	Andrea Williams, Director of Education
<b>Date:</b>	5 August 2019
<b>LMT approver:</b>	Andrea Williams, Director of Education
<b>Date:</b>	5 August 2019



<b>Subject of assessment:</b>	Cessation of School Improvement Programme (CC 14.3) – Full assessment			
<b>Coverage:</b>	Service-specific			
<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 type="checkbox"/>	<b>Local or corporate requirements:</b>	<input checked="" type="checkbox"/>
<b>Description:</b>	<p><b>Key aims, objectives and activities</b> Cease the additional funding provided through the School Improvement Strategy six months earlier than planned.</p> <p><b>Statutory drivers</b> The Council retains a statutory duty in relation to school improvement under the Education Act 1996.</p> <p><b>Differences from any previous approach</b> The current strategy in place to delivery school improvement would cease and a new strategy developed. The £420,000 of the £2m funding originally committed by the Council not yet spent would be returned to central funds.</p> <p><b>Key stakeholders and intended beneficiaries</b> Children, parents, carers, schools and supporting education partners.</p> <p><b>Intended outcomes</b> That Council continues to delivery its school improvement duties following delivery of the majority of the current school improvement strategy.</p>			
<b>Live date:</b>	September 2019 (start of consultation process).			
<b>Lifespan:</b>	Not applicable.			
<b>Date of next review:</b>	N/A – Revised School improvement Strategy to be developed for the consideration of the Executive early in 2020.			

Assessment issue	Impacts identified					Rationale and supporting evidence
	None	Positive	Negative		Uncertain	
			Justified	Mitigated		
<b>Human Rights</b>						
Engagement with Convention Rights (as set out in section 1, appendix 2 of the Impact Assessment Policy).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No negative impacts identified in the initial assessment.
<b>Equality</b>						
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The initial impact assessment identified that while it was anticipated that the majority of the successful elements of the programme will be able to continue in some form, it is likely that there may be interruptions to services while funding is sought and the level of the service capacity reduced.</p> <p>It identified that it was not possible to fully mitigate the impact of the proposal, while acknowledging that the additional funding had been provided to address gaps in provision funded nationally, rather than a decision to reduce locally, this is this considered to be an adverse impact under the Public Sector Equality Duty (PSED).</p> <p>In order to comply with the principles of the PSED, steps were then taken to consider if the impact could be justified. It is judged that the impact of this decision is justified because the funding was over and above funding provided for the school improvement service. Also action needs to be taken to address overspends within the wider Children's Services that could impact on ability to comply with statutory duties if not addressed.</p>

Assessment issue	Impacts identified					Rationale and supporting evidence
	None	Positive	Negative		Uncertain	
			Justified	Mitigated		
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No negative impacts identified in the level one assessment.
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pregnancy / maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marriage / civil partnership**	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dependants / caring responsibilities**	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Criminal record / offending past**	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Community cohesion</b>						
Individual communities / neighbourhoods	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No negative impacts identified in the level one assessment.
Relations between communities / neighbourhoods	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

\*\* Indicates this is not included within the single equality duty placed upon public authorities by the Equality Act 2010.

Further actions		Lead	Deadline
<b>Mitigating actions</b>	Creation of a revised School Improvement strategy and action will be undertaken to identify alternative funding sources where possible.	Director of Education	February 2020
<b>Promotion</b>	All Schools affected by the proposal have been advised that funding was likely to be ceased. Schools will be contacted again to advise that funding has ceased and will be advised of the decision and plans for a revised School Improvement Strategy to be developed in partnership with schools.		September 2019
<b>Monitoring and evaluation</b>	School improvement effectiveness is monitored through the quarterly performance clinic process which includes data on key stage performance outcomes.		N/A

<b>Assessment completed by:</b>	Andrea Williams, Director of Education
<b>Date:</b>	5 August 2019
<b>LMT approver:</b>	Andrea Williams, Director of Education
<b>Date:</b>	5 August 2019

## Appendix 5: Proposed virements at Quarter One 2019/20

Proposed budget virement	Growth and Place				Children's Services				ASC&HI £000s	FGS (inc. General Fund) £000s	Change Fund £000s
	REGEN £000s	CCC £000s	ECS £000s	PH&PP £000s	EDUC £000s	CC £000s	P&P £000s	BP&C £000s			
Price uplift re: Fair Price for Residential Care review to Social Care Support Grant									815	(815)	
Executive Director of Children's Services					(190)			190			
Children's Services Administration						(947)		947			
Family and Friends Allowances						(953)		953			
Children's Agency (Residential Schools)						(6,313)		6,313			
Fostering Agency						(5,097)		5,097			
Fostering In-House						(2,003)		2,003			
Rosecroft (Children's Home)						(488)		488			
Holly Lodge (Children's Home)						(489)		489			
Fir Tree (Children's Home)						(367)		367			
Cloverwood (Children's Home)						(232)		232			
Edge of Care 16+ provision						(285)		285			
Edge of Care Specialist Hub Team						(419)		419			
Price uplift re: re-tendering of Extra Care Housing contracts to Pay and Prices									196	(196)	
ICT licensing	(10)	(1)	(20)	(40)	(1)	(79)	(13)	0	(9)	173	
<b>Total</b>	<b>(10)</b>	<b>(1)</b>	<b>(20)</b>	<b>(40)</b>	<b>(191)</b>	<b>(17,672)</b>	<b>(13)</b>	<b>17,783</b>	<b>1,002</b>	<b>(838)</b>	<b>0</b>
										<b>Total:</b>	<b>0</b>

