

## OVERVIEW AND SCRUTINY BOARD

**Date:** Thursday 14th January, 2021  
**Time:** 4.00 pm  
**Venue:** Virtual Meeting

## AGENDA

Please note: this is a virtual meeting.

The meeting will be live-streamed via the Council's [Youtube channel](#) at 4.00 pm on Thursday 14th January, 2021

1. Apologies for Absence
2. Declarations of Interest  
To receive any declarations of interest.
3. Minutes - OSB Call-in - 20 November 2020 5 - 12
4. Minutes - OSB - 3 December 2020 13 - 20
5. Executive Forward Work Programme 21 - 24
6. Middlesbrough Council's Response to COVID-19  
The Chief Executive and Director of Public Health will be in attendance to provide the Board with an update in respect of the Council's response to COVID-19.
7. Executive Member Update: Executive Member for Adult Social Care and Public Health 25 - 28  
The Executive Member for Adult Social Care and Public Health, Councillor D Davison, will be in attendance to update

the Board on her aims and aspirations, progress made to date and to highlight any emerging issues relating to her portfolio.

8. Strategic Plan and Quarter Two Outturn Report 29 - 68
9. Teeswide Safeguarding Adults Board - Annual Report 2019/2020 and Strategic Plan 2020/2021 69 - 90  

A representative from the Teeswide Safeguarding Adults Board and the Director of Adult Social Care and Health Integration will be in attendance to update Members on the Board's Annual Report 2019/2020 and its Strategic Business Plan 2020/2021.
10. Final Report - Culture and Communities Scrutiny Panel - Social Cohesion and Integration 91 - 112
11. Scrutiny Chairs Update  

Ad Hoc Scrutiny Panel - Councillor J. Thompson  
Adult Social Care and Services Scrutiny Panel - Councillor J. Platt  
Children and Young People's Learning Scrutiny Panel - Councillor S. Hill  
Children and Young People's Social Care and Services Scrutiny Panel - Councillor L. Garvey  
Culture and Communities Scrutiny Panel - Councillor C. McIntyre  
Economic Development, Environment and Infrastructure Scrutiny Panel - Councillor M. Saunders  
Health Scrutiny Panel - Councillor J. McTigue
12. Date of Next Meeting - Thursday, 11 February 2021 at 4.00 p.m.
13. Any other urgent items which, in the opinion of the Chair, may be considered.

Charlotte Benjamin  
Director of Legal and Governance Services

Town Hall  
Middlesbrough  
Wednesday 6 January 2021

## MEMBERSHIP

Councillors J Thompson (Chair), M Storey (Vice-Chair), C Cooke, D Coupe, L Garvey, A Hellaoui, T Higgins, S Hill, T Mawston, C McIntyre, J McTigue, J Platt, M Saunders and Z Uddin

### **Assistance in accessing information**

**Should you have any queries on accessing the Agenda and associated information please contact Chris Lunn, 01642 729742, [chris\\_lunn@middlesbrough.gov.uk](mailto:chris_lunn@middlesbrough.gov.uk)**

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**OVERVIEW AND SCRUTINY BOARD**

A meeting of the Overview and Scrutiny Board was held on 20 November 2020.

**PRESENT:** Councillors J Thompson (Chair), B Cooper (as substitute for Councillor Saunders), D Coupe, L Garvey, A Hellaoui, T Higgins, T Mawston, C McIntyre, J McTigue, J Platt, E Polano (as substitute for Councillor Hill), M Storey and Z Uddin.

**PRESENT BY INVITATION:** Councillors A Bell, B Hubbard, G Wilson and Mayor A Preston.

**OFFICERS:** C Benjamin, S Bonner, C Breheny, R Horniman, C Lunn, T Parkinson and S Reynolds.

**APOLOGIES FOR ABSENCE:** Councillors C Cooke, S Hill and M Saunders.

**DECLARATIONS OF INTERESTS**

There were no declarations of interest made at this point in the meeting.

**CALL-IN – FUTURE OFFICE ACCOMMODATION UPDATE**

The Chair welcomed attendees to the meeting and provided an outline of how the call-in would proceed.

The Chair confirmed that the subject of the call-in was the decision made by the Executive on 27 October 2020 – ‘Future Office Accommodation Update’.

The Mayor and the Director of Regeneration and Culture were in attendance at the meeting to explain the reasons and rationale behind the report, and the decision that was made.

Councillor Bell, the proposer of the call-in, and one of the supporting Members, Councillor Hubbard, were in attendance to explain why the decision had been called-in and what should be reviewed.

In terms of the procedure to be followed at the meeting, a copy was shown at Appendix 2 of the submitted report. The Councillor proposing the call-in (Councillor Bell) would be afforded 15 minutes to present his case, which would include any statements from witnesses. At the end of the presentation, the Mayor would have the opportunity to question the proposing Councillor for five minutes, which could include input from officers from the relevant service area.

The Mayor/service area would then have 15 minutes to provide the reasons for the decision, after which the proposing Councillor would have the opportunity to question the Mayor/service area for five minutes.

The Overview and Scrutiny Board (OSB) would then be given the opportunity to ask the proposing Councillor and the Mayor/service area questions. Following this, the proposer and the Mayor would each be given five minutes to present a closing submission.

Following debate by the OSB Members, a vote would be undertaken as to whether OSB Members felt that the decision should be referred back to the Executive for reconsideration.

The Chair invited Councillor Bell to present his case to OSB, and explain why the decision had been called-in. Councillor Hubbard would be sharing the 15 minute time allocation with Councillor Bell.

Councillor Bell made the following comments as part of the presentation:

- The decision had been called-in to ensure the residents and businesses of Middlesbrough that the Council had achieved value for money, and had followed due

process.

- The Council's value for money statement in the annual accounts was unacceptable.
- It was felt that the decision was taken improperly and without sufficient information to provide validity. The decision concerned spending over £150,000 of Council Tax payers' money, and no information was provided in respect of:
  1. Why the cost may be over £150,000;
  2. What the exact cost would be;
  3. What the money was required for;
  4. What the money would be spent on or how;
  5. What would be achieved on the spend; and
  6. No alternatives to spending £150,000 were provided. No options exploring other ways of achieving the aim stipulated in the report were provided.
- It was felt that, without the basic information described above, it was not possible for Members to be assured of correct decision-making, and value for money could not be demonstrated.

In terms of the value for money aspect, Councillor Hubbard was invited to speak in favour of the call-in and made the following points:

- The term 'qualified' in accounting terms was not a good term. The term 'qualified' was usually viewed as one with positive connotations, e.g. 'a qualified Doctor', but in audit terms was negative.
- In previous years, Middlesbrough Council had had its accounts qualified due to value for money. Councillor Hubbard felt that, firstly, Councillor Bell was correct in his concerns that he was trying to protect public funding and achieve value for money for the tax payer, and secondly, he was trying to protect the Council from having its accounts qualified.

At this point in the meeting, the Chair invited the Mayor to pose factual questions to the call-in proposers, of which there were none.

The Chair invited the Mayor to present the case for the Executive; the following comments were made:

- This was an important and positive process and the challenge was welcomed.
- It was felt that the call-in was partly built on a misunderstanding that £150,000 was going to be spent; what was actually being sought was the right to use some money, up to a maximum of £150,000.
- In terms of context, it was explained that a new development had been built in Centre Square, which was located next to the Civic Centre. There had been plans to move all Council staff into that building, however, the decision was taken, in light of the public's interest and finances, to halt that move and instead market that building for commercial use. Subsequently, two tenants for the buildings were found: First Source and Causeway. The decision had created jobs in the Town Centre and provided opportunity for the Council to generate income, but it was acknowledged that staff did need to move.
- It was felt that the Civic Centre was no longer fit for purpose. In relation to COVID-19 and going forward, it was unknown at present as to what the demands on office accommodation would be. Reference was made to work undertaken two/three years previously in respect of office accommodation requirements, which had now changed significantly. It was indicated that the cost to move the Council would potentially be circa. £40m, and therefore careful planning was imperative to ensure that public finances were well spent, that the building was environmentally sensitive, and offered a positive place to work. It was felt prudent to spend circa. £100,000 (a quarter of one percent of £40m), on contracting professional consultancy services with the expertise to examine all of the options available, and identify the most appropriate. To not spend this money would result in the commissioning of a circa. £40m building that may not be appropriate to the Council's needs, may not be in the correct location, lack environmentally friendly credentials, and may not last a sufficient period of time.

It was acknowledged that additional spend may be required, which was why a figure of up to £150,000 was being requested.

At this point in the meeting, the Chair invited Councillor Bell to pose any factual questions to the Mayor.

Councillor Bell commented on the unknown state of affairs at the present time; owing to COVID-19 the requirements of office accommodation could not be determined. It was hoped that when the COVID-19 situation did improve, the requirements around office space would become clearer, and it would therefore be prudent to pause this work until that time. To undertake research/evaluative work now would not provide value for money. Reference was made to the current condition of the Civic Centre, and to the proposed move to Centre North East. It was queried why Council staff were not being used to undertake the process of evaluating new offices, rather than appointing external consultants. In response, the Mayor advised that Council staff would potentially be used for some of the work. It was reiterated that expenditure of up to £100,000 was anticipated, although £150,000 was being requested in order to accommodate increased spends. It was recognised that the Civic Centre was no longer fit for purpose, and reference made to research that demonstrated that working in good buildings increased productivity. Consideration was given to the potential cost to Council Tax payers over the last 20 years in maintaining an environmentally inefficient building, but also in terms of staff absence. It was indicated that a move was unavoidable, and to delay commencing this process would be inappropriate. It was explained that this money would need to be spent regardless of when the project commenced, and to delay the process for a significant period of time was therefore unnecessary. It was indicated that some of the work could be completed in-house by Council employees, but elements requiring more specialist knowledge would require input from external sources.

At this point in the meeting, the Chair invited OSB Members to ask questions of both Councillor Bell and the Mayor.

A Member requested clarification on how the £100,000 (potentially up to £150,000) would be spent. In response, the Mayor explained that when developing a building for circa. £40m, between £4-6m would be spent on consultation, which included cost consultants, architects, planners, designers, etc. This spend would be part of the £40m total. It was indicated that in order to ensure a building fit for purpose, to achieve value for money for the Council and Council Tax payers, and to achieve the highest staff productivity, this money needed to be spent in procuring the best advice from the most appropriate sources. The Mayor highlighted that he had neither priced any consultant nor negotiated any contracts with any consultants, and there was no particular work or building currently in mind. This procurement work would be undertaken by Council officers.

A Member sought clarification from Councillor Bell as to whether he would be prepared to have £100,000, or up to £150,000, spent at a future time, when there was more certainty around the need for office space. In response, Councillor Bell made reference to his previous enquiry of the Mayor around the utilisation of in-house Council employees to undertake research/evaluative work. It was felt that Council employees could be used; £150,000 to be spent on consultants for option appraisal purposes was a lot of money. It was indicated that the requirements around office space were unknown at present and that a pause in proceedings would be preferred (so as to avoid the need of revisiting option appraisal work post-COVID-19). It was felt that in-house staff should be used wherever possible in order to save on cost; expenditure of £150,000 did not offer value for money. The Mayor clarified that the purpose of this work was not to guesstimate staff levels at a specific point in the future, but was instead concerned with establishing the most appropriate design for a building (its shape, locality, facilities, etc.), and then scale up from there. This was the beginning of a three year process and plans could be adjusted as the project developed. Essentially, the money needed to be spent, and could not be saved through delaying the start of the project.

A Member made reference to the Civic Centre and queried whether a survey had been completed as to its current condition and potential lifespan. In response, the Mayor advised that consultants will have reviewed the building in the past. The Director of Regeneration and Culture provided details of the work carried-out to date, together with potential next steps. A

lot of examination work around the different options available had been undertaken previously, which had included completion of relevant surveys and consideration of the future maintenance liability of the Civic Centre. This was then compared against various options, including new builds, and this was how the decision regarding a potential move to Centre North East was reached. As the Council would no longer be moving to Centre North East, further work was now required. Details were provided in relation to the comparative analysis work undertaken in respect of different accommodation options. In terms of the previous work carried-out in respect of the Civic Centre, this would be revisited again because things will have changed. This would be a key factor in any options appraisal work carried out. The Mayor felt that the Civic Centre was no longer fit for office use, unless the same amount of money for a new build the same size was spent on it. Mention was made of alternative uses; the Council had been advised that the building could potentially be converted for residential use. In response to a supplementary question, the Director of Regeneration and Culture confirmed that the previous report regarding the Civic Centre could be provided. There was no categorical lifespan determined, but that report would be circulated to all Members of the Board for information.

A Member referred to a previous report prepared in respect of the Civic Centre, which suggested that expenditure of £1.7m was required for immediate maintenance improvements to make it fit for purpose. Further, almost half of the total maintenance improvements required to make it a suitable building for staff would need to be spent in the first five years, and would cost £6.4m. Consideration was given to the current condition of the building, with reference being made to the presence of asbestos, a lack of disabled toilet facilities, a lack of fire escape refuge space, and poor air conditioning/heating systems. It was queried why an assessment of how long the delay might be with the £150,000 being spent was not included in the report, and why financial details regarding the upkeep of the Civic Centre for the time taken to reach the end of this project were not included in the report. In response, the Mayor acknowledged that it was possible that more information could have been included in the report in terms of timescale/delay information, although it was felt clear that if plans for development of a building were in progress, then this was at an early stage. Construction of a new building would take between one and five years, and therefore it would be a few years before Council staff could move in. The Member accepted this view, but commented that in reports such as this, it was important to ensure that as much detail as possible was included, and that the terms and language contained within these were clear and appropriate.

A Member referred to the comments made regarding staff productivity and highlighted that Council staff would now be working in the Civic Centre for potentially three or four more years. In reference to the condition of the building, it was queried what message would be conveyed to staff in this regard. In response, the Mayor felt that the decision to halt the move from Civic Centre into the new building was 100 percent correct, as it had created jobs in the Town Centre and ensured that public finances had been cared for. It was explained that Council staff were important, but Middlesbrough as an entirety needed to be cared for. The fit out for the building for Council staff would potentially have been £2-3m plus, and whether it would have been suitable for the Council's requirements was unknown. It was highlighted that Council staff deserved a good building to work in; the message to staff would be that the most intelligent, welcoming, friendly, social and affordable building, with excellent green credentials and longevity, which the whole of Middlesbrough could be proud of, would be provided.

A short discussion took place regarding Council staff, many of whom were committed and hardworking, and who deserved a positive environment in which to work. The Mayor highlighted that he needed to decide what to do in the best interests of both staff and the whole of Middlesbrough.

A Member agreed with the view that it would be prudent to delay spending the money until the situation with COVID-19 had improved. It was queried how the £150,000 would be spent. In response, the Director of Regeneration and Culture explained that the reason why there was no information detailing this in the report was because it largely depended upon what potential options were pursued. If, for example, refurbishment options were shortlisted, this would require expenditure on testing the condition of the pre-existing building (such as checking the structure and foundations, operation of the lifts, etc.). Alternatively, if examining the option for a new build, the money would be spent on such aspects as design for mechanical



engineering. Therefore, a breakdown of spends could not be provided until the work to narrow down the options had been completed. Expenditure on external consultancy services would only be made when it was necessary to evaluate specific projects, once the options had been narrowed down.

A Member queried insurance cover in relation to external advice being sought, in particular, whether the Council would be covered if poor advice/practice resulted in significant financial expenditure for the Council. Supplementary to this, it was also queried whether, if this were not the case, would it be more appropriate to spend the money on in-house training to ensure receipt of a full and factual internal report. In response, the Mayor confirmed that anybody providing professional services was legally required to, and almost certainly would have, professional indemnity insurance in place, which would allow for any large financial claims to be made against the providers' insurers. In terms of training Council staff to undertake the work, it was felt that this could happen, but as these skills were so specialised and used so infrequently, it was not felt to be a viable option for a Local Authority of Middlesbrough's size to do.

In response to an enquiry regarding the maximum period of time that this expenditure could be delayed for, the Mayor advised that nothing could be gained in delaying this decision, as the money would need to be spent regardless, whether in six months' time or two years' time. To delay this would also mean a delay to staff moving to a more pleasant and environmentally efficient building. Consideration was given to the timeframe as to when in-house work would be undertaken, when external consultancy work would commence, and what tasks would be involved.

A Member referred to value for money and queried Councillor Bell's perspective on this. In response, Councillor Bell indicated that this was about ensuring that the residents of Middlesbrough received value for money in respect of their Council Tax payments and, on this occasion, it was felt that this was not being achieved. The COVID-19 pandemic currently continued, and it was felt that, to ensure value for money, this decision/expenditure should be halted until it was known exactly how many Council employees would be moved into offices, working from hubs, and working from home.

In response to an enquiry regarding major capital investment projects and engagement in a full and detailed viability study as a starting point to ensure successful delivery, the Mayor indicated that it was critical that, prior to engagement in any significant project, supreme confidence in doing the right thing was a necessity. This included risk awareness, consultation with stakeholders, etc. Regarding viability, it was important to look at a project carefully, seek advice from experts, seek challenge from other people, and work out whether it was a good and sensible thing to do.

A Member made reference to the Mayor's previous comments regarding potential conversion of the Civic Centre for residential use, and queried whether further details could be provided regarding this. In response, the Mayor advised that Middlesbrough Council had not commissioned or solicited any work. Two private developers had independently approached Council officers and suggested that they would be interested in converting the Civic Centre. They had undertaken their own work and studies, looked up plans and believed there was some viability there.

A short discussion ensued regarding Council staff. The Mayor reiterated the view that many were committed and hardworking and deserved a positive environment in which to work.

At this point in the meeting, the Chair invited the Mayor to present a closing submission. The following points were made:

- The Mayor thanked the Board for the opportunity to attend this meeting.
- It was hoped that the situation had been clarified, and emphasised that this decision needed to be progressed with some speed, but would not be rushed. The money needed to be spent wisely, and investment made for a sustainable viability.
- The building needed to be environmentally sustainable and needed to ensure that it offered staff a positive working environment.

- To achieve these objectives, some financial expenditure was required, and it was felt better to spend it now, as it would need to be spent irrespective of time frame.

At this point in the meeting, the Chair invited Councillor Bell to present a closing submission. The following points were made:

- Councillor Bell thanked the Board for the opportunity to attend this meeting.
- It was felt that expenditure of the monies in procuring consultants should be delayed for a period of six months, pending the current situation regarding COVID-19.
- In the interim period, internal personnel could look at certain aspects of offices in the town, or desired locality, and then in six months' time, when there was potential clarity as to office space requirements for the Council, proceed with this then.
- It was felt that the best option would be for the Council to fund and build a new office, as this would negate the need for rental payments to an external developer/landlord, but also potentially build some additional offices as necessary to allow for these to be rented out (and therefore generate income for the Council).

At this point in the meeting, the Chair invited the OSB Members to debate the information provided. The following points were made:

- A Member commented that if the report contained more information regarding context and historical background (including, for example, details about previous studies that had been undertaken; the current condition of the Civic Centre; and the importance of moving staff from the Civic Centre), that would have provided Members with an enhanced viewpoint to review the options available and to understand the importance of finding a new place for staff to work.
- A Member felt that further detail was required in respect of the report and supported the view that the decision be referred back to the Executive for reconsideration of a further, clarified, report.
- A Member agreed with the viewpoints of other Members, but felt a more detailed report ought to be prepared, with a more detailed explanation of where the money was needed with regard to consultants, and what work could and could not be completed in-house.
- A Member commented upon the importance of options appraisal. It was felt that expenditure up to £150,000 would be acceptable, if required, but option appraisal was a necessity to achieve value for money for the Council and for the people of Middlesbrough, and to ensure that the building moved to was fit for purpose.
- A Member agreed that further detail was required in a report of this nature, in particular details pertaining to financial expenditure of such large sums. It was felt that additional information as to background, context and options appraisal was required for this report, and reports of this nature in the future, so that decisions could be taken.
- A Member acknowledged the importance of progressing with the work, but also the view of increasing the detail within the report. All sides of the argument were understood, but it was felt that the sooner new premises were provided for staff, the better. The money had already been budgeted specifically for this project, and this needed to be understood.

At this point in the meeting, the Chair advised the OSB Members that a vote on whether to refer the decision back to the Executive would be undertaken. The decision to refer the decision back to the Executive was unanimous.

The Board was of the view that the original report to the Executive did not contain the sufficient level of detail required to make an informed decision, and therefore as part of its referral, the Board proposed the following recommendations to assist the Executive:

1. That the report be revised to include further clarity, for example, about where the funds cited would be spent; and
2. That additional contextual information be provided in the report, as this would be beneficial to explain the background of the original proposal and subsequent decision.

**ORDERED:**

1. That the Executive decision of 27 October 2020 regarding the 'Future Office Accommodation Update' be referred back to the decision maker for reconsideration; and
2. That the Executive held regard for the following recommendations when reconsidering the decision:
  - That the report be revised to include further clarity, for example, about where the funds cited would be spent; and
  - That additional contextual information be provided in the report, as this would be beneficial to explain the background of the original proposal and subsequent decision.

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**OVERVIEW AND SCRUTINY BOARD**

A meeting of the Overview and Scrutiny Board was held on 3 December 2020.

**PRESENT:** Councillors M Storey (Chair), L Garvey, A Hellaoui, T Higgins, B Hubbard (as substitute for Councillor Saunders), T Mawston, C McIntyre, J McTigue, J Platt and Z Uddin.

**PRESENT BY INVITATION:** Councillor D McCabe – Executive Member for Environment.

**OFFICERS:** S Bonner, C Breheny, G Cooper, G Field, C Lunn, T Parkinson and S Reynolds.

**APOLOGIES FOR ABSENCE:** Councillors C Cooke, D Coupe, S Hill, M Saunders and J Thompson; Mayor A Preston.

**DECLARATIONS OF INTERESTS**

There were no declarations of interest made at this point in the meeting.

**MINUTES - OSB - 5 NOVEMBER 2020**

The minutes of the meeting of the Overview and Scrutiny Board held on 5 November 2020 were submitted and approved as a correct record.

**EXECUTIVE FORWARD WORK PROGRAMME**

The Chief Executive submitted a report which identified the forthcoming issues to be considered by the Executive, as outlined in Appendix A to the report. The report provided the Overview and Scrutiny Board with the opportunity to consider whether any item contained within the Executive Forward Work Programme should be considered by the Board, or referred to a Scrutiny Panel.

A Member made reference to the impending Transporter Bridge report and queried the origins of the problems referred to within it. In response, the Chief Executive advised that the report would cover the issues in full, but if there were any further questions after that report had been considered by the Executive, these could be raised at a future meeting.

**NOTED****MIDDLESBROUGH COUNCIL'S RESPONSE TO COVID-19**

The Chief Executive provided a verbal update to the Board regarding the Council's response to COVID-19. The following points were made:

- In response to queries raised at the last OSB meeting, the following information was provided:
  - In relation to whether an extension to the Selective Landlord Licensing scheme could be sought / considered with a view to recouping time lost as a result of COVID-related delays to inspections, the Director of Adult Social Care and Health Integration had advised that although housing standard inspections had been suspended during the COVID-19 pandemic, plans were in place to undertake the originally intended volume of inspections within the current lifetime of the scheme. Consequently, as neither tenants nor landlords would be disadvantaged by the temporary suspension during the pandemic, it was felt that an extension to the scheme was not required.
  - Regarding a request for an update in respect of the Council's approach to Christmas Free School Meals, this had been superseded by local allocation

of a national Winter Grants scheme which the Government had announced (further details would be provided during the meeting); and

- With regards to the impact of COVID-19 on staff absences / sickness / isolation relating to COVID-19 since 23/03/2020, and the further associated impact on Council finances, etc., further details would be provided during the meeting.
- In terms of the latest COVID-19 position, Middlesbrough's numbers had drastically reduced over the last 10-15 days; around 170 per 100,000 of the population, having been over 500 circa. 15 days previously. Across all of the indicators that the Government was suggesting would be used to determine which tiers Councils were placed in, a similar drop had been seen within those. Rates across population had reduced significantly in the over 60s and in the number of people in hospital, which mirrored the current trend across the whole Tees Valley. It was hoped that this trend would continue, and although 25-30 cases were still occurring daily, this was a significant reduction from the 100-plus cases seen previously.
- When looking at the statistics in relation to indices of multiple deprivation, there was a higher prevalence of COVID-19 in deprived wards, although some of the work undertaken had shown that in some areas, for example Central Ward, this was lower than would perhaps have been anticipated. It was felt clear that this was due to testing activity, and therefore the testing strategy would focus on targeting poorer communities where take-up was known to be low.
- Regarding the COVID-19 winter grant approach, it was explained that a circa. £700,000 allocation had been received from the Government to cover the period of the school holidays from January-March. This had superseded local plans that were being developed around a free school meals approach over Christmas and school holidays. Reference was made to an individual Executive Member decision being taken on 2 December 2020 in respect of this matter. It was explained that there was discretion for local Councils as to how the grant could be utilised - the only rule being that 80% of it should go towards families with children. Grants would be allocated to families with dependent children who were in receipt of Council Tax reduction, or that had children in need or most at risk, or were residents with children who were not in receipt of the Council Tax reduction scheme and fell outside of crisis support criteria. Payments had been extended purely beyond the free school meals cohort because there was an awareness that large numbers of residents had encountered financial difficulties, residents that did not fall into the free school meals category or were not in receipt of Universal Credit, for example. It was indicated that there were approximately 2200 households in the town that had never been in arrears previously with their Council Tax, but now were due to income reduction (e.g. through self-employment and / or furlough). Attempts were being made to target this as successfully as possible. Awarded monies would be utilised to meet the costs of food and winter fuel bills. Some of the allocation would be retained and work undertaken in partnership with Middlesbrough Environment City to create sustainability by avoiding a cycle of providing additional support every school holiday, but instead work with families to support them in cooking healthy, inexpensive meals at home, to become more ingredient aware, etc. An update in respect of this work would be provided at a future meeting.
- Regarding the impact of COVID-19 on staff absence / sickness, it was indicated that circa. 160 staff were currently absent due to sickness, which represented about 5% of the workforce. Numbers had been relatively static throughout the COVID-19 period and had not yet impacted the Council's ability

to deliver services to the public. Overall, this equated to 7.7% of working days that had been lost to COVID-19. At the beginning of the first lockdown in March 2020, COVID-19 accounted for circa. 25% of all sickness; as the first-wave eased, staff sickness also eased. This figure currently stood at just under 20% of all staff. In terms of the number of staff currently shielding, either due to being part of the clinically extremely vulnerable cohort or being asked to self-isolate, there were 350 at the start of the first lockdown, which reduced down to 150 by the end of that period. Currently, circa. 150 staff were either self-isolating or shielding, the vast majority of which were able to continue working from home. There was circa. 1400 employees logged onto the Council's system at any one point in time, therefore being in isolation did not necessarily affect someone's ability to undertake their work.

- In terms of COVID-19 sickness as a proportion of all sickness, it was reiterated that the Council had not yet reached a point whereby the ability to deliver services had been impacted. There had been some issues experienced around refuse collection, but because there was an agile workforce in place, some staff had been moved from Area Care into that area to ensure that refuse could still be collected. Pre and post-COVID-19 productivity levels, overall, had remained the same throughout the period.

Following the update, Members were afforded the opportunity to ask questions of both the Chief Executive and the Director of Public Health. The following issues were raised:

- A Member queried whether the declining number of cases could be attributed to anything in particular. In response, it was explained that this was exceptionally difficult; the Council had done all it could to promote COVID-19 safe practices to reduce cases, but this was being undertaken at a time when cases were also increasing. It was felt that a lot of it was a consequence of nature.
- A Member made reference to the grant payments and queried how this would be distributed, i.e. would funding need to be applied for. In response, it was explained that the cohort had been identified. There would be an application process for those perhaps missed, but there was an awareness that, in respect of the 2200 households mentioned previously who had never needed to claim before, there may be some resistance to do so. In terms of the process for those individuals identified, a code would be sent to a mobile phone to enable the recipient to visit a shop and obtain a cash amount. It was felt that this afforded residents increased dignity and offered greater choice as to what the money was spent on – i.e. food, heating or water.
- A Member commented on the reduction in the rate of infection and acknowledged the work of both the Council and the public in helping to achieve this, with everyone working together.
- A Member queried whether Middlesbrough's figures were currently lower than before entering the second lockdown. In response, it was indicated that this was the case, with the current figures being at their lowest since the end of September 2020. Clarification was sought regarding the tier system, as Middlesbrough was in tier 2 at that time, but was now entering tier 3. In response, it was explained that Middlesbrough was in tier 2, but destined for tier 3. Discussion had been taking place at that time with the Government in terms of moving the Tees Valley into tier 3, but this was superseded by the national lockdown. The outcome of a review was expected on or before 16 December 2020, which would determine which tier Middlesbrough would be in beyond then. It was explained that, given the rates across the town, officials were arguing the case for tier 2, particularly in relation to the number of people in hospital, in critical care, prevalence amongst the over 60s etc. However, the issue was that the benchmark figure was unknown; rates were a third of what

they were previously, but four or five months ago, the rate of 20 per 100,000 was considered high (Middlesbrough was currently at 170 per 100,000). It was felt likely that it would depend how other areas were performing and where Middlesbrough sat in the 'league table', but work and the argument for tier 2 would continue.

- A Member made reference to the vaccination programme and the map that had been released earlier on in the day in respect of where people would need to attend in order to be vaccinated. It appeared that the closest facility serving Middlesbrough's residents would be located in Newcastle; a query was raised as to whether Middlesbrough Council and its Public Health teams would be lobbying in order to attain more localised provision. In response, it was commented that many people in Middlesbrough and other areas would be unable to travel that journey, either for health or financial reasons. For example, over one third of people in the Tees Valley did not own their own vehicle, and therefore the Council would be lobbying. Officials' assessment was that this was the first wave rollout of the vaccination and as the programme developed (with rollout to Community vaccination, etc.), local vaccination provision would be a necessity or it would not work, and therefore this would be discussed as the vaccination programme developed. Members would be updated on the progress made around this in due course. A Member commented that vaccination provision for the North East would be made from a Hub in Newcastle.
- A Member made reference to the BAME Community and individuals being at a higher risk from COVID-19, and queried whether there would be a priority for vaccination. In response, it was explained that this was currently unknown. At present, work was taking place with Central Government to develop a testing strategy for Middlesbrough, which was more advanced than the vaccinations strategy (that level of detail had not yet been reached). It was envisaged that the local vaccination programme would follow a similar route to the testing programme, where concentration would be on those delivering critical tasks such as care and those wishing to visit relatives, and then proceed onto more vulnerable groups (whether that be due to ethnicity, disability or where they lived). A programme would be developed locally; it was hoped that further information would be attained in the near future.
- A Member made reference to Middlesbrough Environment City and commended the work being undertaken. It was hoped that a previous scheme revolving around the provision of slow cookers and cookbooks in deprived communities would be repeated.

The Chair thanked the Chief Executive for his attendance and contribution to the meeting.

#### **NOTED**

#### **EXECUTIVE MEMBER UPDATE: EXECUTIVE MEMBER FOR ENVIRONMENT**

The Executive Member for Environment, Councillor D McCabe, was in attendance at the meeting to update the Board on his aims and aspirations, progress made to date, and to highlight any emerging issues relating to his portfolio. The Director of Environment and Commercial Services was also in attendance at the meeting.

Prior to the delivery of the Executive Member's update, the Chair informed the Board that two call-ins had been accepted in respect of fortnightly bin collections, which would be considered at a separate meeting of the Board on 18 December 2020. Discussion of fortnightly bin collections was therefore restricted at this meeting.



The Executive Member made the following points as part of his update to the Board:

- Green Strategy – it was explained that the Council had set out to reduce its carbon emissions to net zero by 2029, and by 2039 for the town as a whole, which was well ahead of the Government's target of 2050. The Green Strategy was based on the ten One Planet Living principles, which were highlighted to Members. The updates, aims and objectives of the Green Strategy were outlined to the Board; it was explained that all Heads of Service had been involved in establishing working groups, each allocated one of the ten principles, to deliver an overarching strategy with partners, businesses and citizens. Accredited training in respect of the Green Strategy and green issues would be provided to all Heads of Service by Northumbria University. This was an ongoing piece of work; the strategy was expected to be completed in early 2021.
- Trees – in order to increase tree cover to the national average of 16%, the Council was committed to planting 15,000 trees by 2021 (tree cover was currently 11.8%). Certain parts of Middlesbrough, such as in suburbs, had good leaf cover, but this needed to be increased in order to achieve the environmental benefits that it offered, such as clean air and biodiversity. In 2019/2020, 620 mature trees and 1,550 whips were planted. In the current year, 960 standard mature trees and 12,750 whips were being planted. Varieties included English Oak, Silver Birch and Lime. Community planting would commence from this month onwards in partnership with Middlesbrough Environment City.
- Wild Flower Areas – new areas, such as roundabouts and roadsides, were installed in October 2020 (as the spring window had been missed due to COVID-19). This equated to approximately 30,000 square metres. Significant work with Thirteen Group had been undertaken to achieve this. It was explained that wild flowers not only enhanced the visual appearance of the town, but would also develop into wildlife havens across Middlesbrough (which provided further environmental benefits, such as cleaner air).
- Teesaurus Park / Dino Park – due to wildlife habits and rare orchids being discovered on the site, previous plans to develop this area for use as an amphitheatre had been discarded. Following further consideration, a volunteer group of Community Champions had been given permission to paint the dinosaurs: the Council and two local companies had supplied paint for this purpose. During this process, footfall at the site had increased exponentially, with visitors coming from as far as Newcastle and York, who had learnt of the site and work being undertaken via social media. The Community Champions had cleared the area and continued to litter pick on a regular basis; paintwork had also been completed. An action team had been established, with further proposals being made for the area. This included the installation of new pathways and lighting, information boards regarding the different species of dinosaurs on the site, potential provision of catering facilities, and new play equipment. In terms of the lighting, local companies had been approached for sponsorship. There were nature walks available in the area and it was hoped that these would be further explored by visitors through this development work. Work was ongoing; Members would be updated accordingly.
- Urban Farm – work was moving forward with the Camphill Trust to introduce an Urban Farm in Middlesbrough. Planning Permission had been applied for and it was expected that the farm would begin to take shape in spring / summer 2021. Reference was made to COVID-19 and the impact that this had had on timescales affecting such projects, but it was hoped that progress would be made soon.

- Lower Ormesby Nature Reserve – this was a proposal for a new nature reserve to the junction of North Ormesby / Shepherdson Way and the A66. There was a rich biodiversity with a habit of grassland, reed bed and stream margins (Ormesby Beck) with 170 plant species recorded, including three species of orchid. 45 bird species had been seen / heard on the site, and 13 species of butterfly were to be found (including the increasingly rare Dingy Skipper Butterfly, which was a UK Biodiversity Action Plan Priority Species). Planning Permission had been applied for, which would be subject to assets. This could be developed into a commercial area, but in light of the biodiversity on site, it was felt that it should be removed from the Council's Asset Register and developed into a nature reserve (which would be within walking distance of the Town Centre). A report would be considered in respect of this by the Executive in the near future.
- Pothole Purge and Enhanced Highways Maintenance – the pothole purge was now almost complete, with excellent work being undertaken. The final Ward to be tended to (i.e. Trimdon Ward) was currently being addressed. Members were asked to report any areas that had been missed to the Executive Member, who would endeavour to have these addressed as soon as possible. In addition, as part of the pothole programme, an intervention programme of works was also in operation throughout the town. It was explained that road surfaces tended to break down during the winter months, with potholes then appearing. It was reiterated to Members that if any remedial works were required during this time, to please contact the Executive Member, or alternatively raise the matter via the Onestop system.

Following the update, Members were afforded the opportunity to ask questions and the following issues were raised:

- A Member referred to bins and Thirteen Group properties and explained that when properties were voided, bins were left in place and occasionally stolen / set alight. It was felt that the bins needed to be removed from empty premises until the next residents moved in. In response, the Executive Member advised that he would liaise with Thirteen Group in respect of the comments made.
- Following enquiries from two Members in relation to potholes / road resurfacing works, it was agreed that further information around projected completion dates regarding the A172 Stokesley Road (Parkway to Southern Cross), and Acklam Road and Hall Drive, would be obtained and forwarded to the respective Members.
- A Member referred to wildflower seeds and requested that all Councillors be made aware of the availability of these, either for collection from Middlesbrough Environment City or for distribution directly to them.
- Regarding the preservation of trees in relation to new housing developments, it was requested that Environment Services liaise with the Planning department to ensure that as many mature trees and hedgerows as possible could be preserved (e.g. through the issuing of Tree Preservation Orders) when new developments were approved.
- In respect of environmental enforcement, Members requested that statistics be provided to the Board in relation to: a) the number of people prosecuted, warned or fined for fly tipping activity, and b) the current wait times for both paid for and free collections. In relation to current and previous policy, comparator statistics to illustrate whether the wait times for the collection of bulky waste had increased or decreased since the change in policy were also requested.

- A Member made reference to grass verge damage and enforcement and commented that hotspot areas should be looked at, with grass verges being removed or tarmacked over. A Member made reference to discussion undertaken in respect of this matter at a recent meeting of the Economic Development, Environment and Infrastructure Scrutiny Panel, and commented that a bid for funding could potentially be made to the Capital Fund to allow for works to be completed in hotspot areas as soon as possible (as in some cases, works would not be undertaken until 2024 at the earliest).
- Regarding cycling and walking infrastructure, a Member made reference to the Government's announcement of a £2bn investment in cycling and walking, highlighting that:
  - £250m had been released to make temporary bus lanes, widen cycle paths, provide pedestrian access and lengthen cycle lanes; and
  - £175m had been made available for areas around schools, e.g. creating pedestrianised streets to enhance safety for parents and families taking children to school.

The Member queried whether further information could be provided to the Board to detail what plans were in place to make large scale and exciting changes to how travel was undertaken around Middlesbrough, and how the above national funding streams were being accessed. Further, to explain what expansive plans were being put in place to encourage cycling and an increased use of public transport.

The Chair thanked the Executive Member for Environment and the Director of Environment and Commercial Services for their attendance and contributions to the meeting.

**AGREED** that the information provided be noted, and the agreed action be undertaken.

#### **SCRUTINY CHAIRS UPDATE**

The Scrutiny Chairs / Vice Chairs present at the meeting provided updates in respect of the work undertaken by their respective panels since the last meeting of the Board.

#### **NOTED**

#### **DATE OF NEXT MEETING - THURSDAY, 14 JANUARY 2021 AT 4:00 P.M.**

The next meeting of the Overview and Scrutiny Board had been scheduled for Thursday, 14 January 2021 at 4:00 p.m.

#### **NOTED**

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<b>Report of:</b>	Chief Executive
<b>Submitted to:</b>	Overview and Scrutiny Board – 14 January 2021
<b>Subject:</b>	Executive Forward Work Programme

**Summary**

<b>Proposed decision(s)</b>
It is recommended that the Overview and Scrutiny Board consider the content of the Executive Forward Work Programme.

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

<b>Contribution to delivery of the 2020-23 Strategic Plan</b>		
<b>People</b>	<b>Place</b>	<b>Business</b>
Open and transparent scrutiny supports all elements of the Mayor’s Vision.	Open and transparent scrutiny supports all elements of the Mayor’s Vision.	Open and transparent scrutiny supports all elements of the Mayor’s Vision.

<b>Ward(s) affected</b>
All Wards affected equally

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

To make OSB aware of items on the Executive Forward Work Programme.

**Why does this report require a Member decision?**

The OSB has delegated powers to manage the work of Scrutiny and, if appropriate, it can either undertake the work itself or delegate to individual Scrutiny Panels.

One of the main duties of OSB is to hold the Executive to account by considering the forthcoming decisions of the Executive and decide whether value can be added by Scrutiny considering the matter in advance of any decision being made.

This would not negate a Non-Executive Member’s ability to call-in a decision after it has been made.

## **What decision(s) are being asked for?**

It is recommended that the Overview and Scrutiny Board consider the content of the Executive Forward Work Programme.

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

No other options were considered.

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

### ***Legal***

Not Applicable

### ***Financial***

Not Applicable

### ***Policy Framework***

The report does not impact on the overall budget and policy framework.

### ***Equality and Diversity***

Not Applicable

### ***Risk***

Not Applicable

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

Implement any decision of the Overview and Scrutiny Board with regard to the Executive Forward Work Plan.

## **Appendices**

The most recent copy of the Executive Forward Work Programme (FWP) schedule is attached as Appendix A for the Board's information.

## **Background papers**

Executive Forward Work Plan

**Contact:** Chris Lunn  
**Email:** [chris\\_lunn@middlesbrough.gov.uk](mailto:chris_lunn@middlesbrough.gov.uk)

## APPENDIX A

DATE	PROPOSED DECISION MAKER	TITLE	DETAIL	KEY DECISION
20/01/21	Deputy Mayor and Thematic Lead for Drugs	<b>EXEMPT</b> – Support the funding of a house purchase of a looked after child	To seek the approval from Executive Member to fund the purchase of a property for a looked after child	Yes
19/01/21	Executive Member for Environment	Response to Economic Development, Environment and Infrastructure Scrutiny Panel - Teesside Crematorium	To provide a response to the Scrutiny Panel report	No
19/01/21	Executive	<b>EXEMPT</b> – Land Adjacent Former Middlesbrough Warehouse – Disposal [Part B]	That Executive approves the proposal to proceed with the disposal of the Council's freehold interest in land adjacent the former Middlesbrough Warehouse Site.	Yes
19/01/21	Executive	Land Adjacent Former Middlesbrough Warehouse – Disposal [Part A]	That Executive approves the proposal to proceed with the disposal of the Council's freehold interest in land adjacent the former Middlesbrough Warehouse Site.	Yes
19/01/21	Executive	Local Council Tax Support 2021/2022	That Council approves the Council Tax Support (CTS) scheme for 2021/2022. Each billing Authority in England must make a Council Tax Reduction scheme by no later than 11 March each year. Any scheme cannot be made by officers, - authorisation of the full scheme is subject to member approval.	Yes
19/01/21	Executive	Local Cycling and Walking Implementation Plan; Linthorpe Road Corridor	That Executive approves the proposals to deliver cycle infrastructure along the Linthorpe Road corridor as per plans in appendix, in line with Town Centre ambitions.	Yes
19/01/21	Executive	<b>EXEMPT</b> – Renovation of an existing Council building attached to Fir Tree Children's Home	That Executive approves funding for the renovation of an existing building attached to Firtree Children's home to develop a bespoke placement for a child with complex needs	Yes
01/02/21	Executive Member for Culture and Communities	Annual Equality and Diversity report	To present the annual equality and diversity report that gives an overview of the diversity of the town and the composition of Council employees along with proposed actions for the next 12 months.	No

16/02/21	Executive Member for Finance and Governance	Revenue and Capital Budget - Projected Outturn position as at Quarter Three 2020/21	To advise the Executive of the Council's financial position at Quarter Three 2020/21, including the projected effect of Covid-19 on the Council's finances. To approve the proposed revenue budget virements over £150,000, and to approve the proposed revised Investment Strategy to 2022/23.	Yes
16/02/21	Executive	Boho Residential Towers - Site Disposal	That Executive approves the proposal to proceed with the disposal of the Council's freehold interest in land at Middlehaven in order to facilitate the development of the Boho Residential Towers.	Yes
16/02/21	Executive	Community Benefit From Land Sales Policy	TBC	No
16/02/21	Executive	Electric Vehicle Charging Stations - Cargo Fleet Lane Depot	That Executive approve the installation of Electric Vehicle Charging Stations.	Yes
16/02/21	Executive	Gresham Housing Phase 2 – Long Term Lease	That Executive approves the disposal of Phase 2 of the Gresham Housing Site to Thirteen Housing Group on a 999 year lease.	Yes
16/02/21	Executive	Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2021/22	To present to Executive for endorsement the recommended Revenue Budget, proposed Council Tax increase and Capital Strategy Report for 2021/22. These will then be presented to Full Council on 24 February 2021 for approval.  To present for noting by Executive the refreshed Medium Term Financial Plan position for 2021-24.	Yes
16/02/21	Executive	Re designation of the North Ormesby Selective Landlord Licensing to consider the outcome of the 10 week public consultation and to recommend that the area in North Ormesby is redesignated for selective landlord licensing	To consider the outcome of the 10 week public consultation and to recommend that the area in North Ormesby is redesignated for Selective Landlord Licensing.	Yes
11/05/21	Executive Member for Finance and Governance	Revenue and Capital Budget - Year End Outturn position 2020/21	To advise the Executive of the Council's financial position at year end 2020/21, including the effect of Covid-19 on the Council's finances. To approve the proposed revised Investment Strategy to 2022/23.	Yes



<b>Executive Portfolio:</b>	<b>Executive Member for Adult Social Care and Public Health</b>
<b>Portfolio Holder:</b>	Councillor Dorothy Davison
<b>Lead Officer:</b>	<ul style="list-style-type: none"> <li>• Director of Adult Social Care and Health Integration</li> <li>• Director of Public Health and Public Protection</li> </ul>
<b>SCOPE OF PORTFOLIO</b>	
<p>The Executive Member for Adult Social Care and Public Health will take the lead on the delivery of the Mayor's Priorities with regard to ensuring vulnerable adults are protected and pushing forward on the dementia-friendly agenda.</p> <ul style="list-style-type: none"> <li>• People with disabilities (adults)</li> <li>• Elderly and frail people</li> <li>• People with Learning Disabilities and Mental Health conditions (adults)</li> <li>• Adults with Social Care needs</li> <li>• Carer Support</li> <li>• Public Health</li> <li>• Health Service Quality</li> <li>• Health Protection</li> <li>• Health Improvement</li> <li>• Public Protection</li> <li>• Welfare Reform</li> </ul> <p><b>Policy Framework</b></p> <ul style="list-style-type: none"> <li>• Think Local Act Personal, The Direction for Social Care Services</li> <li>• Health and Social Care Reform.</li> <li>• Health and Well Being Strategy</li> <li>• NHS Commissioning and Delivery Plans – Local, Regional and National</li> <li>• Public Health England Plans – Local, Regional and National</li> <li>• Statement of Principle Gambling (2005 Act)</li> <li>• Licensing Authority Policy Statement 2003 Act</li> </ul> <p><b>Other Plans and Strategies</b></p> <ul style="list-style-type: none"> <li>• Supporting People Strategy</li> <li>• Better Care, Higher Standards</li> <li>• Prevention Strategy</li> <li>• National Health Service Plan</li> <li>• Older Peoples' Strategy</li> <li>• Physical Disabilities Strategy</li> <li>• Social Services' Equalities Plan</li> <li>• Social Services' Care Service Plan</li> <li>• Mental Health Strategy</li> <li>• Mental Health Champion</li> <li>• Learning Disabilities Strategy</li> <li>• No Secrets, Protection of Vulnerable Adults from Abuse</li> </ul>	

- Joint Strategic Needs Assessment
- NHS Health Check programme
- Middlesbrough Health and Wellbeing Strategy
- Public health advice to NHS commissioners
- Comprehensive sexual health services
- Health protection - incidents, outbreaks, emergencies and hazards
- Tobacco control and smoking cessation services
- Alcohol and drug misuse prevention, early intervention and treatment services
- Obesity and physical activity - lifestyle and weight management services
- Workplace health
- Public mental health and suicide prevention
- Oral health promotion and dental public health
- Accidental injury prevention
- Prevention and early diagnosis of cancer and long term conditions
- Preventing seasonal mortality
- Public health intelligence – JSNA and DPH annual report
- Annual Public Health Report
- NHS Health Check programme
- Environmental Health
- Environmental Health and Trading Standards
- Trading Standards (including Metrology)
- Licensing (Inc. Taxi Licensing)
- Homelessness Strategy

### **Service Functions**

- Health and Social Care Integration
- STP
- BCF
- BHP
- Specialist & Lifelong services
- Older people
- Adult Social Services
- Social Services Performance and Modernisation
- Social Services' Partnerships
- Older Persons' Champion
- Healthy Living Agenda
- Integrated Health Improvement Team
- Strategic and Corporate Public Health Issues
- Cross cutting Strategic NHS Issues
- Public Health Statutory Function
- Sport and Leisure
- Integrated Health Improvement Team
- Strategic and Corporate Public Health Issues
- Cross cutting Strategic NHS Issues
- Public Health Statutory Function
- Food Safety Service Plan Health Safety Service Plan
- Food health and safety
- Commissioned Services for Vulnerable Adults
- Travellers
- Homelessness
- Taxis Licensing Executive Issues

In circumstances where it is considered that an Executive Member would have a prejudicial interest the matter will be referred to the Deputy Mayor.