## Appendix 6: Proposed revised Investment Strategy at Quarter One 2019/20

	Total Funding Available					Council Funding	External Funding
	2018/19	2019/20	2020/21	2021/22	TOTAL		
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Regeneration</b>							
Town Centre Related Projects	701	1,146	1,258	2,300	5,405	5,405	-
Teesside Media & Innovation Village	40	7	153	-	200	200	-
Middlehaven Related Projects	3,860	497	-	550	4,907	3,224	1,683
Housing Growth	279	1,525	2,125	891	4,820	4,820	-
M Homes	-	2,250	6,750	-	9,000	4,100	4,900
Teesside Advanced Manufacturing Park	4,254	16,120	1,000	-	21,374	12,523	8,851
BOHO Car Park & Building Improvements	584	16	-	-	600	600	-
Great Cabinet Of Curiosities Retention	5	-	-	-	5	5	-
Capitalisation Of Major Schemes Salaries	440	530	530	530	2,030	2,030	-
Affordable Housing Via Section 106	-	-	1,255	-	1,255	830	425
Highways Infrastructure Development Section 106	-	-	786	-	786	-	786
Stainton Way Dixon Bank Junction - Section 106	378	1,302	-	-	1,680	-	1,680
Longlands to Ladgate Link	69	-	-	-	69	-	69
Stainton Way Western Extension - Section 106	9	-	-	-	9	-	9
Acklam / Hall Drive Improvements - Section 106	46	97	-	-	143	-	143
Rose Cottage Pedestrian Links - Section 106	14	16	-	-	30	-	30
The Big Screen	-	-	20	-	20	20	-
A66 Throughabout	186	3,048	-	-	3,234	-	3,234
Newport Road & Acklam Road Improvements	116	-	-	-	116	-	116
Ladgate Lane Cycle Paths	184	-	-	-	184	-	184
Mandale Interchange	22	49	-	-	71	-	71
Replacement of Ticket Machines	-	189	-	-	189	189	-
LED Street Lighting Upgrade (Phase 2)	-	2,174	576	-	2,750	2,750	-
Street Lighting	-	468	468	468	1,404	1,404	-
UTMC	-	200	300	-	500	-	500
JAQU - All schemes	463	1,450	-	-	1,913	-	1,913
Members Small Schemes	18	59	-	-	77	54	23
Grove Hill Joint Venture Projects	9	14	-	-	23	-	23
Gresham Projects	1,578	1,203	-	-	2,781	2,728	53
North Ormesby Housing Joint Venture - S106 funded	-	100	321	-	421	-	421
Empty Homes 2015 To 2018	40	103	397	-	540	-	540
Local Transport Plan	2,696	3,702	408	-	6,806	9	6,797
<b>Total Regeneration</b>	<b>15,991</b>	<b>36,265</b>	<b>16,347</b>	<b>4,739</b>	<b>73,342</b>	<b>40,891</b>	<b>32,451</b>

	Total Funding Available						Council	External
	2018/19	2019/20	2020/21	2021/22	TOTAL		Funding	Funding
	£000's	£000's	£000's	£000's	£000's		£000's	£000's
<b>Culture, Communities &amp; Communications</b>								
Town Hall Venue Development	343	140	17		500		500	-
Cultural Transformation	-	1,290	-		1,290		290	1,000
Christmas Lights	122	-	-		122		122	
Theatre Winches & Lifts	-	120	-		120		120	
Municipal Buildings	28	20	-		48		48	
Dorman Museum	5	97			102		102	
Orange Pip Market Equipment		24			24		24	
<b>Total Culture, Communities &amp; Communications</b>	<b>498</b>	<b>1,691</b>	<b>17</b>	<b>-</b>	<b>2,206</b>		<b>1,206</b>	<b>1,000</b>
	Total Funding Available						Council	External
	2018/19	2019/20	2020/21	2021/22	TOTAL		Funding	Funding
	£000's	£000's	£000's	£000's	£000's		£000's	£000's
<b>Environment and Commercial Services</b>								
Purchase of New Vehicles	951	1,417	1,200	1,200	4,768		4,768	-
Capitalisation of Wheeled Bin Replacement	100	100	100	100	400		400	-
Capitalisation of Street Furniture/Dog Fouling & Litter Bins	55	55	55	55	220		220	-
Capitalisation of Highways Maintenance	275	575	575	575	2,000		2,000	-
Property Services Building Investment	340	340	340	340	1,360		1,360	-
Parks Improvement	-	180	-	-	180		180	-
Bereavement Services	13	-	-	412	425		425	-
Middlesbrough Sports Village	-	-	-	-	-		(404)	404
Nunthorpe Playing Fields S106	37	63	-	-	100		-	100
Waste Disposal Plant Investment	2,808	-	-	-	2,808		2,808	
Crematorium Works	517	-	-	-	517		517	-
Members Small Schemes	54	71	60	60	245		245	-
Leisure Investment	121	-	-	-	121		121	-
Property Asset Investment Strategy	1,565	2,068	766	1,120	5,519		5,432	87
Town Centre Accommodation Strategy	381	3,212	1,407	-	5,000		5,000	-
Hemlington CAT	25	-	-	-	25		25	-
Newham Grange Leisure Farm	1,111	989	-	-	2,100		2,100	-
Nunthorpe Sports Facilities	-	100	-	-	100			100
East Middlesbrough Community Hub	104	1,500	896	-	2,500		2,500	
<b>Total Environment and Commercial Services</b>	<b>8,457</b>	<b>10,670</b>	<b>5,399</b>	<b>3,862</b>	<b>28,388</b>		<b>27,697</b>	<b>697</b>