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<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	The Elected Mayor of Middlesbrough; Chief Executive
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<b>Submitted to:</b>	Executive – 24 November 2020
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<b>Subject:</b>	Strategic Plan 2020-2023 – Progress at Quarter Two 2020/2021
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**Summary**

**Proposed decision(s)**

- That the Executive notes progress made in implementing the Council’s Strategic Plan 2020-23 in Quarter Two 2020-21 and the ongoing and likely future impact of COVID-19 on strategic objectives where they are known at this stage.
- That in light of the above, the Executive notes the Council’s updated Strategic Risk Register at Appendix 1.

Report for:	Key decision:	Confidential:	Is the report urgent?
Information	No	No	No

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

People	Place	Business
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 outlines strategic risks at Quarter Two 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, where they are known at this stage;
  - 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. The financial projections for Quarter Two are presented separately at the same meeting of the Executive, and so not repeated here. Where performance has a significant impact on financial performance that is highlighted across both reports.

## **Report Background**

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

5. 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.
6. 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.
7. As reported at Year-End 2019/20 and Quarter One 2020/21, 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.
8. Since the end of Quarter One, there has been a second wave of COVID-19 within the UK, requiring close outbreak management and enhanced local restrictions in many areas of the country, including Middlesbrough and the wider Tees Valley.
9. Clearly the need to respond to both this and potential subsequent waves must be the Council's key priority, and this and the disruption caused by the resurgence of COVID-19 has required the Council's COVID-19 Recovery Plan, approved by the Executive on 16 June 2020, to be reviewed. A separate report to today's meeting of

the Executive proposes a revised approach to recovery, setting our new priorities, timescales and measures of success.

10. In light of the fundamental and lasting impact of COVID-19 on local communities, the Council's strategic objectives and the way it does business, the Executive approved, also on 16 June, the development of a revised Strategic Plan for the Council for 2021/22 onwards. A separate report to today's meeting of the Executive sets out proposed revised priorities for future years and the proposed approach to consulting with communities on these priorities in advance of finalising the plan in March 2021.
11. The final plan will be accompanied by comprehensive underpinning workplan and governance arrangements that will enable an improved focus on delivery.

### Progress against strategic priorities at Quarter Two 2020/21

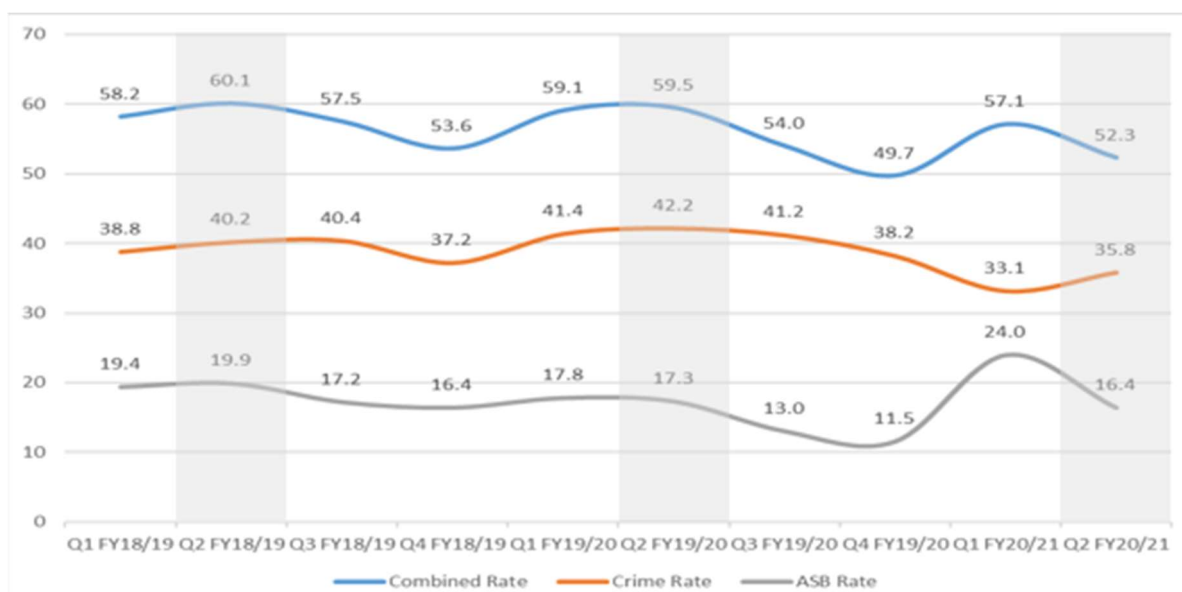
12. The following paragraphs set out in brief the key headlines from Quarter Two relating to the Council's *current* strategic priorities, including where available current estimates of the impact of COVID-19 and future plans.



### People

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

13. The impact of COVID-19 on crime and anti-social behaviour (ASB), both nationally and within Middlesbrough remains significant.
14. At 52.3 incidents per 10,000, the combined recorded crime and ASB measure in Middlesbrough showed a 8% decrease at the end of Quarter Two 2020/21 from Quarter One 20/21.
15. The rate at Quarter Two 20/21 is 12% below the rate for the same period in 2019/20, and 13% lower than 2018/19. The quarterly movement of crime and ASB rates since the start of 2018/19 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, and the subsequent rise in crime as lockdown restrictions eased.



16. Only two wards demonstrated an increased combined rate during Quarter Two – incidents in Central ward (including the town centre) increased by 23% (following a reduction of 29% in the previous quarter) and incidents in Linthorpe increased by 6% (following a reduction of 13% in the previous quarter). The timeline for this aligns with the reopening of the town centre and night time economies.
17. A range of initiatives were launched during Quarter Two to tackle crime and anti-social behaviour in the town, including:
  - 20 new Council-operated CCTV cameras were put in place across North Ormesby, Grove Hill and Gresham with 16 further cameras during 2020/21;
  - New powers were granted to the the Council’s neighbourhood safety officers; and
  - residents were urged to join in the fight against anti-social behaviour via a new ‘Report-It’ campaign and a grant scheme for householder was launched.
18. Concern about the potential longer term impact of COVID-19 on mental health and substance misuse has been well-reported nationally. The new commissioning model for complex needswill seek to address these issues by improving outcomes for people with complex, multiple needs. Its launch has been delayed to April 2021 due to COVID-19,

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

19. During Quarter Two, schools re-opened to *all* children for the first time since national lockdown in March 2020. The Council’s education and health and safety teams worked with maintained schools and academy trusts to help prepare for the new term and are providing ongoing support to ensure pupils can safely remain in the classroom.
20. It is commonly acknowledged 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 continue to be a key focus of the Council’s Recovery Plan.
21. In partnership with local colleges and training providers, the Council launched the Your Future Matters campaign during Quarter Two to provide information, advice and guidance to young people and their families in relation to COVID-19 and the further education and career opportunities available within Middlesbrough.

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

22. The proportion of household waste in Middlesbrough sent for reuse, recycling or composting was 29.5% during the previous quarter, up from 21.7% recorded in Quarter Four 2019/20. While this can in large part be attributed to COVID-19, recycling in Middlesbrough has stood at or around this figure for some years. The proposal to move to fortnightly waste collections in the majority of the town (subject analysis of the recent public consultation) would, alongside appropriate education and enforcement activity, be key to improving performance in this area.



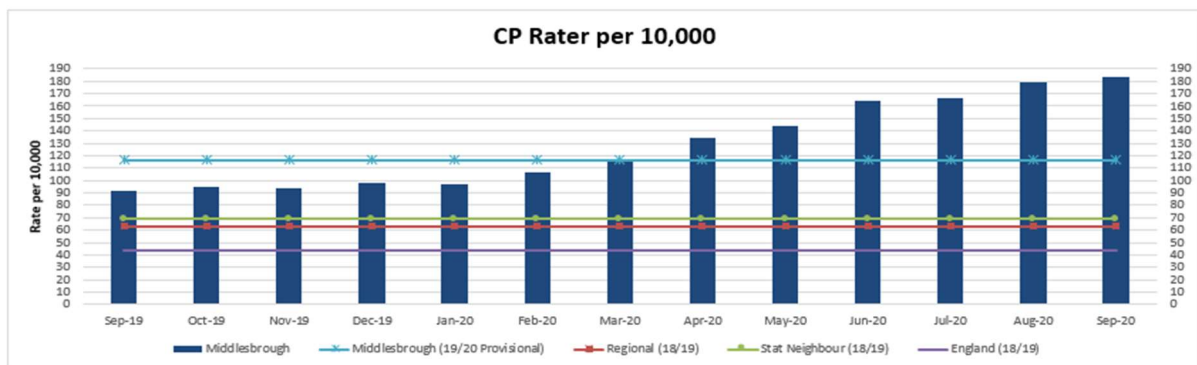
23. On 1 September 2020, the Executive approved consultation on the adoption of an emerging Green Strategy to deliver on the Council’s obligations to address climate change. The proposed strategy comprises a number of key initiatives, including:

- setting a carbon budget for Middlesbrough and the Council;
- encouraging green energy in businesses and homes;
- moving towards greener transport through green energy and cycling;
- changing behaviours and attitudes toward managing waste;
- implementing more sustainable waste management;
- managing and promoting green spaces to encourage biodiversity;
- embracing green purchasing and procurement to support the local supply base;
- increasing the level of community environmental initiatives and activities; and
- supporting active environment education programmes.

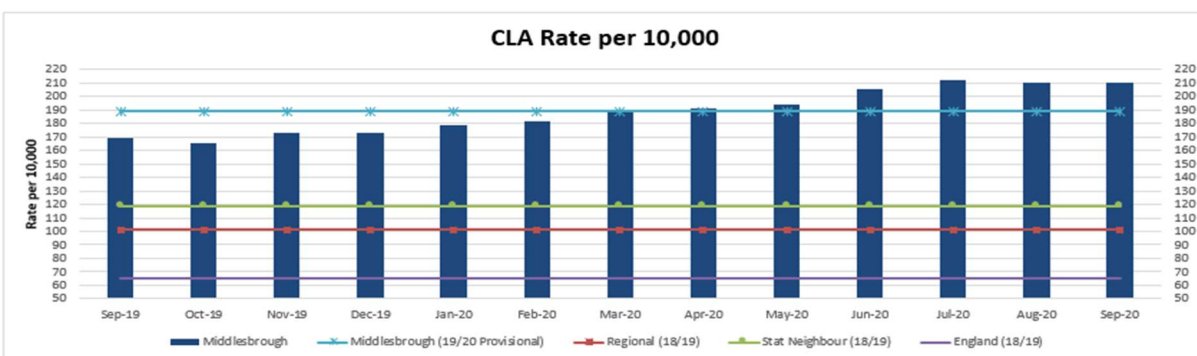
**Promoting the welfare of and protecting our children, young people and vulnerable adults / Transforming Children’s Services**

24. More local children became subject to statutory intervention by Children’s Services during the quarter, continuing the trend evident throughout 2019/20, and Quarter One 2020/21.

25. The rate of children looked after by the Council rose from 205.2 per 10,000 at Quarter One to 210.1 at Quarter Two, and the Child Protection (CP) Plan rate also rose, from 164.4 per 10,000 to 183.9 (as shown in the graphs below). This increase is an ongoing trend, at Year-end 2019/2020 it was 116.5 per 10,000. Both the Child Protection and Children Looked After rates are the highest in the North East.



	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Middlesbrough's No. of CPP	300	310	309	323	319	350	382	440	471	539	546	586	603
Middlesbrough's Rate of CPP	91.5	94.5	94.2	98.5	97.3	106.7	116.5	134.2	143.6	164.4	166.5	178.7	183.9



	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Middlesbrough's No. of CLA	554	543	566	568	587	596	618	626	637	673	695	691	689
Middlesbrough's Rate of CLA	168.9	165.6	172.6	173.2	179.0	181.7	188.4	190.9	194.2	205.2	211.9	210.7	210.1

26. While the rate of children looked after is beginning to fall from a high of 211.9 per 10,000 seen in July 2020, it is too early to tell if this is solely as a result of improvement work being undertaken within the service as a result of the OFSTED inspection. However, the stabilisation in numbers is a reflection of the investment the service made during the last two quarters to bring in additional capacity focus on supporting more children to cease to become looked after either through returning to their families or moving to be cared for by another family member.
27. The three-year improvement plan for children's services continues to be delivered with oversight a monthly basis from a multi-agency Strategic Improvement Board and independent chair. During Quarter Two, OFSTED conducted its first monitoring visit to assess progress made by the Council since its children's services were judged inadequate in December 2019. The inspectors found that the Council has made some progress in the following key areas:
- Senior leaders have a realistic understanding of the endemic weakness in social work practice informing an appropriately focused improvement plan.
  - The DCS has demonstrated a determination and vision for improving the quality of interventions that will make a difference for children and their families.
  - There is a continuing commitment from the chief executive and lead member both of whom are fully engaged in the improvement work.
  - Safeguarding partners represented on the improvement board are increasingly engaged and showing increasing ownership of their part in the improvement of children's services.
  - A robust practice of audit programme and improved performance monitoring is in place.
  - Social work practice in the 'front door's service has improved and risk is appropriately identified.
28. The report also highlights that there remains significant work to do to improve the quality of practice for children and young people in other areas, and the Council is committed to doing this. Key challenges identified in the report include:
- The exponential increase in demand due to a necessary change in the application of thresholds for service, and a lack of throughput of children's cases. As a result, caseloads are too high and are affecting social workers' ability to provide a timely service for children and their families.
  - Manager oversight has also improved some areas of social work practice, but this is not consistent.
29. A separate report for consideration at this meeting from the Director of Children's Services sets out in more detail the improvement journey to date.

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

30. 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.
31. The impact of COVID-19 on inequalities in health will continue to be a key focus of the Council's Recovery Plan, alongside the safety and sustainability of the care home

sector and the need to mitigate the impact of COVID-19 on the timeliness of the treatment of other diseases and conditions. During Quarter Two, the Council developed a health inequalities toolkit to support COVID-19 recovery planning and ensure proper consideration was given to the impact the virus has and will continue to have on groups and individuals and where these impact might be greater.

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

32. In Quarter Two, the Executive considered a progress report on the implementation of locality working and amendments that would need to be made to plans to reflect the impact of COVID-19. This report outlined progress that had been made to date, including community asset mapping, and agreed the operating model and locations to enable locality working to progress to the next stage.



## **Place**

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

33. Town centre footfall increased considerably during Quarter Two with a 130% increase from Quarter One (from 1,135,000 to 2,610,000). However, the continued closure of some premises, national consumer confidence and most particularly the continued absence of the office-based town centre workforce continue to have an impact on footfall within the town centre.
34. The Council's strong support for businesses and visitors during the COVID-19 pandemic continued with the launch of the Discover Middlesbrough app, which hosts information on the town centre's shops, restaurants and cafes.
35. It is too early to assess the impact will be of further restrictions applied to Middlesbrough, and the rest of the North East. Clearly the most severe of local lockdowns or a further extended national lockdown will have significant implications for the local economy and individual businesses in the town.
36. There are a number of medium to long-term actions within 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)***

37. Latest data on the number of new houses built during Quarter Two has increased from 30% to 33% of the overall Investment Prospectus target, meaning 161 houses were completed during Quarter Two. Plans are now being reviewed to mitigate potential future slippage where possible.
38. Shortly after the end of Quarter Two, Thirteen Housing Group was granted permission to build 145 new homes at Gresham. The affordable new homes, which will be two, three and four bedrooms and a mix of houses, apartments, and bungalows, are planned on land between Diamond Road and Union Street. Work is expected to start late 2020 and the first of the new homes should be available to rent

in summer 2022, representing an important milestone in the regeneration of Gresham.

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

39. The annual road condition survey showed the town's score for highway maintenance declining from 49% in 2019 to 46% in 2020, while overall satisfaction remained static at 49%. The surveys are based on public perception, and not actually how well we are doing. The Council's technical surveys show that roads have improved or remained the same.

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

40. The Council's performance venues in the Town Hall and the Middlesbrough Theatre remained closed in Quarter Two, though as reported at Quarter One an online programme of activity has been undertaken to remain connected with key audiences. The impact of COVID-19 on the Council's culture ambitions will continue to be a key focus of its Recovery Plan.
41. Using funding from Arts Council England, Middlesbrough Mela was launched as an online event for its 30<sup>th</sup> anniversary. A six-month programme will also be put in place to further develop the event, giving it an online presence all year round.

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

42. 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.
43. As reported at Quarter One, a £35m local partnership has been formed to transform Middlesbrough station, with support from train operators. 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***

44. Work officially started on the latest phase of the Boho campus development, with construction of Boho 8 commencing in Quarter Two. The £2.3 million project - backed by Local Growth Fund funding from the Tees Valley Mayor and Combined Authority - builds on the hugely successful Boho quarter, and is the first development within Middlesbrough's Digital City project. The bespoke modular units will provide additional space for rapidly expanding companies in Boho 1 and Boho 5, as well as attracting new digital and creative businesses to the area.
45. A report was presented to Executive in July 2020 setting out the plans for an urban farm within the Digital City development. The farm would boast a street café and shop selling produce grown on site, creating jobs for local people and attracting visitors to the area.



## **Business**

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

46. Commercial and housing investment in Middlesbrough continued to increase in line with targets, with 50.7% of the overall Investment Prospectus targets achieved at the end of the quarter – up from 48.3% at the end of Quarter One, though the rate of growth remains slow.
47. The number of new jobs attributable to the Investment Prospectus has remained at 25.1% of the overall Investment Prospectus target (up from 24.8% at Year-End), again this is reflecting the impact of the pandemic and lockdown, but remaining significantly above target.
48. The overall employment rate for Middlesbrough dropped slightly from 65.2% at year-end 2019/20, to 64.7% at the end of Quarter One. Data is released a quarter in arrears, so the impact of COVID-19 will not be fully seen in the figures until Quarter Three at the earliest.
49. The rise in unemployment as a result of COVID-19 poses a significant risk to living standards – claimant count in Middlesbrough has been steadily increasing by 0.1% each month between May and September, where at 10.4% the town is 2.9% above the region, and 3.9% above national. As the country enters a second wave of infections, and tightening of local lockdowns, it is expected that this will only increase.
50. 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.
51. A recent report by the End Child Poverty Campaign identified Middlesbrough as the local authority area in which child poverty had increased most significantly (by 12.5% points to 41.1%) between 2014/15 and 2018/19, a position which they state will have been exacerbated by job losses resulting from the impact of COVID-19.

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

52. COVID-19 has expedited the transparency agenda significantly, with all Council committees currently being broadcast live on social media.
53. During Quarter Two the Council launched the open data site, creating a single hub for all data published by the Council and accessible via the Council's website. Over 860 datasets are currently available, 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)***

54. As reported at Quarter One, following the appointment of a new Head of Marketing and Communications in April 2020, a delivery plan for the service is in development. A draft delivery plan for the service will be shared with the Mayor, the Executive and Corporate Management Team in Quarter Three. 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***

55. The Revenue and Capital Budget / Projected Outturn Position at Quarter Two 2020/21 report presented to the Executive on 24 November 2020 outlines the current financial position facing the Council, with a total projected outturn pressure on the revenue budget at year end 2020/21 of £4.405m, of which £4.414m relates to COVID-19 pressures.
56. The Council's spending with local businesses remained in line with targets in the quarter at 40% 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. The total pressure will be funded from the General Fund Reserve in 2020/21.
57. The number of customer transactions undertaken online during Quarter Two was 32% lower than Quarter One at 167,000, largely as a result of the resumption of some services via channels and pausing of additional services available to those shielding during the lockdown. Nevertheless numbers to date are cumulatively 29% over the target for the year to date.

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

58. 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 November 2020.
59. As set out in the Quarter One report, a new officer Corporate Governance Board has now been established to oversee delivery the associated action plan during 2020/21.

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

60. Employee sickness absence reduced from 4.6% of working time at the end of Quarter One 2020/21 to an average of 3.6% during Quarter Two 2020/21, reflecting the reduction in COVID-19-related absence. At the same point in 2019/20 employee sickness was measured at 4.16%.
61. Following the announcement of local lockdown measures in response to rising infection rates within the town, the proposed office reoccupation will be reviewed over the coming months.

**What decisions are being asked for?**

62. That the Executive notes progress made in implementing the Council's Strategic Plan 2020-23 in Quarter Two 2020-21 and the ongoing and likely future impact of COVID-19 on strategic objectives where they are known at this stage.
63. That in light of the above, the Executive notes the Council's updated Strategic Risk Register at Appendix 1.

**Why is this being recommended?**

64. 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**

65. Not applicable.

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

#### **Legal**

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

#### **Financial**

67. 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 Two 2020/21 report considered by Executive on 24 November 2020.

#### **Policy framework**

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

#### **Equality and diversity**

69. 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.
70. 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**

71. 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.
72. At Quarter Two 2020/21 the total number of risks on the SRR has reduced by one to 35. Following the opening of the new school at Middlesbrough College and the allocation of places, the strategic risk around insufficient Year 7 school places has now reduced to level below the SRR threshold and will be monitored at Directorate level.
73. No new risks have been added since Quarter One 2020/21, however the severity of three existing strategic risks increased during Quarter Two:

- the likelihood of business continuity being impacted by a ‘No Deal’ BREXIT has *increased* from possible to almost certain due to the apparent deadlock in trade talks between the UK and the EU;
- the likelihood of adverse long-term impacts on Middlesbrough’s economy from external factors *increased* to likely to almost certain and the impact from major to extreme due to the deadlock in these talks and the estimated impact on UK GDP in the coming years; and
- the likelihood of historical investigations requiring changes to social work practice *increased* from unlikely to possible, within findings of NHS England’s Independent Inquiry into West Lane Hospital, which may have implications for practice within the Council as well within the Tees, Esk and Wear Valleys NHS Trust, which is responsible for the hospital itself.

74. The severity of one existing strategic risk reduced during Quarter Two:

- the likelihood of policing and lack of neighbourhood presence affecting crime levels / community resilience *reduced* as the Chief Constable of Cleveland Police has committed to re-introducing neighbourhood policing and the Council is also reintroducing more staff to the neighbourhoods following the first wave of COVID-19.

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

75. Mitigating activity set out in the main body of the report will continue to be applied by Directorates as stated.

### **Appendices**

- 1 Summary Strategic Risk Register at Quarter Two 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
18/8/2020	Executive	Strategic Plan 2020-23 – Progress at Quarter One 2020/21

**Contact:** Paul Stephens, Head of Strategy, Information and Governance

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

The table below sets out high and medium risks to the achievement of the Council's strategic priorities at Quarter Two 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	Business continuity impacted by No Deal Brexit.	Extreme	Almost certain	⬆️
High	External factors (e.g. Brexit, COVID-19) impacting Middlesbrough's economy.	Extreme	Almost certain	⬆️
High	Failure to control expenditure within Children's Services (MTFP 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 (MTFP pressure).	Extreme	Possible	➡️
High	Insufficient funding to meet increased expenditure that might be incurred from increased demand as a result of COVID-19 (MTFP pressure).	Extreme	Possible	➡️
High	Failure to adapt service delivery to COVID-19 Secure guidelines.	Extreme	Possible	➡️
High	Inaccurate MTFP 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	Inadequate safeguarding practices lead to children and young people being at risk.	Major	Likely	➡️
High	Historical investigations requiring changes to social work practice.	Major	Possible	⬆️
High	Partners' funding position impacting the Council (MTFP 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	➡️

Risk Level	Risk	Impact	Likelihood	Trend
High	Decline in new housebuilding impact on Council income.	Major	Possible	→
High	Limited or no partnership involvement due to COVID-19 with the Children's Service Safeguarding Improvement Plan.	Major	Possible	→
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	Disruption from national/local elections.	Moderate	Likely	→
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	Reduction in frontline policing impacting on crime / community resilience.	Moderate	Possible	↓
Medium	Failure to recruit and / or retain key staff.	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	→

<b>Report of:</b>	Ian Wright – Director of Finance Cllr. Chris Hobson – Executive Member for Finance & Governance
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<b>Submitted to:</b>	Executive – 24 November 2020
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<b>Subject:</b>	Revenue and Capital Budget – Projected Outturn position as at Quarter Two 2020/2021
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**Summary**

**Proposed decision(s)**

- That the Executive notes the 2020/21 revenue budget Quarter Two total projected outturn of £4.405m, representing a £9,000 (-0.01%) underspend on non-Covid-19 elements, and the estimated financial effect of Covid-19 in 2020/21 of £4.414m, and the proposed actions to address this.
- The Executive notes the proposed use of the General Fund Reserve, as approved by Council on 2 September 2020, to fund the total projected overspend in 2020/21.
- That Executive approves the proposed revenue budget virements over £150,000 (Appendix 1).
- That the Executive notes the 2020/21 capital budget Quarter Two predicted outturn of £50.363m, against a budget of £55.019m, driven in the main by delays resulting from Covid-19, and approves the proposed revised Investment Strategy to 2022/23 at Appendix 2.