	Total Funding Available					Council	External
	2018/19	2019/20	2020/21	2021/22	TOTAL	Funding	Funding
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Public Health and Public Protection</b>							
Health & Wellbeing Hub	14	786	-	-	800	679	121
Healthy Pupils Funding	85	-	-	-	85	-	85
Middlesbrough Alcohol Centre of Excellence	-	245	-	-	245	-	245
<b>Total Public Health and Public Protection</b>	<b>99</b>	<b>1,031</b>	<b>-</b>	<b>-</b>	<b>1,130</b>	<b>679</b>	<b>451</b>
	Total Funding Available					Council	External
	2018/19	2019/20	2020/21	2021/22	TOTAL	Funding	Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Education</b>							
Block Budget (Grant) Devolved Formula Capital	-	30	-	-	30	-	30
Block Budget (Grant) School Condition Allocation	-	-	1,230	-	1,230	-	1,230
Block Budget (Grant) Basic Needs	-	-	103	-	103	-	103
Block Budget (Grant) Special Provision Fund	-	-	392	-	392	-	392
Schemes in Maintained Primary Schools	1,535	3,100	570	-	5,205	1,775	3,430
Schemes in Primary Academies	10	20	-	-	30	-	30
Schemes in Secondary Academies	-	867	-	-	867	-	867
Schemes in Special Schools	415	86	-	-	501	445	56
Capitalisation of Salary Costs	101	102	-	-	203	101	102
<b>Total Education</b>	<b>2,061</b>	<b>4,205</b>	<b>2,295</b>	<b>-</b>	<b>8,561</b>	<b>2,321</b>	<b>6,240</b>
	Total Funding Available					Council	External
	2018/19	2019/20	2020/21	2021/22	TOTAL	Funding	Funding
	£'000	£'000	£'000	£000's	£'000	£'000	£'000
<b>Children's Care</b>							
Block Budget - Securing Services for Children with Complex Needs	-	46	-		46	-	46
Gleneagles - Kitchen and External Works	54				54		54
Purchase of a home for a Looked After Child in Hartlepool	12				12		12
Children's Homes - Refurbishment work	19				19		19
Edge Of Care Project		900			900	900	
<b>Total Children's Care</b>	<b>85</b>	<b>946</b>	<b>-</b>	<b>-</b>	<b>1,031</b>	<b>900</b>	<b>141</b>



	Total Funding Available					Council	External
	2018/19	2019/20	2020/21	2021/22	TOTAL	Funding	Funding
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Prevention &amp; Partnerships</b>							
Block Budget (Grant) EFA Early Years 2 Year olds Entitlement (Trajectory Project)		7	-	-	7	-	7
<b>Total Prevention &amp; Partnerships</b>	-	7	-	-	7	-	7
	Total Funding Available					Council	External
	2018/19	2019/20	2020/21	2021/22	TOTAL	Funding	Funding
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Adult Social Care and Health Integration</b>							
Chronically Sick & Disabled Persons Act - All schemes	614	829	610	610	2,663	2,613	50
Disabled Facilities Grant - All schemes	2,064	3,424	1,999	1,999	9,486	939	8,547
Capitalisation of Staying Put Salaries	50	50	50	50	200	200	0
Home Assistance Loan	0	197	0	-	197	184	13
Home Loans Partnership (formerly 5 Lamps)	0	0	72	-	72	0	72
Small Schemes	35	41	0	-	76	0	76
Connect/Telecare IP Digital Switchover	0	164	110	110	384	330	54
<b>Total Adult Social Care and Health Integration</b>	<b>2,763</b>	<b>4,705</b>	<b>2,841</b>	<b>2,769</b>	<b>13,078</b>	<b>4,266</b>	<b>8,812</b>