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

<b>Contribution to delivery of the 2020-23 Strategic Plan</b>		
<b>People</b>	<b>Place</b>	<b>Business</b>
Quarterly monitoring, review and action planning plays a central role in ensuring that the Strategic Plan is delivered effectively.		

<b>Ward(s) affected</b>
None.

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

1. This report advises the Executive of the Council's financial position at Quarter Two 2020/21, including the projected effect of Covid-19 on the Council's finances.

## **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. 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.
3. This report provides the necessary information to enable the Executive to discharge its financial management responsibilities, setting out:
  - projected revenue and capital budget outturns for Quarter Two 2020/21;
  - position statements in relation to the Council's borrowing and its reserves; and
  - actions that the Council has taken and plans to address the issues raised.
4. Standing Orders and Financial Procedures require the Executive's approval of the proposed revenue budget virements over £150,000 (Appendix 1).
5. A revised Investment Strategy for the period to 2022/23 is attached at Appendix 2 for the Executive's consideration and approval.

## **Report Background**

### **Revenue Budget Quarter Two Outturn 2020/21**

6. As reported in the 2020/21 Quarter One Projected Outturn reports to Executive on 18 August 2020 and to Council on 2 September 2020 and the Medium Term Financial Plan Update to Executive on 29 September 2020, the Covid-19 pandemic is having a significant impact on the Council's financial position. Covid-19 financial pressures are being monitored separately from the normal non-Covid-19 financial position, and these are reported separately in paragraphs 41 to 67 below.
7. The 2020/21 Revenue budget for the Council is £116,397,000. A revised senior management structure within the Council was implemented during Quarter One and the financial position is reported against this new structure. The Council's outturn position for 2020/21 for non-Covid-19 elements is projected to be an underspend of £9,000 (-0.01%). The split by Directorate is shown in the table below.

Directorate	2020/21 Full Year Budget  £'000s	2020/21 Projected Outturn (excluding Covid-19)  £'000s	2020/21 Projected Over / (under) spend (excluding Covid-19)  £'000s
Regeneration	3,211	2,511	(700)
Environment and Community Services	18,833	18,455	(378)
Public Health and Public Protection	(2,357)	(2,752)	(395)
Education & Partnerships	2,049	1,824	(225)
Children's Care	33,837	40,536	6,699
Adult Social Care and Health Integration	40,211	39,398	(813)
Legal and Governance Services	7,538	8,163	625
Finance	1,215	1,016	(199)
Central Budgets (see * below)	11,860	7,237	(4,623)
<b>Revenue Outturn</b>	<b>116,397</b>	<b>116,388</b>	<b>(9)</b>

\* Includes underspend of £2.913m on budget for ongoing demand pressures, principally within Children's Social Care, as detailed in paragraph 39

8. This when added to the estimated Covid-19 pressures of £4.414m detailed in paragraphs 41 to 67 results in a total projected outturn pressure at year end 2020/21 of £4.405m. This is a small reduction to the total projected outturn pressure of £4.435m reported at Quarter One. The overspend in 2020/21 will be covered by the General Fund Reserve as approved by Council on 2 September 2020.
9. The detail of the variances is set out below. At Quarter Two, 33 areas are projected to be spent +/- £150,000 of the agreed budget.

#### *Regeneration*

10. As reported at Quarter One income from lettings at Teesside Advance Manufacturing Park (TAMP) earlier than expected is projected to result in unbudgeted additional income of £266,000 being received in 2020/21.
11. An underspend of £353,000 is projected for staff savings within the Cultural Services budgets pending a review of the wider Cultural Services.
12. In addition to the above, there are a number of budget areas within Regeneration which have projected variances below £150,000 and these account for the overall £700,000 total underspend on the Regeneration budget projected at year end 2020/21.

#### *Environment and Community Services*

13. The Property Services budget is projected to be underspent by a total of £10,000 at year end, a reduction from the £208,000 projected underspend reported at Quarter One. As reported previously, within the Property Services budget there are projected savings of (£400,000) on building running costs due mainly to reduced occupation of buildings during Covid-19 and reductions in energy costs, in particular electricity where wholesale prices through the NEPO arrangement have reduced. Savings of (£225,000) are also predicted due to vacant posts within Building Cleaning. However there is a projected overspend on the Integrated Transport Unit budget of £150,000

(an increase from the £107,000 reported at Quarter One) due to the level of demand from Children's Services and an increase in the number of low income families entitled to Home to School Transport assistance. A shortfall in income due to a decrease in the number of cremations following the opening of a crematorium in Stockton is expected to result in a pressure totalling £250,000, and an overspend of £157,000 is estimated in 2020/21 due to the ongoing closure of the Transporter Bridge. Both of these overspends have increased since Quarter One.

14. The Transport and Infrastructure budget is projected to be underspent by £242,000 (10%), an increase from Quarter One, mainly due to staff savings from vacant posts, and efficiencies from the Streetlighting contract returning in-house.

#### *Public Health and Public Protection*

15. There are projected savings on Public Health budgets totalling £266,000 mainly due to reduced activity for some demand led services, such as Stop Smoking, NHS Healthcheck programme and prescribing costs, as a result of Covid-19. Also there are staff and supplies and services savings in Public Protection totalling £129,000.

#### *Education & Partnerships*

16. As reported at Quarter One the Tackling Troubled Families budget is projected to be underspent by £150,000 (18%) at year-end, due to a projected over-achievement in completing and closing cases, thereby maximising grant income over and above the amount required to finance expenditure.

#### *Children's Care*

17. The external residential placements budget is projected to be £1,251,000 (12%) overspent at year end. This is a reduction of £704,000 from the overspend reported at Quarter One due to delays in placements being charged to Covid-19 costs. Whilst places have overall remained static during the first 6 months there have been a number of new high cost placements. There is a plan to reduce the number of placements, and these are included within the mitigation plans and Ofsted Improvement Plan by initiatives such as the Innovate Team, the Futures for Families Programme and the provision of 9 places at Daniel Court, but these will take time to fully implement and achieve financial savings.
18. The Independent Fostering Agency (IFA) placements budget is projected to be £1,859,000 (36%) overspent at year-end, which is an increase from the £1,771,000 reported at Quarter One. There is a significant projected increased number of placements / cases in 2020/21 and also there is the full year effect of 2019/20 increases. Until more capacity becomes available within the internal in-house fostering service, an overspend on this budget will occur to ensure that higher cost external residential placements are minimised. Without the increase in places in fostering in-house provision, the Independent Fostering Agency budget pressure would have increased significantly more than it has.
19. The in-house fostering services budget is projected to be £840,000 (30%) overspent at year-end, which is an increase of £267,000 from the overspend reported at Quarter One. There has been increased demand in the first half of 2020/21 in

addition to the full year effect of 2019/20 increases. An increase in this budget should be positive as the cost per child is cheaper than other demand budgets.

20. Demand on the Family and Friends Allowances budget continues to grow and this budget is now projected to have a significant overspend of £2,292,000 (208%) in 2020/21. There is projected to be a large increase in the number of cases in 2020/21 along with the full year effect of 2019/20 increases. A working group is continuing to investigate processes and payments and there is a plan to increase benefit claim checks to attempt to mitigate this pressure.
21. There is a reduction of £229,000 in the projected overspend on the Assessment and Care Planning and Children in Need teams budget due to the charging of some costs to Covid-19, and this budget is now projected to overspend by £328,000 (10%) at year-end. The projected overspend is mainly due to staff agency costs in 2020/21 to cover sickness and vacant posts. It is currently a challenge to recruit and retain social workers, and a strategy for this is included within the Ofsted Improvement Plan, and is supported by the Council's management team. This pressure also includes assumed abatement targets not being met due to pressure of recruitment and caseloads of staff and teams.
22. There is a projected overspend of £186,000 on the Review and Development budget, due to increased staffing costs to support the reduction in caseloads of social workers to more manageable levels.
23. The Children's Care management budget is projected to be overspent by £445,000 (36%) at year-end, due to significant agency costs relating to senior staff within the Service. There is a plan to reduce agency costs relating to this during 2020/21. The increase in the overspend from Quarter One is due to the re-categorisation of Covid-19 costs relating to delayed placements, which accounts partly for the reduced overspend on external residential placements.
24. The Edge of Care project budget is projected to underspend by £547,000 (20%) at year-end, due to a slower than anticipated implementation of new initiatives and the maximisation of grant funding. The decrease in the underspend from Quarter One is partly due to the re-categorisation of Covid-19 costs relating to delayed placements, which accounts partly for the reduced overspend on external residential placements.

#### *Adult Social Care and Health Integration*

25. There are projected staff savings across the Service totalling £330,000 due to turnover of staff.
26. As a result of the Covid-19 pandemic, there has been an overall reduction in the cost of care packages (mainly residential care) of £610,000. In addition, service user's contributions to community care packages continue to be received in excess of budgeted income, resulting in a projected underspend of £244,000.
27. There is also currently a projected additional saving of £500,000 per annum in the budget requirement for long term residential care due to lower demand. This is after offsetting increased costs of Short Term care, Independent Supported Living, supporting people with Learning Disabilities and pressures on hospital social work. This saving was included in the MTFP update presented to Executive on 29



September 2020. It is proposed that the projected saving in 2020/21 is transferred to an Earmarked Reserve for future use against any potential future demand increases during the Covid-19 recovery period, and the outturn position currently assumes the transfer of £500,000 to the Earmarked Reserve.

#### *Legal and Governance Services*

28. The Legal Services Childcare Costs budget is projected to overspend by £276,000 (51%) at year-end, due to an increase in court referrals relating to the safeguarding of children and increased agency staffing costs to address the increased caseload. This budget is being closely monitored and efforts are being made to reduce the use of agency staff and the overspend, and updates will be provided in future budget monitoring reports.
29. There is a projected overspend on the Strategic, Information and Governance budget totalling £205,000 (15%). This comprises of an overspend of £100,000 on the main Strategic, Information and Governance budget and also an overspend of £105,000 on the Mail and Print budget, with both overspends mainly being due to unachievable income targets. These unachievable income targets will be reviewed in future MTFP updates.
30. An overspend of £159,000 is expected against the budget for Middlesbrough's contribution to the Coroner's Service. This is due to a rise in the number of cases, and also an increase in medical fees and toxicology reports.

#### *Finance*

31. As reported at Quarter One, the Insurance and risk management budget is projected to be overspent by £200,000 at year-end, due to an unexpected increase in the total costs of claims and the settlement of aged claims. A review of this budget is currently being undertaken to ascertain the longer term impact on this budget.
32. There is projected to be an underspend of £337,000 on Revenues and Benefits budgets mainly due to one-off income of £204,000 relating to Housing Benefit Administration being received, and staff savings due to vacant posts and staff not being at top of grade.
33. The Strategic Commissioning and Procurement main budget is projected to underspend by £162,000 (32%), mainly due to increased income from the NEPO contract rebate, in particular relating to the electricity contract.
34. There is projected to be an overspend on the Commercial Property Income budget of £250,000 (8%) at year end due to income shortfalls in rent for Sandringham House and vacant properties.

#### *Central Budgets*

35. The Capital financing budget is currently projected to be underspent by £200,000 (2%) at year-end, due to expected delays on projects and reduced interest rates. This underspend is reduced from the £600,000 projected at Quarter One mainly due to the movement of the rent elements of the pressure (£291,000) relating to Centre Square Buildings 1 and 2 from Regeneration to this budget as noted in the Quarter

One report. This budget will be closely monitored during 2020/21 and this will be reported in future reports.

36. There are also projected non-rent pressures of £228,000 in 2020/21 relating to business rates and service charges for Centre Square Buildings 1 and 2 which the Council will have to incur in 2020/21 due to tenants not being in place. The total pressure on Centre Square Buildings 1 and 2 (rent and non-rent elements) due to delays in letting the buildings, is therefore currently projected to be £519,000 in 2020/21 based on confirmed tenants for the buildings, against the £480,000 reported under Regeneration at Quarter One. Tenants for the buildings have now signed contracts and will start to occupy the buildings from November/December 2020 following fit out of the buildings.
37. As reported at Quarter One the Section 31 Business Rates Relief Grant budget is projected to underspend by £1,094,000 (35%) at year-end due to the receipt of additional grant income. There is also unbudgeted income of £154,000 which has been received by the Council relating to the Council's share of the surplus on the 2019/20 Business Rate Levy Account held centrally by the Government.
38. The central provision for Pay and Prices is projected to underspend by £432,000 based on the current expected calls on the budget during 2020/21. This is an increase of £157,000 from that reported at Quarter One mainly due to the underspend of £178,000 projected on the Concessionary Fares budget being transferred to Central Budgets from Regeneration following approval at Quarter One.
39. The 2020/21 budget for ongoing demand pressures, principally within Children's Care, of £2.913m is shown as an underspend against central budgets, but this will be required to be fully utilised to mitigate the overall projected overspend. Approval is requested in Appendix 1 for the transfer of this budget on a permanent basis to Children's Care to offset the ongoing demand pressures within Children's Care outlined above.

### ***Progress against budget savings***

40. A total of £6.4m of budget savings for 2020/21 were approved by Council on 26 February 2020 as part of the 2020/21 budget setting. It has not been possible to achieve a number of budget savings due to Covid-19 and these are detailed in paragraph 57 below. There are a further £690,000 of budget savings (shown in the table below) which it will not be possible to achieve in 2020/21. These have been accounted for in the projected outturns for the directorates above and form part of the overall total projected outturn for 2020/21. The unachieved savings have also been factored into the MTFP where appropriate.

Directorate	Ref	Proposal:	2020/21 £'000s
Environment and Commercial Services	ECS 19	Reduction in operational costs of fleet vehicles in line with planned efficiencies in services across the authority	86
Environment and Commercial Services	REG 06	Review of Transporter Bridge operational arrangements	40
Finance	CCC 09	Increase advertising income from Love Middlesbrough to ensure self-sufficiency	9
Public Health and Public Protection	PHPP 08	Reduced partnership contributions, decommissioning of small contracts, maintaining existing vacancies and identification of alternative funding sources (part of total saving unachieved)	100
Legal and Governance Services	DIG various	Various Digital savings	272
Regeneration	Invest to Save	Housing Delivery Vehicle	90
Public Health and Public Protection	Invest to Save	The Live Well Centre expansion	93
<b>TOTAL</b>			<b>690</b>

## **Covid-19**

41. As reported in the Quarter One reports to Executive and Council, the Covid-19 pandemic is having a significant impact on the financial position of all local authorities, including Middlesbrough, and the reports provided key areas affected and early indicative estimates of the position for the current financial year. The paragraphs below provide an update of the position as at Quarter Two. It should be noted that this is a constantly changing position and therefore estimates are subject to change, and are dependent on further outbreaks and the impact of any local and/or national lockdowns which will further increase the Covid-19 costs.

### *Government funding*

42. The financial impact of Covid-19 on local authorities has been recognised by the government and they have responded by making a number of announcements about supporting local authorities financially, indicating that Local Authorities would be fully funded for their direct relevant costs incurred. As reported at Quarter One three tranches of Covid-19 support funding totalling £10.738m have so far been received. A further fourth tranche of Covid-19 support funding of £4.836m for Middlesbrough as part of £1bn nationally has been announced by the Government on 22 October 2020. This fourth tranche of funding is based on the same formula as used in the third tranche of funding, taking accounts of population, deprivation and the way that service costs vary across the country, but also includes an adjustment for the recalculation of the previous first and second tranches of funding to use the same methodology across all tranches. As mentioned above there will be additional expenditure to be incurred if there are further outbreaks and local and/or national lockdowns.
43. As reported at Quarter One the Government also announced on 2nd July 2020 further support comprising of :
- A scheme to part fund income shortfalls
  - The ability to recover Collection Fund shortfalls over three years as opposed to one year
44. Since Quarter One full details of the Sales, Fees and Charges (SFC) scheme to part fund income shortfalls has been announced. The scheme involves a 5% deductible rate, whereby local authorities will absorb losses up to 5% of their planned budgeted 2020/21 sales, fees and charges income, with the Government compensating them for 75p in every pound of relevant loss thereafter. The first claim for £1.972m under the scheme covering the period April to July 2020 has been submitted. It is estimated that Middlesbrough Council will be able to claim a total of £4.1m in 2020/21 under the SFC scheme. It should be noted that the SFC scheme does not cover commercial income lost from investment activities and rental income.
45. A national allocation of Test, Track and Trace funding (£300m) was also announced in June 2020. This funding has been allocated to support local authorities in meeting their costs associated with Test, Track and Trace. The allocation for Middlesbrough is £1.566m. This grant funding is ringfenced for Test, Track, and Trace and potential local outbreaks.

## Costs

46. It is currently estimated that there will be approx. £11.3m of additional costs associated with Covid-19 in 2020/21 and these cover a wide range of areas and services. This is an increase from the £7.3m estimated at Quarter One, with the key areas of costs outlined in the following paragraphs below. All these costs and any further direct relevant costs should be fully reimbursed by the Government. It should be noted that this is a constantly changing position and therefore estimates are subject to change, dependant on further outbreaks and the impact of any local and/or national lockdowns which will further increase the Covid-19 costs.
47. Adult Social Care - in line with Government guidance, the Council is supporting the Care market through a temporary increase in fees and through supplier relief. This is currently assumed to cost the Council approx. £1.7m in 2020/21. There are also estimated costs of approx. £0.29m relating to accommodation costs for homeless people.
48. Children's Social Care Costs – there are currently estimated to be approx. £3.1m of total additional costs comprising mainly of delays in placements of children (approx. £1.5m) and also increased staffing and agency staffing costs (approx. £1.4m) to deal with an increased number of cases and case backlogs caused by Covid-19. There is also some emerging evidence that following the end of restrictions there may be further increases in numbers of children requiring support, but these are currently not known and will updated in future reports.
49. There are other estimated costs relating to Children's Services, in particular around Legal Childcare case backlogs (estimated to be £0.25m) and also within transport of children from home to school (currently estimated to be £0.35m).
50. Environment and Community Services – costs estimated to be approx. £0.52m relating to staff costs within Highways Maintenance for work undertaken relating to Covid-19. Also there are estimated increased costs of £0.29m relating to increased costs of waste collection and disposal due to increased tonnages of waste.
51. Direct Covid-19 Costs - a number of direct costs associated with the current situation such as the procurement of PPE equipment (currently estimated to be approx. £1.2m), costs of the Community Hub, Shielding and food supplies etc.
52. Other Covid-19 costs – There are currently estimated to be increased costs of £0.17m relating to the costs of temporary mortuary provision at Teesside Advanced Manufacturing Park (TAMP), and increased costs for the removal of bodies. Additional staff costs of £0.19m are estimated within the Revenue and Benefits mainly for additional work undertaken in relation to the distribution of grants to businesses.
53. SLM Leisure Trust – As detailed in the Quarter One report there have been significant payments made to SLM, the Council's provider of leisure facilities. When leisure facilities were closed SLM furloughed the majority of their staff and the Council agreed to contribute to the remaining costs of furloughing the staff that the Government did not fund. Following the reopening of leisure facilities SLM have not been able to operate to their normal subsidy, with the effects of a restricted operation due to social distancing significantly impacting on their income. This will mean that

the total pressure to the Council is estimated to be approximately £1.1m in 2020/21. Whilst £100m of funding nationally has been announced by the Government on 22 October 2020, initial indications suggest that this will only be for local authorities who run their own leisure services, and it currently does not appear that any of this support will be available for local authorities who provide leisure services through Leisure Trusts.

#### *Reduction in income*

54. The impact of the lockdown and closure of facilities and services has resulted in a loss of income across a broad range of areas. The following list shows the main areas and the estimated loss for each main area in 2020/21:

- Car Parking (£1.9m)
- Cultural activities (Town Hall, Middlesbrough Theatre, Museums, Newham Grange Country Park) (£1m)
- Catering income from schools (£0.5m)
- Adult Social Care - In house day centre care provision (£0.6m)
- Libraries and Community Hubs – room hire, book sales, and fines (£0.2m)
- Highways : Capital Works and Street Permit income (£0.2m)
- Education Services income from schools (£0.2m)
- Council Tax Court Costs and Housing Benefits Overpayments (£0.7m)
- Commercial Rents – business units, industrial estates, shops and bus station (£0.2m)
- Capital Finance – Rent and Interest (£0.2m)

55. The overall pressure due to a reduction of income will be linked to the recovery of Council services, and in some areas economic activity, and it is currently estimated to total approx. £6.6m in 2020/21.

56. As mentioned in paragraph 44 it is currently estimated that the Council will receive approximately £4.1m from the SFC scheme in 2020/21.

#### *Unachievable savings*

57. There are savings built into the Council's Change Programme totalling approx. £1.9m which are likely to be unachievable in 2020/21 due to Covid-19. These include £189,000 of Building Cleaning planned savings which are likely to be unachieved due to the inability to reduce cleaning hours and standards and additional cleaning required because of Covid-19. There are also delays in planned savings of £175,000 relating to a review of direct payments within Adult Social Care which it will not be possible to progress in 2020/21 due to Covid-19. In addition there are £1,094,000 of planned Digital project savings and a £180,000 saving to reduce staff mileage rates across the Council, which are likely to not be achieved in 2020/21 due to Covid-19. Further reviews of the unachieved savings are continuing to take place, mainly relating to the Digital and staff mileage savings, and whether the unachieved savings can be mitigated by any savings elsewhere within the Council, for example reduced mileage undertaken by staff as a result of Covid-19, and the net effect of Covid-19 on these savings will be provided at Quarter Three.

### *Council Tax and Business Rates Income*

58. Income from Council Tax and Business Rates (NNDR) is accounted for within the Collection Fund. Because of the way that this works in relation to the General Fund, the financial impact of any reduction in income does not immediately affect this year's financial position, it is effectively a shortfall to be resolved next year and will need to be reflected in an updated Budget and MTFP at the appropriate time.
59. Whilst full complete information is not yet available this financial year it is already clear that there are a number of issues which will result in pressures on Council Tax and Business Rates income.
60. There has been an increase in people claiming Local Council Tax Support (LCTS) as the economic impact of the pandemic increases the number of households eligible for LCTS support. This will lead to a reduction in the overall amount of council tax assessed/collected compared to the level budgeted. Whilst the Government provided additional Covid-19 Council Tax Hardship Grant Funding of £2.832m to top up the local LCTS scheme which meant approximately 6,000 customers not having to pay any Council Tax, there will still be an effect on the estimated amount of income collected.
61. Our budgeted council tax base includes assumptions on housing growth. If there is reduced growth in housing numbers, this will impact on income levels.
62. Despite support for businesses through increased reliefs and grants, there remain a significant number who do not benefit from this support. There is a risk therefore that business rates revenue reduces if businesses fail or are unable to pay.
63. In addition the level of outstanding council tax and business rates debt is likely to rise and the Council will need to review the potential to collect that debt.
64. The current estimated overall financial impact of Covid-19 on Council Tax and Business Rates income to the Council is £3.916m in 2020/21, but it is unlikely to still be fully understood and for the amount to be confirmed for some months and this is being closely monitored. It is normal practice that any arising deficit would need to be fully funded in 2021/22, however as outlined in paragraph 43 the Government funding announcement made on 22 July 2020 has indicated this will be relaxed and can be recovered over three years.

### *Summary of Covid-19 Financial Pressures*

65. The projected financial impact of the Covid-19 pandemic, based on experience in the first six months of the financial year, is summarised below along with a breakdown of the estimated funding split between the Government grant funding and the Council, based on assumptions made following the Government announcements detailed in paragraphs 42 to 44:

	<u>2019/20</u>	<u>2020/21</u>	<u>TOTAL</u>	<u>ESTIMATED</u>	<u>ESTIMATED</u>
				<u>TOTAL</u>	<u>TOTAL</u>
				<u>GOVT</u>	<u>COUNCIL</u>
				<u>FUNDING</u>	<u>FUNDING</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
A) Extra-ordinary costs incurred	0.385	11.259	<b>11.644</b>	<b>11.644</b>	<b>0.000</b>
B) Estimated loss of income - (Sales, Fees & Charges <b>excluding</b> <b>Commercial income losses</b> )	0.492	6.157	<b>6.649</b>	<b>4.627</b>	<b>2.022</b>
B) Commercial income losses	0.000	0.472	<b>0.472</b>	<b>0.000</b>	<b>0.472</b>
C) Unachievable Change Programme savings	0.000	1.919	<b>1.919</b>	<b>0.000</b>	<b>1.919</b>
D) Potential Collection Fund shortfall (due to reductions in Business Rates and Council Tax income)	0.000	3.916	<b>3.916</b>	<b>0.000</b>	<b>3.916</b>
	<b>0.877</b>	<b>23.723</b>	<b>24.600</b>	<b>16.271</b>	<b>8.330</b>
Government Grant Funding currently assumed			16.271		
<b>Net COVID-19 pressures 2020/21 after assumed Government Funding</b>			8.330		
Estimated Collection Fund shortfall transfer to 21/22, 22/23 and 23/24 (due to ability to recover Collection Fund shortfalls over three years)			(3.916)		
<b>REVISED COVID-19 GAP 2020/21</b>			<b>4.414</b>		

66. The overall financial position is being regularly reviewed to assess impact across all areas and it is likely that this will identify additional pressures and also some potential savings. It should also be noted that this is a constantly changing position and therefore estimates are subject to change, and are dependent on further outbreaks and the impact of any local and/or national lockdowns which will further increase the Covid-19 costs.
67. The above table indicates that there will be a potential financial pressure due to Covid-19 of £4.414m in 2020/21. As approved by Council on 2 September 2020 this will be funded from the General Fund Reserve in 2020/21.

### Revenue budget spending controls

68. As previously reported to the Executive, a number of controls were implemented in 2019/20 to minimise overspending across the Council in-year and these remain in place for 2020/21, specifically:
- a vacancy control process overseen by the Corporate Management Team;
  - checks against proposed expenditure of over £5,000 by the procurement team; and
  - strong controls over staff travel, the ordering of stationery and use of first class post.
69. The Council is continuing to minimise the use of agency staff where it is appropriate to do so, but it is acknowledged that currently there will be a need for the use of agency staff within Children's Care, principally to support the Ofsted Improvement Plan. Monthly reports on agency costs are reported to senior managers for consideration.

70. As outlined in the Quarter Four report for 2019/20 a number of plans have been put in place for 2020/21 to mitigate overspending within Children's Services. These are outlined below :
- Subjecting cases of children looked after by the Council to ongoing audit, consistent decision making processes and a solutions panel chaired by the Director of Children's Care.
  - Re-establishing a Middlesbrough Multi Agency Children's Hub from 1 July 2020 to secure the consistency of thresholds and increasing step-downs to early help and more timely support for children and young people.
  - Increasing internal residential capacity at the Futures for Families Middlesbrough Hub (6 places) and Daniel Court (9 places) by 15 additional places, an increase of 136% on current provision. This will mean that more young people will be able to be accommodated by the Council at a lower cost than externally procured placements.
  - All external residential placements are being reviewed by a specialist project team set up by the Director of Children's Services to ensure that no children are in residential care who can be fostered or safely returned to their families or the care of relatives. In addition this team will look at all cases that are nearing requirement for residential care with the aim of making sure that all alternative options for support are fully explored before residential provision is approved.
  - Work continues to build on the 30% increase in the number of internal foster placements achieved in the financial year 2019/20, allowing children to be placed in high quality, local authority foster care as an alternative to more expensive agency placements.
  - An in depth review is taking place of the processes around the placement of children with friends and family to ensure that these are only made where necessary and that financial support represents value for money.
71. While the mitigations above will be progressed, the experience in 2019/20 suggests that whilst efficiencies may have been made in placement methods these will not have a positive effect on the bottom line position unless the overall numbers of children in care are brought under control.
72. The position around our numbers of children in care has been specifically referenced by the DfE Commissioner, and it is clear that for both quality of practice and financial reasons the number needs to be safely reduced. This will entail improvement of edge of care provision to support families and prevent children needing to become looked after and crucially improving practice and care planning to allow those children who are able to return home, be placed with family or friends or be adopted in as timely a manner as possible. This work is interdependent on our overall improvement journey and will not be a short term fix, however prioritisation in these areas is crucial to ensuring that our resources, both human and financial, are sufficient to deliver improvement. The position is constantly monitored and in future MTFP reviews an informed and prudent view will be taken of the length of time that will need to be allowed for this work to deliver results as well as the monitoring arrangements required.
73. The Council has set aside approximately £1.6m per annum of Council funding for 2020/21 and 2021/22 to support the Ofsted improvement plan. Progress against the plan is being monitored by the Multi Agency Strategic Improvement Board, and any



variances from the budgets contained in the Ofsted improvement plan will be detailed in future budget monitoring reports.

### Capital budget Quarter Two Outturn 2020/21

74. As part of the MTFP report to Executive on 2 September 2020, Executive approved a revised capital budget for 2020/21 of £55,019,000. Following a further review and the inclusion of new additional schemes and increases to existing schemes (as detailed in paragraphs 77 to 79) it is currently predicted at Quarter Two that the Council will spend £50,363,000 at year-end. The underspend is mainly due to delays on major schemes resulting from the Covid-19 pandemic.
75. The revised Investment Strategy to 2022/23 is included at Appendix 2 for approval. It should be noted that capital receipts assumptions have been re-evaluated in light of Covid-19 and the Revised Investment Strategy takes accounts of this.
76. No schemes are currently proposed to be removed from the Investment Strategy. Also no schemes over the £150,000 threshold were transferred between services.
77. It is proposed to add the following two additional externally funded schemes above £150,000, along with several additional externally funded schemes below £150,000, to the revised Investment Strategy, set out at Appendix 2 for consideration and approval.

Directorate	Scheme	Funder	Value
Education & Partnerships	School Conditions Allowance grant – 2021/22	DfE	£230,000
	Contributions from schools towards schemes	Schools	£162,000

78. It is proposed to add the following additional Invest to Save scheme above £150,000 relating to Children’s Care, to the revised Investment Strategy, set out at Appendix 2 for consideration and approval. The Children’s Care Invest to Save scheme totalling £333,000 comprises of the following elements
- the purchase of a house costing £155,000 (including fees) for a carer which will produce revenue savings above the property cost as the carer will forego future Special Guardianship Order payments
  - the subsequent purchase of the carer’s current property at a cost of £75,000 for use as supported lodgings in order to place children currently in residential placements, therefore saving on payments to providers of external residential placements in excess of the borrowing costs
  - Rosecroft Children’s Home – renovation works costing £103,000 to enable children, currently in external residential placements, to be placed in the home, producing savings on payments to providers of external residential placements
79. The following additions to schemes in the current Investment Strategy which have been recently approved by Executive are also to be increased in the revised Investment Strategy, set out at Appendix 2 for consideration and approval.

- Teesside Advanced Manufacturing Park – the Executive Member for Finance & Governance on 14 October 2020 approved an increase of £310,000 to the budget in 2020/21 in order to facilitate a new tenancy at a unit by extending the size of the yard
- Middlesbrough Development Company - Executive on 1 September 2020 approved loans to Middlesbrough Development Company of up to £17,000,000 to fund the construction of an apartment development at the former Cleveland Scientific Institute site, and £7,000,000 to fund the Boho Village Development at Middlehaven. Both loans are subject to further sign off from the Council's Section 151 Officer before inclusion in the Investment Strategy. The Boho Village Development has now received the appropriate sign off and consequently this loan has been added to the revised Investment Strategy in 2021/22. The Cleveland Scientific Institute loan will be added to the Investment Strategy at a later date when it has been signed off by the Council's Section 151 Officer.

80. The split by Directorate is shown in the table below, which also shows the “real” projected outturn variance if all of the additional new schemes are excluded. Explanations for variances of +/- £150,000 across 10 schemes are set out in the following paragraphs. These variances require movement within the Council’s four-year Investment Strategy, but do not affect the overall investment or cost of borrowing.

Directorate	2020/21	2020/21	2020/21
	Budget	Projected Outturn	Projected Outturn Variance
	£'000	£'000	£'000
Regeneration	29,844	26,233	(3,611)
Environment and Community Services	9,419	8,673	(746)
Public Health and Public Protection	0	0	0
Education & Partnerships	4,391	4,618	227
Children's Care	357	723	366
Adult Social Care and Health Integration	4,204	3,633	(571)
Legal and Governance Services	2,778	2,491	(287)
Finance	4,026	3,992	(34)
<b>Total</b>	<b>55,019</b>	<b>50,363</b>	<b>(4,656)</b>

MEMO	
New Schemes	Real projected outturn variance excluding new schemes
£'000	£'000
310	(3,921)
0	(746)
0	0
162	65
333	33
0	(571)
0	(287)
0	(34)
<b>805</b>	<b>(5,461)</b>

### *Regeneration*

81. Empty Homes 2015 to 2018 – due to the current low level of applications from home owners, Homes England have agreed for a proportion of the grant (£281,000) to be carried into 2021/22.
82. Replacement of Pay & Display Parking Ticket Machines - The Council is assessing technology options with respect to pay on exit at the Council’s off-street parking facilities. The replacement of the machines is linked to this review and the replacements are now not expected to be undertaken in 2020/21, and therefore the full £189,000 budget has been transferred to 2021/22.
83. Boho X is being redesigned and a revised planning application expected to be submitted in December 2020. In conjunction with the preferred contractor the final

design will be complete by April 2021 and construction is set to start in August 2021. The re-design will result in £1,500,000 of the budget for 2020/21 being transferred to 2021/22.

84. £380,000 of the budget for Teesside Advanced Manufacturing Park has been transferred to 2021/22. This is associated with the element of the budget relating to incentives provided to developers to secure long term lettings. Whilst there is interest in the majority of the remaining unlet units, due to the Covid-19 pandemic the assumption is that there will only be one further tenancy secured in 2020/21 and the remaining funds transferred to 2021/22.
85. Local Transport Plan - Due to delays in undertaking work as a result of Covid-19 and other strategic priorities, such as the pothole purge, it is anticipated that a proportion of the integrated transport element of the Local Transport Plan schemes budget will not now complete in 2020/21. This has resulted in £500,000 of this budget being transferred to 2021/22.
86. Housing Growth - Expenditure in 2020/21 was anticipated for the production of a masterplan, associated studies, and the marketing of the Newham Hall site. A disposal options report has recently been commissioned, which will inform both the route and timing of the disposal. It is anticipated that internal discussions and a subsequent Executive approval will be required to progress the disposal, which has the potential to delay the expenditure on the masterplan. In view of this £232,000 of this budget has been transferred to 2021/22. Also a further £146,000 of the Housing Growth budget for 2020/21 has been transferred to 2021/22 due to minor delays on a number of schemes due to Covid-19.
87. Middlesbrough Development Company - £230,000 of Section 106 resources assigned to the Council's Empty Homes Initiative have been transferred to 2021/22 for use when suitable properties are available.

#### *Environment & Community Services*

88. £800,000 of budget relating to the East Middlesbrough Community Hub has been transferred to 2021/22 due to delays in the scheme caused by the Covid-19 pandemic and environmental issues which have delayed the start of construction.

#### *Adult Social Care and Health Integration*

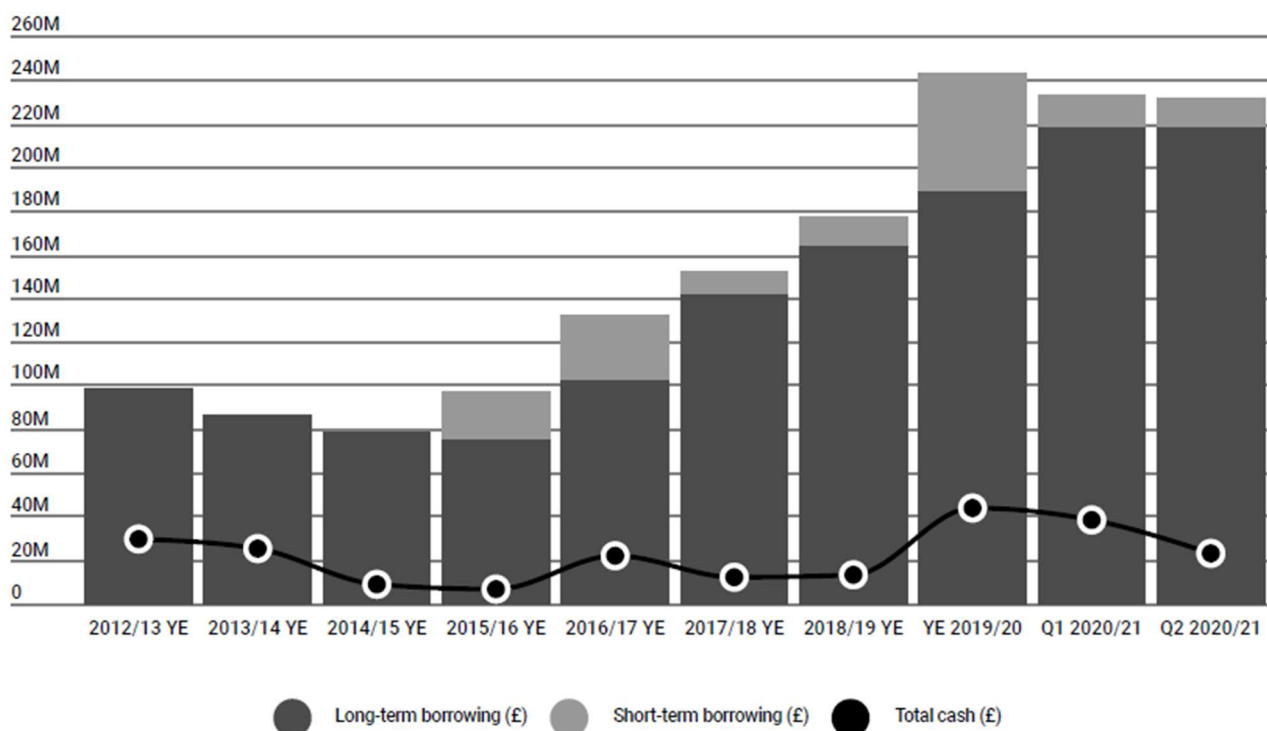
89. There has been a reduction in contractors available to undertake planned Disabled Facilities Grant work due to Covid-19, resulting in delays in expenditure. Therefore £466,000 of the budget for 2020/21 has been transferred to 2021/22.

#### *Finance, Governance and Support*

90. Some projects planned to be undertaken in 2020/21 relating to the Former Partnership Investment (ICT Infrastructure Revenues and Benefits) scheme have been delayed due to reduced resource being available to deliver the projects as a result of Covid-19 related additional workload. In light of this an anticipated further £180,000 of budget has been transferred to 2021/22. It should be noted that £65,000 of this budget has been allocated to the upgrade of Business World financial system, and this is now shown separately.

## Borrowing and reserves

91. The Council's balance of borrowing decreased slightly by £0.8m from Quarter One to stand at £232.0m at Quarter Two, with the minimal change being due to some principal annuity loans being repaid and also some of the Council's cash balances being used instead of borrowing.



92. Borrowing is well within the legal limit of £300m set by Council for 2020/21 as detailed within the Capital Strategy Report approved by Council on 26 February 2020. All other prudential indicators also remain within the limits originally set.

93. The table below sets out a summary of the balance of reserves and provisions at the start of 2020/21 and the projection as at year-end. The projected year-end balance assumes the Council's approval of the use of General Fund Reserve to cover the projected total 2020/21 revenue budget overspend.

Reserves and Provisions	Opening Balance £000's	Use In Year £000's	Additional Contributions £000's	Transfers between reserves £000's	Transfers to General Fund £000's	Used to fund Outturn Position £000's	Balance at Year End £000's
General Fund	9,400		746	4,928		(4,405)	10,669
Earmarked Reserves	16,070	(1,770)	1,730	(4,887)	0	0	11,143
School balances	3,241						3,241
Provisions	2,507			(41)	(35)		2,431
<b>TOTAL</b>	<b>31,218</b>	<b>(1,770)</b>	<b>2,476</b>	<b>0</b>	<b>(35)</b>	<b>(4,405)</b>	<b>27,484</b>

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

94. That the Executive notes the 2020/21 revenue budget Quarter Two total projected outturn of £4.405m, representing a £9,000 (-0.01%) underspend on non-Covid-19 elements, and the estimated financial effect of Covid-19 in 2020/21 of £4.414m, and the proposed actions to address this.
95. The Executive notes the proposed use of the General Fund Reserve, as approved by Council on 2 September 2020, to fund the total projected overspend in 2020/21.
96. That Executive approves the proposed revenue budget virements over £150,000 (Appendix 1).
97. That the Executive notes the 2020/21 capital budget Quarter Two predicted outturn of £50.363m, against a budget of £55.019m, driven in the main by delays resulting from Covid-19, and approves the proposed revised Investment Strategy to 2022/23 at Appendix 2.

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

98. To enable the effective management of finances, 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**

99. Not applicable.

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

### **Legal**

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

### **Financial**

101. The Council's outturn position for 2020/21 for non-Covid-19 elements is projected to be an underspend of £9,000 (-0.01%). This, when added to the Covid-19 pressures detailed in paragraphs 41 to 67 results in a total projected outturn pressure at year end 2020/21 of £4.405m of which £4.414m relates to Covid-19 pressures. The total overspend in 2020/21 will be covered by the General Fund Reserve as approved by Council on 2 September 2020.

### **Policy framework**

102. The Strategic Plan(s) 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

103. 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 or the Council's planned budgetary expenditure.

## Risk

104. In line with the Council's Risk Management Policy, the corporate Strategic Risk Register will be reviewed in the quarter, and will be reported to Executive on 24 November 2020 as part of the Strategic Plan 2020-23 – Progress at Quarter Two 2020/21 report.

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

105. Mitigating activity set out in the main body of the report will continue to be applied by Directorates as stated.

106. The actions outlined within the body of the report in relation to overspending within Children's Safeguarding will continue to be implemented.

107. The virements detailed in Appendix 1 will be actioned in the Council's accounts following approval by Executive.

108. If approved the revised Investment Strategy included at Appendix 2 will be adopted.

## Appendices

- 1 Proposed revenue budget virements over £150,000
- 2 Proposed revised Investment Strategy to 2022/23

## Background papers

15/01/20	Council	Priorities of the Elected Mayor and Strategic Plan 2020-2023
26/02/20	Council	Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2020/21
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 as at Quarter One 2020/21
2/09/20	Council	Revenue and Capital Budget – Projected Outturn position as at Quarter One 2020/21 and the use of reserves for in year Covid-19 pressures
29/9/20	Executive	Medium Term Financial Plan Update

**Contact:** Andrew Humble, Head of Financial Planning & Support  
**Email:** [andrew\\_humble@middlesbrough.gov.uk](mailto:andrew_humble@middlesbrough.gov.uk)

## Appendix 1 : Proposed virements over £150,000 at Quarter Two 2020/21

<i>Proposed Virement Request</i>	Regeneration £000s	Environment and Community Services £000s	Public Health and Public Protection £000s	Education & Partnerships £000s	Children's Care £000s	Adult Social Care and Health Integration £000s	Legal & Governance Services £000s	Finance £000s	Central Budgets £000s
<b><i>Permanent</i></b>									
Increased pay award budget uplift (original budget uplift based on 2.00% pay inflation, actual increase 2.75% pay inflation) - includes effect of revised NI calculation	40	231	11	33	96	80	51	43	(585)
Transfer of Ongoing Pressures budget to Children's Care					2,913				(2,913)
Formal transfer of budgets between Finance & Legal & Governance Services following Senior Management Review							2,908	(2,908)	
<b><i>Total Virement</i></b>	<b>40</b>	<b>231</b>	<b>11</b>	<b>33</b>	<b>3,009</b>	<b>80</b>	<b>2,959</b>	<b>(2,865)</b>	<b>(3,498)</b>
								<b>Total:</b>	<b>0</b>

## Appendix 2: Proposed revised Investment Strategy to 2022/23

	Total Funding Required					Council Funding £'000	External Funding £'000
	2019/20	2020/21	2021/22	2022/23	TOTAL		
<b>Regeneration</b>	£'000	£'000	£'000	£'000	£'000		
Town Centre Related Projects	878	810	1,798	784	4,270	3,379	891
Teesside Media & Innovation Village	7	-	-	-	7	7	-
Middlehaven Related Projects	1,180	234	-	500	1,914	1,865	49
Housing Growth	253	334	2,018	1,411	4,016	3,712	304
BOHO 8	113	2,387	-	-	2,500	-	2,500
BOHO X	440	1,000	11,600	13,960	27,000	1,900	25,100
Acquisition of Town Centre Properties	-	10,090	30,000	-	40,090	40,090	-
Centre Square Buildings 1 & 2	21,126	-	-	-	21,126	21,126	-
Middlesbrough Development Company	700	2,670	11,233	-	14,603	9,703	4,900
Teesside Advanced Manufacturing Park	15,607	1,543	380	-	17,530	12,933	4,597
BOHO Car Park & Building Improvements	64	-	-	-	64	64	-
Capitalisation Of Major Schemes Salaries	530	530	530	530	2,120	2,120	-
Affordable Housing Via Section 106	-	-	1,255	-	1,255	830	425
Highways Infrastructure Development Section 106	-	-	730	-	730	-	730
Stainton Way Dixon Bank Junction - Section 106	1,348	11	-	-	1,359	11	1,348
Section 106 Longlands to Ladgate Lane Link	5	-	-	-	5	-	5
Section 106 Acklam / Hall Drive Improvements	97	-	-	-	97	-	97
Rose Cottage Pedestrian Links - Section 106	31	-	-	-	31	-	31
The Big Screen	-	20	-	-	20	20	-
A66 Throughabout	1,658	2,537	-	-	4,195	-	4,195
Mandale Interchange	72	319	100	-	491	-	491
Tees Amp Footway / Cycleway	12	293	-	-	305	-	305
Replacement of Pay & Display Parking Ticket Machines	-	-	189	-	189	189	-
LED Street Lighting Upgrade (Phase 2)	1,844	332	85	-	2,261	2,261	-
Joint Air Quality Unit (JAQU) - All schemes	849	622	-	-	1,471	-	1,471
Members Small Schemes	71	4	-	-	75	39	36
Grove Hill Joint Venture Projects	-	-	14	-	14	-	14
Gresham Projects	414	789	-	-	1,203	1,203	-
North Ormesby Housing Joint Venture - Section 106 funded	-	100	321	-	421	-	421
Empty Homes 2015 To 2018	84	135	281	-	500	-	500
Local Transport Plan	922	1,228	500	-	2,650	51	2,599
Hemlington Grange Way	318	-	-	-	318	318	-
Town Hall Venue Development	68	-	72	-	140	140	-
Cultural Transformation	-	50	-	-	50	50	-
Theatre Winches / Lifts	77	-	43	-	120	120	-
Municipal Buildings	22	-	-	-	22	22	-
Dorman Museum	48	21	-	-	69	69	-
Orange Pip Market Equipment	36	-	-	-	36	36	-
Contribution To Public Arts Projects	13	17	-	-	30	30	-
Public Art Work	22	58	-	-	80	80	-
Newham Grange Leisure Farm	890	99	-	-	989	989	-
Leisure Trust Investment - Equipment	-	-	75	-	75	75	-
<b>Total Regeneration</b>	<b>49,799</b>	<b>26,233</b>	<b>61,224</b>	<b>17,185</b>	<b>154,441</b>	<b>103,432</b>	<b>51,009</b>



	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
<b>Environment and Community Services</b>	£'000	£'000	£'000	£'000	£'000
Purchase of New Vehicles	1,889	228	1,000	1,000	4,117
Capitalisation of Wheeled Bin Replacement	100	100	100	100	400
Capitalisation of Street Furniture / Dog Fouling & Litter Bins	55	55	55	55	220
Capitalisation of Highways Maintenance	575	575	575	575	2,300
Property Services Building Investment	340	340	340	340	1,360
Parks Improvement	97	83	-	-	180
Bereavement Services	412	-	-	-	412
Middlesbrough Sports Village	-	-	-	-	-
Nunthorpe Playing Fields Section 106	6	57	-	-	63
Local Transport Plan - Highways Maintenance	1,547	2,262	-	-	3,809
Street Lighting	358	578	468	468	1,872
Urban Traffic Management Control	7	493	-	-	500
Flood Prevention	206	144	-	-	350
Department for Transport Pothole Fund	-	1,403	-	-	1,403
Members Small Schemes	25	106	60	60	251
Property Asset Investment Strategy	2,341	1,100	873	840	5,154
Nunthorpe Sports Facilities	-	-	100	-	100
East Middlesbrough Community Hub	1,367	229	800	-	2,396
Christmas Lights	-	350	-	-	350
Section 106 Ormesby Beck	-	-	15	-	15
Section 106 Cypress Road	-	-	20	-	20
Section 106 Stewart Park	-	-	45	-	45
Hostile Vehicle Mitigation	-	570	-	-	570
<b>Total Environment and Community Services</b>	<b>9,325</b>	<b>8,673</b>	<b>4,451</b>	<b>3,438</b>	<b>25,887</b>

Council Funding	External Funding
£'000	£'000
4,117	-
400	-
220	-
2,300	-
1,360	-
180	-
412	-
(404)	404
-	63
-	3,809
1,872	-
-	500
-	350
-	1,403
251	-
5,083	71
-	100
2,396	-
350	-
-	15
-	20
-	45
570	-
<b>19,107</b>	<b>6,780</b>

	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
<b>Public Health and Public Protection</b>	£'000	£'000	£'000	£'000	£'000
Health & Wellbeing Hub	30	-	756	-	786
Middlesbrough Alcohol Centre of Excellence	245	-	-	-	245
<b>Total Public Health and Public Protection</b>	<b>275</b>	<b>-</b>	<b>756</b>	<b>-</b>	<b>1,031</b>

Council Funding	External Funding
£'000	£'000
679	107
-	245
<b>679</b>	<b>352</b>

	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
<b>Education And Partnerships</b>	£'000	£'000	£'000	£'000	£'000
Block Budget (Grant) School Condition Allocation	-	-	551	-	551
Block Budget (Grant) Basic Needs	-	-	9,079	-	9,079
Schemes in Maintained Primary Schools	2,538	2,847	684	-	6,069
Schemes in Primary Academies	11	249	-	-	260
Schemes in Secondary Academies	-	865	-	-	865
Schemes in Special Schools	78	546	101	-	725
Capitalisation of Salary Costs	102	104	106	-	312
Contribution to New School at Middlehaven	-	-	1,700	-	1,700
Block Budget (Grant) Education Funding Agency Early Years 2 Year olds Entitlement (Trajectory Project)	-	7	-	-	7
Caldicotes 2 Year Old Provision	56	-	-	-	56
<b>Total Education and Partnerships</b>	<b>2,785</b>	<b>4,618</b>	<b>12,221</b>	<b>-</b>	<b>19,624</b>

Council Funding	External Funding
£'000	£'000
-	551
-	9,079
2,045	4,024
-	260
-	865
494	231
0	312
1,700	-
-	7
-	56
<b>4,239</b>	<b>15,385</b>

	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
	£'000	£'000	£'000	£'000	£'000
<b>Children's Care</b>					
Edge Of Care Project (Hub)	209	371	-	-	580
Edge Of Care Project (Spencerfield 117-120)	144	11	-	-	155
Edge Of Care Project (3 Broadwell)	217	8	-	-	225
Gleneagles Alterations	14	-	-	-	14
Holly Lodge Alterations	7	-	-	-	7
Rosecroft Renovations	-	103	-	-	103
Saltersgill Avenue	-	75	-	-	75
House Purchase	-	155	-	-	155
<b>Total Children's Care</b>	<b>591</b>	<b>723</b>	<b>-</b>	<b>-</b>	<b>1,314</b>

Council Funding	External Funding
£'000	£'000
553	27
155	-
225	-
1	13
-	7
103	-
75	-
155	-
<b>1,267</b>	<b>47</b>

	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care and Health Integration</b>					
Chronically Sick & Disabled Persons Act - All Schemes	740	705	660	610	2,715
Disabled Facilities Grant - All Schemes	2,194	2,676	2,465	-	7,335
Capitalisation of Staying Put Salaries	50	50	50	50	200
Home Assistance Loan	8	-	-	-	8
Home Loans Partnership (Formerly 5 Lamps)	-	26	55	-	81
Small Schemes	25	48	-	-	73
Connect/Telecare IP Digital Switchover	146	128	110	-	384
Purchase of 5 Vehicles - Tees Community Equipment Service	207	-	-	-	207
<b>Total Adult Social Care and Health Integration</b>	<b>3,370</b>	<b>3,633</b>	<b>3,340</b>	<b>660</b>	<b>11,003</b>

Council Funding	External Funding
£'000	£'000
2,608	107
823	6,512
200	-
-	8
-	81
-	73
330	54
-	207
<b>3,961</b>	<b>7,042</b>

	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
	£'000	£'000	£'000	£'000	£'000
<b>Legal and Governance Services</b>					
Desktop Strategy / Device Refresh	303	460	-	-	763
Enterprise Agreements	256	706	-	-	962
Customers Relationship Management	-	75	40	-	115
ICT BOHO	20	-	-	-	20
IT Refresh - Scanning	81	-	-	-	81
Early Help Module (Children's)	42	-	-	-	42
IT Refresh - Network Refresh	180	43	120	-	343
IT Refresh - Lights On	200	301	-	-	501
IT Refresh - LCS Development Capture	5	-	25	-	30
IT Refresh - Business Intelligence	-	3	-	-	3
ICT Essential Refresh & Licensing	65	407	2,273	2,185	4,930
ICT Innovation Budget	14	297	189	-	500
GIS Replacement	218	79	88	-	385
Melrose House Data Centre	116	-	-	-	116
Civic Centre Device Refresh	38	-	-	-	38
Prevention & Partnership Tablets	-	70	-	-	70
HR Pay	-	-	37	-	37
Dashboards	46	50	-	-	96
<b>Total Legal and Governance Services</b>	<b>1,584</b>	<b>2,491</b>	<b>2,772</b>	<b>2,185</b>	<b>9,032</b>

Council Funding	External Funding
£'000	£'000
763	-
962	-
115	-
20	-
81	-
42	-
343	-
501	-
30	-
3	-
4,930	-
500	-
385	-
116	-
38	-
70	-
37	-
96	-
<b>9,032</b>	<b>-</b>

	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
<b>Finance</b>	£'000	£'000	£'000	£'000	£'000
Former Partnership Investment (ICT Infrastructure Revenues & Benefits)	38	74	360	-	472
Business World Upgrade	-	65	-	-	65
Derisking Sites	247	311	104	1,200	1,862
Town Centre Accommodation Strategy	143	42	-	4,396	4,581
Capitalisation of Property Finance Lease Arrangements	-	3,500	500	500	4,500
Middlesbrough Share in Veritau Tees Valley	20	-	-	-	20
<b>Total Finance</b>	<b>448</b>	<b>3,992</b>	<b>964</b>	<b>6,096</b>	<b>11,500</b>

Council Funding	External Funding
£'000	£'000
472	-
65	-
1,862	-
4,581	-
4,500	-
20	-
<b>11,500</b>	<b>-</b>

	Total Funding Required				
	2019/20	2020/21	2021/22	2022/23	TOTAL
<b>All Directorates</b>	£'000	£'000	£'000	£'000	£'000
<b>Total All Directorates</b>	<b>68,177</b>	<b>50,363</b>	<b>85,728</b>	<b>29,564</b>	<b>233,832</b>

Council Funding	External Funding
£'000	£'000
<b>153,217</b>	<b>80,615</b>

	Total Funding				
	2019/20	2020/21	2021/22	2022/23	TOTAL
<b>Funded by:-</b>	£'000	£'000	£'000	£'000	£'000
Borrowing	28,312	19,528	10,116	5,597	63,553
Finance Leases	20,835	3,500	30,500	500	55,335
Capital Receipts	1,165	6,319	14,795	10,996	33,275
Grants	14,696	17,831	25,891	12,471	70,889
Contributions	3,162	2,209	4,355	-	9,726
Revenue Resources	7	976	71	-	1,054
Funding from Reserves	-	-	-	-	0
<b>Total Funding</b>	<b>68,177</b>	<b>50,363</b>	<b>85,728</b>	<b>29,564</b>	<b>233,832</b>

Council Funding	External Funding
£'000	£'000
63,553	-
55,335	-
33,275	-
-	70,889
-	9,726
1,054	-
0	-
<b>153,217</b>	<b>80,615</b>

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# Teeswide Safeguarding Adults Board Annual Report

1 April 2019 to 31 March 2020

# Introduction

## Board Overview

The Teeswide Safeguarding Adults Board (TSAB) is a statutory body, responsible for protecting and promoting an adults right to live an independent life free from abuse and neglect.

The Board met on six occasions throughout 2019-20 to discuss and agree key safeguarding adults' work across Tees.



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## Vision 2019-20

Our safeguarding arrangements will effectively prevent and respond to adult abuse.

## Board Member Organisations

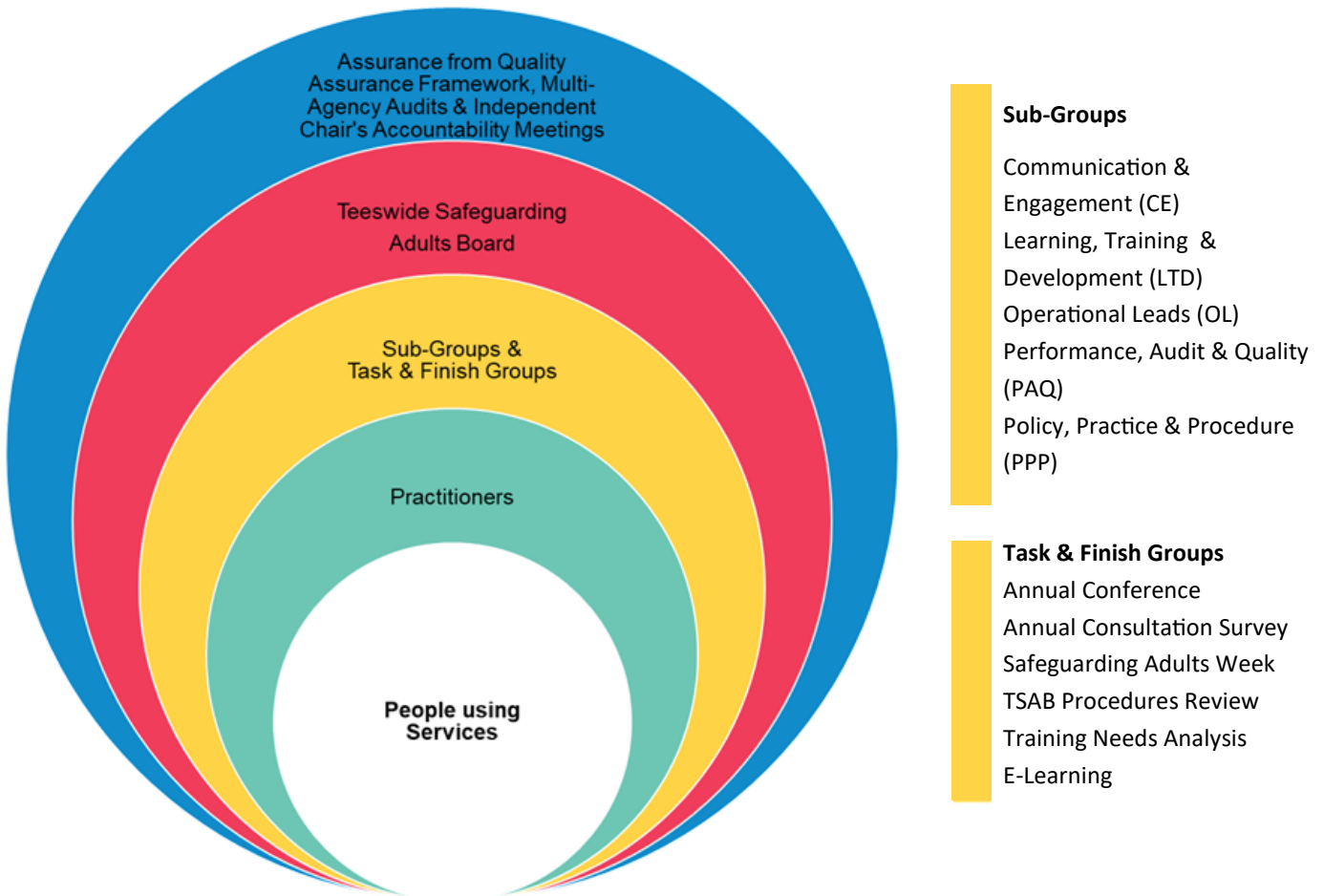
### 6 Statutory Partners

- Cleveland Police
- Hartlepool Borough Council
- Middlesbrough Borough Council
- Redcar and Cleveland Borough Council
- South Tees Clinical Commissioning Group & Hartlepool and Stockton-on-Tees Clinical Commissioning Group
- Stockton-on-Tees Borough Council

### 18 Non-Statutory Partners

- Care Quality Commission
- Catalyst (Voluntary Development Agency)
- Cleveland Fire Brigade
- Community Rehabilitation Company: Durham Tees Valley
- Healthwatch Hartlepool
- Healthwatch Stockton
- Healthwatch South Tees
- HM Prison Service
- Middlesbrough Voluntary Development Agency
- National Probation Service
- North East Ambulance Service
- North Tees and Hartlepool NHS Foundation Trust
- Office of the Police and Crime Commissioner for Cleveland
- Redcar and Cleveland Voluntary Development Agency
- South Tees Hospitals NHS Foundation Trust
- Tees, Esk and Wear Valleys NHS Foundation Trust
- Teesside University
- Thirteen Housing Group

# Board Overview



The Board approved the reduction in frequency of Sub-Group meetings in order to place more emphasis on the establishment of ongoing Working Groups and Task & Finish Groups to drive forward specific pieces of work.



TSAB Annual Conference 2019

# Our Year in Figures



**97** Concerns were received on average per week across Tees

**54** Section 42 Enquiries were carried out on average per week across Tees

**37%** Increase in the number of Section 42 Enquiries commenced on the previous year

## Concerns Received

Care Homes	1,600
NHS Secondary Care	677
Social Care	510

**14% decrease** in Concerns received from Care Homes

**70% increase** in Concerns received from NHS Secondary Care

**65% increase** in Concerns received from Social Care

**56%** of Concerns led to a Section 42 Enquiry

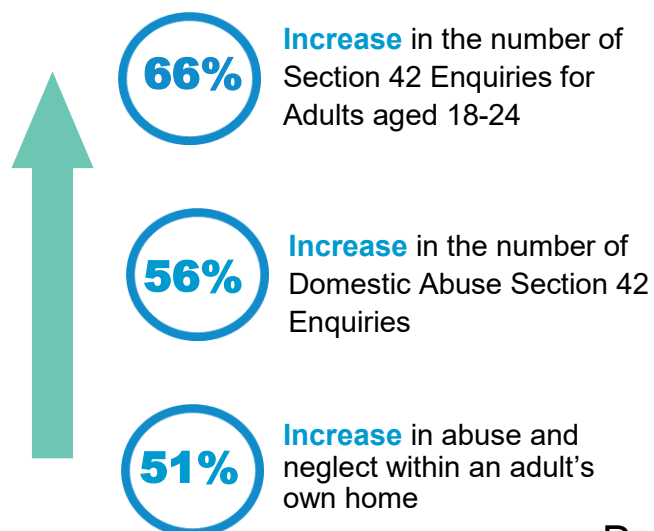
**66%** of Section 42 Enquiries resulted in the risk to the adult being reduced

In **1,398** of Section 42 Enquiries the **source of risk was known to the adult**

In **59%** of all Section 42 Enquiries, the adult at risk was female



**10** Care Provider services received additional multi-agency support to improve the delivery of care under the Board's **Responding to and Addressing Serious Concerns (RASC)** framework

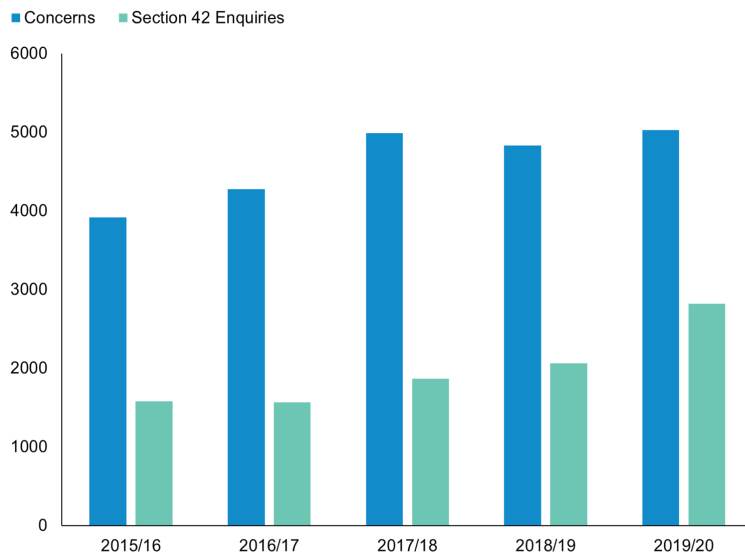


**Safeguarding Concern** - a report made to the lead agency for the safeguarding process to raise concerns of adult abuse and/or neglect.

**Section 42 Enquiry** - The Care Act 2014 (Section 42) requires that each local authority must make enquiries, or cause others to do so, if it believes an adult is experiencing, or is at risk of, abuse and/or neglect.



# Concerns and Section 42 Enquiries



The number of **Section 42 Enquiries commencing** increased by **37%** this year. This is as a result of improved reporting mechanisms being implemented by the Local Authorities over the last 18 months, meaning the data is becoming more representative of the safeguarding activity being undertaken in Tees.

It is anticipated that the data will stabilise next year. However monitoring of activity will continue to determine if COVID-19 has had a direct impact on the reporting figures.

## Where did Adult Abuse Occur?

**Own Home**



**47%**

**Care Home**



**37%**

**Community**



**5%**

**Hospital**



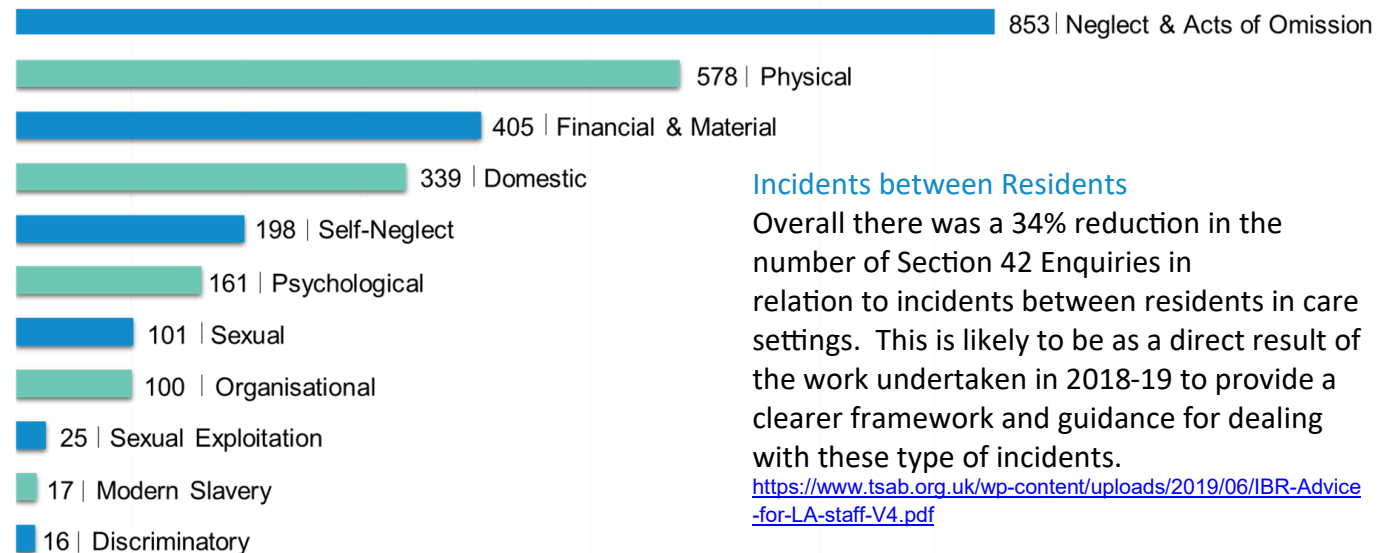
**5%**

**Other**



**6%**

## Types of Adult Abuse



### Incidents between Residents

Overall there was a 34% reduction in the number of Section 42 Enquiries in relation to incidents between residents in care settings. This is likely to be as a direct result of the work undertaken in 2018-19 to provide a clearer framework and guidance for dealing with these types of incidents.

<https://www.tsab.org.uk/wp-content/uploads/2019/06/IBR-Advice-for-LA-staff-V4.pdf>

# 5 Year Key Achievements

The Board was established as a statutory body in April 2015 when the Care Act 2014 came into effect.

## Key achievements: April 2015 - March 2020



### 2019

Largest Annual Conference 'Understanding Exploitation Across Tees' with **134** attendees from across **38** organisations.

The Board held 2 Adult Safeguarding Champions' events across Tees. There are now **182** dedicated 'Champions' from **109** organisations across Tees.

### 2017

Safeguarding Champions initiative launched with **66** Champions initially volunteering.

TSAB Safeguarding Adults Leaflet translated into **5** languages. This is now available in **7** languages.

TSAB Newsletter launched. **13** editions have now been published.

### 2015

TSAB established as a statutory body when the Care Act 2014 came into effect.

TSAB website launched, averaging **500** views per week. The number of viewers has increased by **180%** averaging **1400** views per week throughout 2019-20.

Quality Assurance Framework developed and trialled.

Performance dashboard developed. This has since been commended and shared as best practice.

### 2020

TSAB Development Day brought together senior leaders from across Adults and Children's Safeguarding and Community Safety Partnerships.

Safeguarding Champions dedicated web area developed.

In response to the COVID-19 pandemic the Board and member organisations have considered ways in which we must work differently. This will be implemented and reported on in 2020-21.

### 2018

Introduction of the formal multi-agency audit programme providing a robust process to analyse safeguarding practices across Tees.

Operational Leads Sub Group established

Making Safeguarding Personal training programme commissioned. A total of **102** delegates have accessed this course to date.

The Quality Assurance Framework programme was extended to include non-statutory partners.

### 2016

E-learning portal launched with **3** initial modules. The Board's E-learning platform now hosts **37** courses.

Safeguarding awareness video launched featuring residents from across Tees.

The Strategic Overview of Adult Safeguarding Teeswide Report was published following 18 months of detailed analysis.



# Communication & Engagement

## 'Understanding Exploitation Across Tees'

The Board delivered its largest event to date on 16 October 2019. It was held in conjunction with the Office of the Police and Crime Commissioner for Cleveland and Cleveland's Anti-Slavery Network to coincide with Anti-Slavery Day on 18 October 2019.



A local bus stop advert was commissioned by the Board in June 2019. There were 10 advertisements across the four boroughs resulting in over 1 million views over 2 consecutive weeks.

The Board took part in National Safeguarding Adults Week from 18-24 November 2019, co-ordinated nationally by Ann Craft Trust (ACT).



Safeguarding is everyone's business  
**Adult Safeguarding Week**  
18-24 November 2019

NSAW logo created  
by Healthwatch South Tees

4 Newsletters were published and read 4,900 times across the year. In September 2019 the first dedicated Safeguarding Champions Bulletin was published, and circulated to 182 Champions from across Tees.



Understanding Exploitation Conference Word Map

"Healthwatch Stockton-on-Tees regularly promote TSAB posts on social media, covering subjects such as annual surveys, adult abuse and advice on avoiding scams. From November 2019 to March 2020, Healthwatch Stockton-on-Tees and its associated project, Stockton Service Navigation Project, shared 22 posts from TSAB on Twitter and Facebook.

News articles on TSAB's annual survey and newsletters were promoted on Healthwatch Stockton-on-Tees website and distributed to over 450 subscribers each."



## Annual Communication & Engagement Report 2019-20;

<https://www.tsab.org.uk/key-information/annual-reports/>



Followers **678**  
Impressions **147,100**



Followers **340**  
Posts **256**



Website views **71,518**  
\***8,800** best monthly views of all time - Feb 2020



**1500** leaflets distributed  
**500** translated versions

## Annual Consultation Survey

**90%** of public responses reported feeling safe from abuse and neglect

**97%** of professionals understand how their responsibilities fit into the wider adult safeguarding framework



**740**  
Responses received  
\*highest number to date

# What we said and what we did

Priority	What we said we would do	What we did
Prevention	<p>Ensure people are able to access early help and preventative services</p> <p>Reduce barriers to reporting all forms of abuse</p> <p>Further raise public awareness of TSAB work and adult safeguarding</p> <p>Improve engagement with local communities</p>	<ul style="list-style-type: none"> <li>• A Task &amp; Finish Group with representatives from partner organisations and other agencies, developed a detailed plan of action for local engagement activity to participate in National Safeguarding Awareness Week 2019.</li> <li>• Clare’s Law briefing developed and published online. <a href="https://www.tsab.org.uk/key-information/policies-strategies/">https://www.tsab.org.uk/key-information/policies-strategies/</a></li> <li>• Board partners took part in a radio interview to discuss safeguarding activity across Tees.</li> <li>• Local newspaper article published raising awareness of ways in which to report abuse, this also included an online feature.</li> <li>• The voice of the adult video with subtitles was launched. <a href="https://www.youtube.com/watch">https://www.youtube.com/watch</a></li> <li>• Safe Place Scheme literature was reviewed in consultation with a local service user group who have also produced a training video. <a href="https://www.tsab.org.uk/key-information/find-support-in-your-area/safe-place-scheme/">https://www.tsab.org.uk/key-information/find-support-in-your-area/safe-place-scheme/</a></li> <li>• An article highlighting the impact of loneliness and social isolation was published in local authority residents magazines across the winter months reaching 110,000 households.</li> <li>• TSAB shared the Board’s resources and delivered a presentation at the local Clinical Commissioning Group Care Home Conference.</li> </ul>

In 2019 Middlesbrough identified the need to restructure our Access and Safeguarding Teams to create a more seamless journey from the point of referral through to making enquiries, undertaking care needs assessments and holding multi-agency meetings. This involved appointing our Access Safeguarding Lead Officer and taking forward a review of the service. In November 2019 our Access Safeguarding service review was finalised and the teams were brought onto one site in January 2020. The investment in our new structure has given us the ability to bring about changes in our process and has promoted culture change to ensure that we take a strengths based approach to safeguarding and that safeguarding good practice has been reinforced across adult social care.



Cleveland Police have converted the Child Abuse Investigation Team and Vulnerable Adults Teams into CAVA, an omni-competent specialist crime team in the areas of Children and Adults. This followed a review and concerns around vulnerable adults being a single point of failure given the limited resources and experience. CAVA broadens the scope for investigations involving vulnerable adults and promotes the need for investment into the area.

Over the past 12 months Cleveland Police and Adult Social Care Team Managers have worked in partnership to ensure appropriate sharing of information. This has resulted in new guidance across both areas and safeguarding thresholds being adopted by police.



Priority	What we said we would do	What we did
Protection	<p>Provide effective, consistent, timely and proportionate responses to reported abuse</p> <p>Encourage a strengths based approach which puts the person at the centre of all safeguarding work</p> <p>Develop strategies and guidance for dealing with all forms of abuse</p> <p>Carry out focused work on specific aspects of adult safeguarding to ensure a collaborative and person centred approach</p>	<ul style="list-style-type: none"> <li>• New panel arrangements established across Tees authorities provides a multi-agency forum for complex safeguarding cases to be highlighted and action plans to be developed.</li> <li>• Work was undertaken by partners of the Anti-Slavery Network to establish a Tees-wide Victim Care Pathway.</li> <li>• A number of TSAB guidance documents were refreshed and new guidance published: <ul style="list-style-type: none"> <li>⇒ Self-neglect guidance was relaunched with a particular focus on non-typical self-neglect</li> <li>⇒ Fraud and online scams guidance produced</li> <li>⇒ Romance scams guidance produced following increased reporting in cases across Tees</li> <li>⇒ Causing S42 Enquiries</li> <li>⇒ Other Enquiries</li> </ul> <a href="https://www.tsab.org.uk/key-information/policies-strategies/">https://www.tsab.org.uk/key-information/policies-strategies/</a> </li> <li>• New Inter-Agency Safeguarding Procedures launched. A Task &amp; Finish Group was formed to review the procedures following an initial consultation survey in 2018 and a further survey in 2019. Interactive versions of the procedures were also developed and published online. <a href="https://www.tsab.org.uk/key-information/policies-strategies/interactive-inter-agency-safeguarding-adults-procedure/">https://www.tsab.org.uk/key-information/policies-strategies/interactive-inter-agency-safeguarding-adults-procedure/</a></li> <li>• 9 partner agencies attended 3 Multi-Agency audits across the year. The audits included Modern Day Slavery, Neglect and complex lifestyles including self-neglect and homelessness.</li> <li>• The strength based approach is applied across all types of learning reviews published by TSAB and all face to face training modules for practitioners promote this model of practice.</li> </ul>

‘Brenda’ is 55 years of age and lives alone. She has a diagnosed Mental Health illness. A safeguarding concern was reported to the Adult Safeguarding Team from Brenda’s bank. Concerns were in relation to large bank transfers being made and Brenda possibly being a victim of an online scam. Upon visiting Brenda and discussing the concerns that had been reported, she was adamant that she had met someone online and had been communicating with them for a number of months and that they were now in a relationship. It was important that we listened to Brenda and took her views into consideration in respect of developing and maintaining relationships. We quickly established that Brenda had fallen victim to a Romance Scam. We needed to approach this with Brenda in a sensitive way. We worked with her and helped her understand the different types of scams and how to stay safe online. Through conversations we also identified that she was lonely and isolated. Brenda was supported to access a voluntary sector group that centred around her interest in gardening. As an outcome of this enquiry we raised the issue of Romance Scams with the TSAB and this has now led to some guidance being produced, which we are proactively using as a way of preventing people falling victim to Romance scams.



In April 2019, Thirteen Group developed a new safeguarding reporting system integrated with their Tenancy Management system. This allows staff to record and case manage any safeguarding concerns they report. The information recorded is fully confidential with only the referrer and designated safeguarding referrers across the organisation having access to the cases. The information gathered from the system allows Thirteen to share statistical information with TSAB around the number of safeguarding referrals by Local Authority area, types of abuse, gender, age range and outcome. This will be used to also identify trends in abuse types and other protected characteristics.





# What we said and what we did

Priority	What we said we would do	What we did
Partnership	<p>Ensure statutory agencies work together in an effective manner to protect adults from abuse and neglect</p> <p>Actively engage with partners in children’s focussed and community safety services to promote the delivery of joint priorities and objectives</p> <p>Influence and challenge existing and emerging strategic groups and networks on specific and relevant safeguarding issues</p> <p>Further improve the appropriate sharing of information in every aspect of the work of the Board and partner agencies</p>	<ul style="list-style-type: none"> <li>• Board partners attended the Tees Vulnerable, Exploited, Missing and Trafficked (VEMT) Development Session with a focus on five main themes: communication, membership, performance, transitions and training; setting out plans for future developments in 2020-21.</li> <li>• Representatives from the Safeguarding Children Partnerships and Community Safety Partnership services attended the Board’s development day to discuss and move further towards joint working and delivery of priorities across key areas.</li> <li>• A number of presentations were delivered directly to the Board across the year, including: <i>The Local Criminal Justice Board, Age UK, Cleveland Police Counter Corruption Unit, Whorlton Hall, Alcohol Change UK, Durham Law School (Domestic Homicides in aged 60 and over in the UK).</i></li> <li>• Board representatives became and continue to be involved with the Serious and Organised Crime Group, led by Cleveland Police.</li> <li>• A wide range of organisations from across the Violence Against Women and Girls Network (VAWG) collaborated for Sexual Violence Awareness Week 2020.</li> <li>• TSAB attended a partnership event led by the Department for Work and Pensions and following this, delivered a tailored safeguarding briefing to DWP staff.</li> <li>• Along with other partners across Tees, TSAB wrote to the Secretary of State requesting a review of the decision to cut funding to a local domestic abuse service.</li> </ul>

Probation Court Managers have worked with the Court and Cleveland Police to develop a clear process to co-ordinating and ensuring the effectiveness of Domestic Violence Protection Orders.



In March 2020 at the point of the COVID-19 local lock down, staff who were unable to fulfil their usual role due to the lockdown restrictions were redeployed to temporary roles checking and sharing information with police colleagues. This meant that just at the point at which the risks of domestic abuse were increasing we had a strong focus on gaining the bigger picture of safeguarding risks ensuring we could act on all available information to help reduce the risk to

Tees, Esk and Wear Valleys (TEWV) NHS Trust consistently work with the multi-agency partnership and consider this a priority to ensure good outcomes for all service users. TEWV actively participate in the wider safeguarding agenda such as the Cleveland Anti-slavery network, Multi Agency Public Protection Arrangement (MAPPA) meetings including the MAPPA Strategic Management Board, domestic abuse forums and Prevent. The Trust is also a relevant agency of the Safeguarding Children Partnerships in Tees, contributing to areas of concern such as transitions and exploitation which has no age barriers. The Safeguarding and Public Protection Team enables a robust focus on safeguarding as a whole and follows the ‘think family’ agenda.



Priority	What we said we would do	What we did
<b>Professional Accountability</b>	<p>Gain assurance from our partners about the effective delivery of their services</p> <p>Listen to the voice of the adult to help shape professional practice and improve service delivery</p> <p>Deliver and achieve the Board's performance benchmarks</p> <p>Strive to continually improve and develop safeguarding practice</p>	<ul style="list-style-type: none"> <li>• 11 member organisations took part in the Quality Assurance Framework/self-audit tool, the largest schedule to date. A new audit tool was trialled with positive feedback received from participants and evaluation group members.</li> <li>• The results of the annual survey, which included the voice of service users were used to inform the Strategic Business Plan 2020-21.</li> <li>• Partners presented an assurance report to the Board which included a summary of services provided and commissioned in relation to early help, prevention and loneliness and social isolation.</li> <li>• Following a SAR referral which did not meet the criteria for a review, the decision was made by Sub-Group members to progress an audit looking at the quality of concerns submitted to Safeguarding Teams. The audit will be repeated in 2020-21 to establish if the issues remain.</li> <li>• The TSAB Performance Indicators (PI) assisted in determining how effectively policies and procedures were being delivered. Three out of five Performance Indicators were achieved with the other two being partly achieved, and good progress being made overall.</li> </ul>

Redcar and Cleveland Borough Council experienced a Cyber outage in February 2020, resulting in all data bases and systems being inaccessible for several weeks. Within the first 24 – 48 hours we adapted practices to achieve effective, constant and timely and proportionate responses to safeguarding concerns. Partnership working excelled with Middlesbrough Council providing IT systems (email facility) as an initial interim measure and effective communications with all partners including other Local Authorities, Police and North East Ambulance Service (NEAS).



Our Safeguarding Team developed paper based systems and continued practising in line with standard operating procedures. Practitioners continued to effectively deliver safeguarding arrangements, which were proportionate and appropriate to the presenting risks. There was sustained collaborative working, which informed decision making and further actions taken. Redcar and Cleveland Borough Council remains committed to its supervision and development programmes to ensure learning from practice promotes a continued effective delivery of services.

Cleveland Fire Brigade submitted the biannual Quality Assurance Framework (QAF) Self-Audit in December 2019. Following the review of all documents supplied, the Board highlighted **4 areas of 'Best Practice' and a further 2 highlighted as 'Good Practice'**. The Board were very impressed with the excellent evidence to support the standards, which included the organisation's Safeguarding Children, Young People and Vulnerable Adults Policy, which effectively captured the Think Family approach.





# Safe Place Scheme

The Safe Place Scheme is a network of venues in key community locations. The scheme provides a place of safety to vulnerable adults and their carers, or people who feel threatened or anxious whilst out in the community. Having access to a 'safe place' can help vulnerable residents to live more independent lifestyles whilst promoting their well-being.

An audit of venues took place across Tees to ensure the suitability of locations as well as to identify any additional training needs for staff within the venues, Police Community Support Officers from Cleveland Police were integral in assisting with this process.

Additional work has also taken place this year to update all literature. Independent Voices, a local service user group, were vital in assisting the Board with ensuring the service user leaflets were accessible, understandable and in an easy read format. The group have also produced an informative training video, which can be accessed via our Youtube channel.

## 130 Teeswide Locations



Redcar & Cleveland have made substantial efforts in recruiting suitable new venues across the Borough, with Skills for People leading on the project, increasing the number of safe places from 19 to 47. Efforts will continue next year to maintain the venues and further identify any training requirements across venues throughout Tees.

### Local Opticians Safe Place Venue

*Staff members noticed a lady wandering up and down outside the opticians looking lost and confused. Colleagues went outside to check that the lady was ok and brought her inside the shop. It was clear that the lady was vulnerable and needed help to get back home. Staff were able to establish the lady's name but were unable to obtain any further information from her. The lady was wearing glasses, which lead staff to contact other opticians in the area to establish if anyone knew the lady and had an emergency contact for her. By doing this they were able to obtain a phone number for the lady's daughter and contact her to let her know where her mum was and arrange for her to return home safely.*



# Training

The Board continue to commission training for professionals, in a collaborative arrangement with the Local Safeguarding Children Partnerships across Tees.

## The Board launched 2 new courses:

### Self-Neglect for Practitioners

Launched in November 2019 to coincide with National Safeguarding Adults Week. **4** courses have been delivered to **71** delegates from **29** organisations.

### Carrying out a s42 Enquiry

**1** course delivered to **17** delegates from **11** organisations.

**97%** of delegates across both courses either agreed or strongly agreed that the training met their expectations and objectives.

**100%** of delegates across both courses rated the event as either excellent or good overall.

*"Very informative - trainers were very knowledgeable and took the time to explain things. Group multi-agency discussions were also encouraged."*



Practitioners—Self-Neglect Training



## Safeguarding Champions

The Board hosted its second Safeguarding Champions event in June 2019, with **54** attendees.

There are now **182** Champions across Tees.



*"The mandated safeguarding training compliance remains consistently high. Mental Capacity Act training is now mandatory and Mental Capacity Act Champions are now in place across the Trust."*



Tees, Esk and Wear Valleys  
NHS Foundation Trust

## Partners Training Events

Board members attended an event hosted by South Tees Clinical Commissioning Group aimed at care home staff. The Board delivered a presentation on medication and incidents between residents.

The Board also attended Middlesbrough Council's Trauma Informed Training Conference.

During 2019-2020, realignment of workforce continued professional development took place to integrate Safeguarding into the Maintenance of Competence Cycle. All staff who directly interface with the public to deliver our services were required to undertake personal development through completion of online Safeguarding eLearning packages and assessments.



**3074**

Professionals accessed



**300** Professionals attended face to face training from across **94** organisations

**230**

Workbooks completed



**514** staff trained; **98%** completion rate.

# Early Intervention and Prevention

In 2019 Hartlepool Borough Council and Cleveland Police reviewed the Police huddle. The model brings together community safety, social care and Police officers on the front line to gain a better understanding of what is happening in the local community, analysing events over the last 24hrs and providing key stakeholders with information to support community cohesion.

The adult safeguarding team can see at an individual, street or ward level any incidents that have occurred that may impact on a vulnerable adult.

The huddle is data rich and the challenge is to now use this data to enable stakeholders to better deploy resources, moving away from responding in a crisis to one of early intervention and prevention.



The Government has launched a new online portal that will strengthen its support to charities handling safeguarding concerns or allegations. The portal, based on Gov.uk, offers a step by step guide to help charities correctly manage their concerns, identify the right people to contact if needed and access helpful resources and advice for earlier intervention.

Voluntary Organisations Network North East (VONNE) was appointed to champion the importance of safeguarding and locally available sources of advice and support.

Catalyst has partnered with VONNE and three other local infrastructure organisations in the North East to deliver regular training sessions, develop local safeguarding networks, and share the National Council for Voluntary Organisations (NCVO) resources widely. We have also highlighted the importance of safeguarding by putting on the agenda of all of our forums as a standing item.



## High Risk Panels (Team Around The Individual)

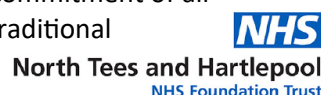
The Team Around the Individual Panel establishes a multi-agency approach to supporting work on complex and/or high-risk cases. The focus of the panel is on addressing the risk to the adult and in doing this will also consider other persons affected. The panel supports multi-agency risk sharing and risk management to facilitate better outcomes for people.

Middlesbrough Council's Adult Social Care team has undertaken work around our response to complex cases ensuring that we take a trauma informed approach which places the service user at the centre of the multi-agency protection plan.

*"Miss A was referred into safeguarding as a high risk victim of domestic abuse with additional concerns about her alcohol dependency and substance use. She had a history of non-engagement with services and was in need of appropriate housing. A collaborative approach was taken, which involved our Access Safeguarding Team and Domestic Abuse Lead, Thirteen Housing, My Sister's Place, the Police and Mental Health Trust (TEWV). The case was also escalated to our Team Around the Individual (TATI) Panel. Miss A was supported to engage with professionals and was able to develop a relationship of trust with the Principal Practitioner in our locality team. She began to actively participate in the safeguarding process and began to make changes in her life. Miss A feels that she is doing really well at the moment and is engaging with services. This case has now been closed to both TATI and safeguarding".*



North Tees and Hartlepool NHS Foundation Trust has worked in partnership with the Local Authorities and other partners across North Tees in relation to the Team Around The Individual panels. The commitment of all professionals involved has helped to manage high risk individuals and has challenged traditional multi-agency barriers, to ensure the individual is the prime focus.



# Modern Slavery

## National endorsement for Cleveland approach to slavery and trafficking

In November 2019, the UK Independent Anti-Slavery Commissioner attended a meeting of the Network during a visit to Cleveland.



*"I was particularly interested in the Network's Victim Care Pathway, and I look forward to working closely with the PCC's Office in future to learn from and share such examples of best practice."*

**Dame Sara Thornton - UK Independent Anti-Slavery Commissioner**



The Victim Pathway was finalised in October 2019 and ensures victims are effectively safeguarded and supported within hours of their rescue. It has been effectively used to safeguard vulnerable people in Cleveland.

In order to assist the Local Authorities across Tees and Cleveland Police, a working group was established to develop a Victim Care Pathway. Hartlepool Borough Council lead the way in relation to the Pathway, which was then shared with the other Local Authorities for them to replicate in order to ensure a consistent Tees-wide approach.



The introduction of the local victim care pathway and the engagement of multi-agency partners with the anti-slavery network has been a positive in effectively safeguarding victims of modern slavery.

*"Lisa is 20 years of age and was discovered by Cleveland Police in a property where she had been held and sexually exploited. Lisa was extremely vulnerable and was estranged from her family home due to previous honour based violence/forced marriage concerns. Upon being rescued it was imperative that a protection plan was formed. The Modern Slavery victim care pathway was implemented and strategy discussions were held with police to determine what actions needed to be taken. Police, Housing Services and commissioned specialist services were all involved in forming a protection plan. Lisa was placed out of area in refuge provision. The case was dealt with urgently and saw a protection plan formed within 2 hours of concern being reported. Lisa was supported by an Independent Domestic Violence Advisor (IDVA) within the refuge service. This ensured immediate wrap around support where additional needs such as sexual health could be addressed."*

This case formed part of a multi-agency audit the findings of which were presented to the Board. It was noted that this case demonstrated good practice and multi-agency working; comments were shared by Cleveland Police praising the local authority for effective partnership working.



In 2019, 10,627 potential victims of modern slavery were referred to the National Referral Mechanism; a 52% increase from 2018. Just over half of the referrals were for individuals exploited as adults. The most common type was labour exploitation.

The Assistant Director for Nursing (Safeguarding) attends the Cleveland Anti-Slavery Network hosted by the Office of the Police and Crime Commissioner. In 2019-2020 the trust worked with the local Clinical Commissioning Group in establishing pathways of health care for individuals rescued from Slavery.



**South Tees Hospitals**  
NHS Foundation Trust

# Safeguarding Adults Review (SAR)

A SAR is when agencies who worked with an adult who has been subject to abuse or neglect, come together to find out if they could have done things differently and prevented serious harm or death from happening. A SAR is not about apportioning blame. Its purpose is to learn from what happened and to see what can be changed so that harm is less likely to happen in the same way to other people in the future.

## Josh

Josh was a young man in his twenties. He was homeless and was diagnosed with diabetes when he was 18. Josh had been known to services from a young age and had turned to substance misuse to help him deal with his emotions following the separation of his parents.

This substance misuse led to anti-social behaviour and assaults within the family and he was taken into care. Josh's extended family then took on the parental role, supporting him into early adulthood and tried to help him to make positive changes to his lifestyle. As his substance misuse did not stop and he became involved with criminal justice systems, they could no longer continue to provide this level of support. Josh left the family home and moved around the area at various addresses until he became homeless.

Josh took multiple overdoses of his insulin, which resulted in a number of admissions to hospital. During these admissions professionals supported Josh to address his housing needs. Unfortunately this was not sustainable on a long term basis and the overdoses continued. As a result of one of these overdoses Josh suffered hypoxic brain injury and it was believed that he was likely to have additional care and support needs for the rest of his life. Josh sadly and unexpectedly passed away in hospital in January 2019.

The Safeguarding Adult Review looked at the 5 month period in Josh's life prior to his brain injury and was published in December 2019, the full report can be accessed here; <https://www.tsab.org.uk/key-information/safeguarding-adult-review-sar-reports/>

An action plan has been created and some early work undertaken, including:

- An appreciative enquiry approach has been adopted by TSAB and cases considered through the multi-agency audit process are now presented to the Board as a Case Study
- A 'Causing Section 42 Enquiry' procedure has been developed and incorporated into training to support professionals who may be asked to undertake an enquiry on behalf of the Local Authority
- The TSAB Inter-Agency safeguarding procedures have been fully reviewed, updated and include web-links to guidance documents to ensure professionals have access to the most up to date policy, procedures and guidance
- A learning briefing on the 'Duty to Refer' and the Homelessness Act has been created and circulated to our partners and the wider workforce
- Non-typical self-neglect is included in the TSAB Self-Neglect training and the Josh case is used throughout to illustrate the complexities of this type of case.



## SAR Sub-Group activity

The SAR Sub-Group met 8 times in 2019-20. Membership includes Senior Managers from our key partners.

The role of the Sub-Group is to consider new SAR notifications, oversee any ongoing SARs or other reviews, oversee the implementation of action plans arising from SAR activity across Tees, and to ensure any learning from reviews (locally, regionally and nationally) are considered by TSAB partners and taken forward in their own organisations.

The following work was carried out;

- 9 SAR notifications were considered this year (compared to 6 in the previous year) and although none met the SAR criteria in full, it was agreed to progress 2 multi-agency Learning Lessons Reviews. The outcome of these reviews will be reported in 2020-21.
- 3 cases were progressed as single agency reviews, 1 case was addressed through a partner's complaints procedure and 1 case was taken forward as a themed review. 2 cases were deemed to require no further action.
- The Josh SAR was published in December 2019.
- The Sub-Group monitored actions identified from the above cases as well as some cases from the previous year: a total of 11 cases.
- Members of the SAR Sub-Group considered summary reports from 9 regional and national SARs or thematic reviews. These reports are available at [www.tsab.org.uk](http://www.tsab.org.uk) and are shared with our partners following each SAR Sub-Group meeting
- The Sub-Group continued to monitor progress against the SAR Carol action plan and this was signed off in October 2019.

## What has been achieved?

- ✓ Each Local Authority established panel arrangements to support individuals with complex and/or self-neglecting lifestyles. This approach enables partner agencies to develop multi-agency plans and risk assessments to support those adults in the Tees area who are most at risk of serious harm or death due to abuse and neglect.
- ✓ Assurance work, including audits were undertaken to ensure our partners have learnt from all cases discussed at the SAR sub-group and made applicable changes within their organisations.
- ✓ Guest speakers have been invited to attend TSAB to talk to Board members about some of the key issues raised through the work of the Sub-Group, including: the Care Quality Commission (CQC) to respond to concerns about gaps in quality assurance processes for people placed out of area and in non-commissioned services, and a senior consultant for Alcohol Change UK who gave a presentation regarding Learning from Tragedies - Alcohol and Adult Safeguarding
- ✓ The Board has further developed their working relationships with Domestic Abuse Partnerships, Community Safety Partnerships and Local Safeguarding Children Partnerships to ensure that learning from all types of reviews is shared locally.
- ✓ Following the publication of a national SAR and concerns raised at the SAR Sub-group, the Board, in partnership with Cleveland Fire Brigade participated in focussed awareness raising of the dangers of emollient creams.
- ✓ Sub-Group members have listened to the outcomes from implementing the Responding to and Addressing Serious Concerns procedures for 4 Services and shared applicable learning across partner agencies.

## SAR Notification Themes:

◆ Domestic Abuse ◆ Suicide

◆ Mental Health ◆ Cross boundary issues ◆ Substance Misuse

◆ Young Adults ◆ Self-Neglect ◆ Poor care ◆ Homelessness



# Our Priorities 2020-21

The Board's Strategic Business Plan 2019-20 has been developed following the results of the annual survey, informed directly by professionals and service users, as well as from feedback and evaluation from partners in attendance at the Board's Development Days.

The top 3 priorities identified by professionals, service users and members of the public will be included within the Strategic Plan 2020-21. These are as follows:

1. Continue to improve general awareness of safeguarding and how people can protect themselves.
2. Help efforts to reduce loneliness and isolation.
3. Strengthen links with children's partnerships and community safety partnerships at a strategic and local level, to embed a think family approach to safeguarding.

## Prevention

### Aim:

**We will develop strategies that reduce the risk of abuse**

## Protection

### Aim:

**We will work effectively together to ensure the protection of adults**

## Partnership

### Aim:

**We will develop a whole community approach to the prevention of abuse**

## Professional Accountability

### Aim:

**We will work to ensure the accountability of all partners in protecting adults at risk of abuse**

The Board will focus on reflecting and learning from the impact of the Covid-19 pandemic on safeguarding practice throughout 2020-21.

The Board will use the principles of engagement, Making Safeguarding Personal and good practice to achieve the actions as set out in the Strategic Business Plan.

The Strategic Plan on a page can be viewed here;

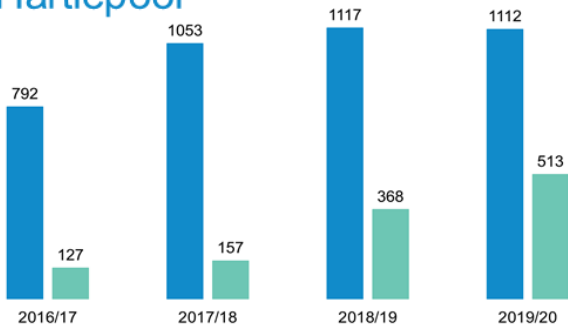
<https://www.tsab.org.uk/strategic-plan/>

# Appendix - 1 April 2019 to March 2020

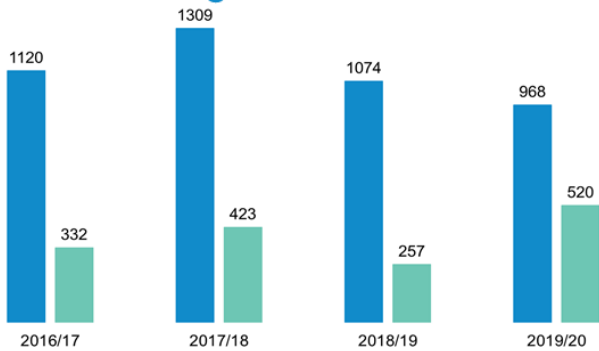
## Local Authority Concerns & S42 Enquiries

■ Concerns ■ Section 42 Enquiries

### Hartlepool



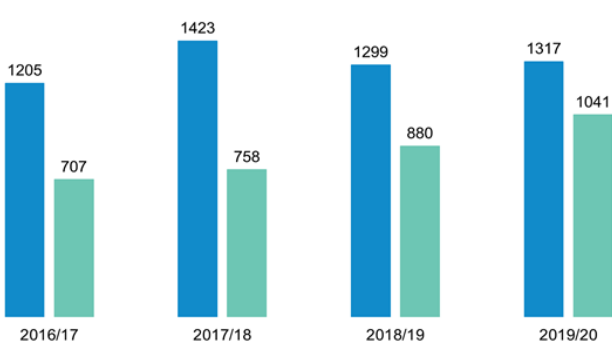
### Middlesbrough



### Redcar & Cleveland

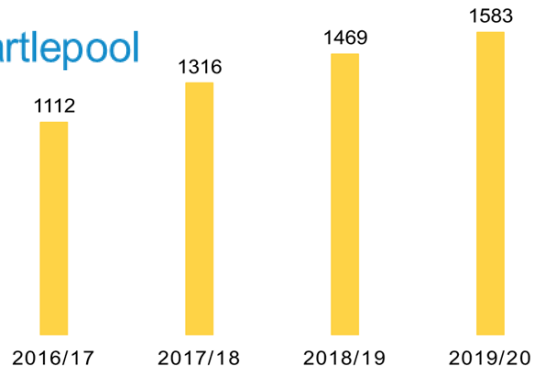


### Stockton-On-Tees

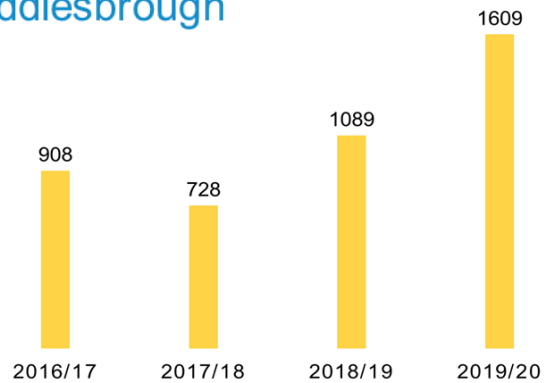


## Deprivation of Liberty Safeguards (DoLS) Applications

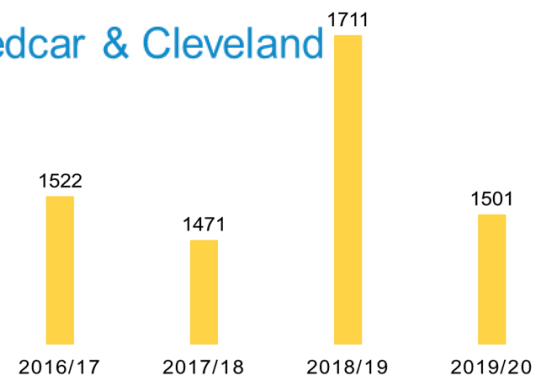
### Hartlepool



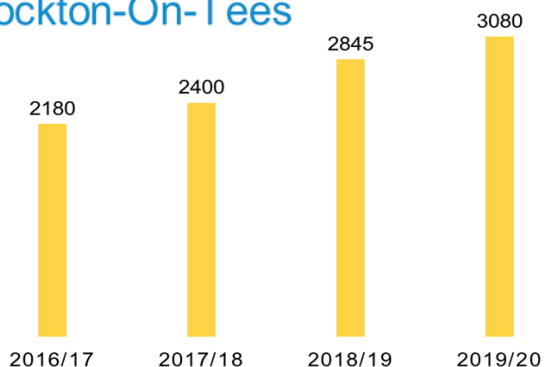
### Middlesbrough



### Redcar & Cleveland



### Stockton-On-Tees





[www.tsab.org.uk](http://www.tsab.org.uk)



Kingsway House, Billingham, Stockton-On-Tees



01642 527263



TeeswideSAB



TeeswideSAB

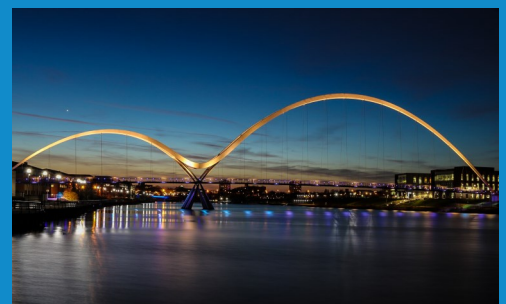
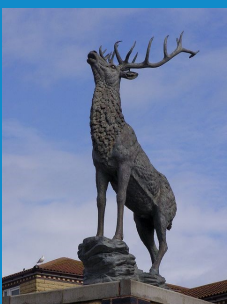
## See it, report it!

If you suspect a neighbour, friend or family member is being neglected or abused, or you need help yourself.

Call **Cleveland Police** 101 or 999 in emergency

Call your local Adult Social Care team:

<b>Hartlepool</b>	01429 523 390
<b>Middlesbrough</b>	01642 065 070
<b>Redcar and Cleveland</b>	01642 065 070
<b>Stockton-on-Tees</b>	01642 527 764
<b>Evenings and Weekends</b>	01642 524 552







## Strategic Business Plan 2020-21

**Vision:** Our safeguarding arrangements will effectively prevent and respond to adult abuse

### Prevention

#### Aim:

We will develop strategies that reduce the risk of abuse

#### Objectives

##### We will:

1. Provide accessible information, advice and support in relation to all aspects of adult abuse and neglect.
2. Further raise general awareness of safeguarding and how people can protect themselves.
3. Improve engagement with local communities.
4. Help efforts to reduce social isolation and loneliness.

### Protection

#### Aim:

We will work effectively together to ensure the protection of adults

#### Objectives

##### We will:

1. Provide effective, consistent, timely and proportionate responses to reported abuse.
2. Encourage a trauma-informed, strengths based and person-centred approach to all safeguarding work.
3. Focus on specific aspects of adult safeguarding to determine best practice and a consistent approach.
4. Learn from the findings of local, regional and national SARs and LLRs, and applicable DHRs and SCPRs.

### Partnership

#### Aim:

We will develop a whole community approach to the prevention of abuse

#### Objectives

##### We will:

1. Ensure Board partners work together in an effective manner to protect adults from abuse and neglect.
2. Collaborate with the LSCPs, CSPs and Strategic VEMT to deliver joint priorities and objectives and further embed a Think Family approach.
3. Influence and challenge existing and emerging strategic groups and networks on specific and relevant safeguarding issues.
4. Contribute regionally and nationally to the further development of the safeguarding adults agenda.

### Professional Accountability

#### Aim:

We will work to ensure the accountability of all partners in protecting adults at risk of abuse

#### Objectives

##### We will:

1. Adopt a proportionate and pragmatic approach to safeguarding adults work during and following the Covid-19 pandemic.
2. Gain assurance from partners about the effective delivery of their services.
3. Ensure individuals accessing safeguarding services are involved with informing the future direction and priorities of the Board.
4. Deliver and achieve the Board's performance benchmarks.
5. Strive to continually improve and develop safeguarding practice.

**We will use the principles of engagement, Making Safeguarding Personal and good practice to achieve the following actions:**

**Prevention**

**Aim:**

**We will develop strategies that reduce the risk of abuse**

**Actions:**

**We will do this by:**

1. Reviewing the TSAB CE Strategy to take into account the findings from the TSAB Annual Survey.
2. Continuing to increase professional's knowledge of all sources of support available linked to adult abuse and neglect.
3. Raising awareness of existing Safe Place Scheme locations as well as continuing to carry out venue audits.
4. Publishing regular themed articles to ensure harder to reach, lonely and isolated people are receiving key information, advice and available support options.

**Protection**

**Aim:**

**We will work effectively together to ensure the protection of adults**

**Actions:**

**We will do this by:**

1. Promoting and monitoring the implementation of the revised TSAB procedures.
2. Delivering an effective learning, training and development plan to meet current requirements.
3. Preparing for the implementation of the MCA Amendment Bill.
4. Engaging with the multi-agency themed work regarding Transitions.
5. Developing and implementing actions plans for all SARs and LLRs, applicable DHRs and SCPRs sharing learning across partner agencies and used to inform future practice.

**Partnership**

**Aim:**

**We will develop a whole community approach to the prevention of abuse**

**Actions:**

**We will do this by:**

1. Establishing a working group to develop a Teeswide Safeguarding All Communication and Engagement Strategy.
2. Working with LSCPs and CSPs to explore joint protocols for managing SARs, DHRs and SCPRs.
3. Ensuring active representation at LSCPs and Strategic VEMT.
4. Delivering, in partnership, a joint development session with LSCPs and CSPs.

**Professional Accountability**

**Aim:**

**We will work to ensure the accountability of all partners in protecting adults at risk of abuse**

**Actions:**

**We will do this by:**

1. Reviewing and learning from the impact of the Covid-19 pandemic on safeguarding adult practice.
2. Delivering a Quality Assurance programme which includes: peer review, Quality Assurance Framework/Self Audit (QAF) and multi-agency audits.
3. Continue to use the Safeguarding Champions initiative to seek the views of people who use safeguarding services.
4. Making best use of performance information to determine actions and priorities to help keep people safe.

## MIDDLESBROUGH COUNCIL

**FINAL REPORT OF THE CULTURE AND  
COMMUNITIES SCRUTINY PANEL –  
COMMUNITY COHESION AND INTEGRATION**

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## **AIM OF THE INVESTIGATION**

1. The aim of the investigation was to examine community cohesion in Middlesbrough and what work was being undertaken by the Council and its partners to support and develop this.

## **MAYOR'S VISION**

2. The scrutiny of this topic fits within the following priorities of the Mayor's Vision:
  - Making Middlesbrough look and feel amazing.
  - Tackling crime and anti-social behaviour head on
  - Ensuring Middlesbrough has the very best schools

## **COUNCIL'S THREE CORE OBJECTIVES**

3. The scrutiny of this topic aligns with the Council's three core objectives as detailed in the Strategic Plan 2020-2023<sup>1</sup>:
  - People - We will work with local communities to redevelop Middlesbrough's disadvantaged estates, and introduce locality working with our partners, placing services at the heart of communities.
  - Place - We will make Middlesbrough look and feel amazing, working closely with local communities to make sure that our roads, streets and open spaces are well-designed, clean and safe, and revitalising unused buildings and heritage assets.
  - Business - We will create positive perceptions of our town on a national basis, improving our reputation, and attracting new investment, visitors and residents.

## **TERMS OF REFERENCE**

4. The terms of reference for the scrutiny panel's investigation were as follows:
  - A) To examine the factors affecting community cohesion.
  - B) To determine how community cohesion is measured in Middlesbrough and to receive relevant statistical information.
  - C) To examine the work that the Local Authority and its partners are undertaking to promote community cohesion and integration.
  - D) To identify best practice and evidence-based approaches to build and strengthen cohesive communities.

## **BACKGROUND INFORMATION**

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<sup>1</sup> Middlesbrough Council's Strategic Plan 2020-2023

5. Community Cohesion can have different meanings depending on the context in which it is placed. However, for the purposes of this review, the Community Cohesion agenda was largely shaped following the so called “North Town Riots” in Oldham, Burnley and Bradford in 2001. Caused, largely, by racial tensions a national report, led by Ted Cante, found people were living parallel and polarised lives. It found residents from White and Asian communities essentially lived in separate communities. The report contained 67 recommendations covering a variety of factors that needed to be addressed to reinforce social cohesion.<sup>2</sup>
6. Following this, the LGA issued *Guidance on Community Cohesion*, containing the following definition of Community Cohesion:
  - There is a common vision and a sense of belonging for all communities The diversity of people’s different backgrounds and circumstances are appreciated and valued;
  - Those from different backgrounds have similar life opportunities; and
  - Strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods.<sup>3</sup>
7. While the impact of the Cante report’s recommendations are debated, Middlesbrough has taken those principles and built upon them.
8. In order to support a cohesive community, Middlesbrough defines itself as a place where everyone:
  - Lives in cohesive communities, feels safe and are protected from harm;
  - Gets on well with each other;
  - Is proud of where they live;
  - Is active in their communities and engaged in local democracy and;
  - Has access to high quality, joined up services which safeguard our most vulnerable.
9. To help deliver this, the Community Cohesion Pathfinder Programme was introduced in 2003 to “pioneer community cohesion programmes in their geographical areas”.<sup>4</sup> As one of 14 Councils to be a “Pathfinder”, Middlesbrough received funding to assist with this programme.
10. Funding for the Pathfinder Programme focused on work with diverse communities, schools and wider partners both from public and voluntary sectors with results stating,
 

“no serious racial tensions, but a range of issues associated with deep-seated and extensive deprivation, with 70 per cent of the town’s population living in deprived wards. The exception to a generally harmonious racial situation is the harassment and humiliation that appears to be a common experience for asylum seekers.”<sup>5</sup>
11. The report also noted that most of the Council’s projects that aimed to address social cohesion met their objectives.

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<sup>2</sup> Ratcliffe, P. (2012). 'Community cohesion': reflections on a flawed paradigm. *Critical Social Policy*, 32(2), p3 pp. 262-281.

<sup>3</sup> LGA, 'Community Cohesion – an action guide' 2002 p7

<sup>4</sup> Community Cohesion Pathfinder Programme – The first six months (Home Office & Vantagepoint Management Consultants) 2003, p1

<sup>5</sup> Blackman *et al*, “A Better Place to Live: Social and Community Cohesion in Middlesbrough” (Social Futures Institute – Teesside University), 2004, p5

12. Overall the report found that “the main lesson learned from Middlesbrough’s Community Cohesion Pathfinder is that face-to-face contact between groups of people who rarely meet is the best way of breaking down cultural barriers.”<sup>6</sup>
13. Following the Pathfinder initiative, the Council set up the Middlesbrough Cohesion Partnership (the Partnership), led by the then Mayor, Ray Mallon, representing a range of stakeholders from Health, faith, disability, LGBT and age related groups as well as the Police and Teesside University. While the Partnership was initially very successful, there was an increased perception the Partnership was the responsibility of the Council. Following the austerity agenda and resulting Council restructures, ongoing support for the Partnership became untenable and it was dissolved.

### **TERM OF REFERENCE A**

#### **TO EXAMINE THE FACTORS AFFECTING COMMUNITY COHESION**

14. There are a myriad of factors that affect community cohesion including economic, demographic and ethnographic factors. However, by examining the work carried out by the Council in pursuance of the community cohesion agenda the factors affecting community cohesion can be extrapolated, both quantitatively and qualitatively.

#### Refugee and Asylum Seeker Support (RAAS)

15. One of the first initiatives to address community cohesion has been Middlesbrough’s approach to resettlement of Refugees and Asylum Seekers (RAAS) since 2004.
16. The Panel had previously expressed their concern about the welfare of Asylum seekers in the Town and how it could challenge the seemingly unequal distribution of Asylum seekers in Middlesbrough.
17. Middlesbrough Council help to support Asylum seekers via the North East Migration Partnership and the Local Authority Asylum Seeker Liaison Officer Project (LAASLO). Although the number of Asylum seekers in Middlesbrough is small with 580 (or 4 in every 1,000 of the population as of December 2019), this does make up 13.5% of the Asylum seeker community in the North East.
18. Nevertheless, while a small proportion of the population, they remain vulnerable, having distinct characteristics and support needs.
19. At the commencement of national asylum dispersal in 2000/2001 the Council had employed a dedicated Asylum and Refugee Support Team. Initially, it was the Council’s responsibility to house people classed as RAAS, for which it received funds accordingly. However, from 2012 this role was contracted to the private sector; with Jomast (and latterly Mears Housing) being sub-contractors of the national contractor, G4S.
20. Central Government initially provided ‘enabling’ funding for wider integration and support for RAAS directly to local Councils. This was changed when a number of Strategic Migration Groups (SMG) were established across England and Wales. SMG acted as forums for local authorities, statutory agencies and the voluntary sector could discuss how migration in all of its forms impacted the regions. Initially hosted by Newcastle City Council, Middlesbrough

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<sup>6</sup> Ibid, p7

Council began hosting the migration group in 2015 following a petition to the Home Office in light of increased numbers RAAS being located in the Town.

21. Coupled with this process, the Council also acknowledged there was significant barriers in engaging with the Town's faith groups and began working with the Middlesbrough Inter-faith network, established to represent all faiths across Middlesbrough.
22. Having an ethos that touched on issues surrounding poverty, social isolation and mental health, the Network was awarded £20,000 for community groups to submit bids for. Unfortunately, the Council's ability to maintain its current levels of commitment to the Network is under review owing to its time intensive nature.
23. The Council has also developed new teams and mechanisms to build on existing work including:
  - Ethnic Minority Achievement Team (EMAT)
  - North East Strategic Partnership (NEMP)
  - Controlling Migration Fund (CMF)
  - Stronger Communities Middlesbrough (SCM)

#### EMAT

24. Middlesbrough's EMAT is based in Newport HUB and comprises a range of professionals. It works within schools to assist students who have English as Another Language (EAL) and to promote educational attainment of BAME students. The EMAT also assist students from Traveller communities, whether that be from within school or via Virtual School.

#### North East Migration Partnership (NEMP) – discussed in detail at Terms of Reference C

25. NEMP is hosted by Middlesbrough and acts as a link between Councils across the North East and the Home Office. Within NEMP there are thematic sub-groups, including the Regional Chief Executives sub group, VCS group, and the North East Directors of Public Health network. NEMP have also established local inter agency-groups.
26. The Council's former Strategic Cohesion and Migration Manager Chaired the Middlesbrough Multi-Agency Migration sub-group. This was an opportunity for those on an operational level working with RAAS to discuss and resolve local issues and concerns. Any unresolvable issues at the local level is escalated to a Regional level and, potentially, Government.
27. The group meets four times a year with representatives including the Home Office, Mears Housing and other key partners from both voluntary and public sectors.

## Controlling Migration Fund (CMF) Programme

28. The Controlling Migration Fund (CMF) was launched in November 2016, to help local authorities mitigate the impacts of migration on communities in their area. Comprising two elements, and lasting between 2016 and 2020, Councils could bid for money from a fund totalling £100 million, as well as being able to draw on £40 million of Home Office Immigration Enforcement staff time.<sup>7</sup>

29. Successful bids were submitted, for which three projects securing funds in Middlesbrough, all of which were independently evaluated by the University of Birmingham;

- *Data mapping (discussed in detail in Terms of Reference B)*. Due to a lack of contemporary, and reliable, statistical data about Middlesbrough's population the Council commissioned Teesside University to collate all publicly available data in regards to the Town's communities. As a result, a report and a toolkit have been produced with training on relevant data collection to be delivered to key Council staff as well as external partners, including the voluntary sector.
- *Education* - working within schools had seen changes within student profiles. This included recruiting teaching assistants, delivering language support as well working with partners. The Education project aimed to address challenges of accommodating increases in International New Arrival children. The project played a significant role in bringing communities together, as well as developing a sustainable programme that Middlesbrough schools can use should they experience resource and integration-related challenges.

Schools within the project's remit were predominantly within Newport and North Ormesby wards, with those schools delivering training to other schools on mitigating and managing the impact/ of similar pressures.

- *Stronger Communities Middlesbrough (SCM)* - looking at cohesion and integration and working within 3 priority wards (Thorntree & Brambles Farm, North Ormesby and Newport) across Middlesbrough (see below).

## Stronger Communities Middlesbrough (SCM)

30. One of the more significant community projects borne from the Controlling Migration Fund was Stronger Communities Middlesbrough (SCM). SCM aimed to support residents, facilitate a process of integration and foster an environment that residents could live in with shared rights, responsibilities and opportunities. SCM's work focussed on three priority Wards; North Ormesby; Newport and Thorntree and Brambles Farm.

31. While all three wards shared similar challenges socio-economically, residents in Thorntree and Brambles Farm expressed concern about levels of immigration in Middlesbrough.

32. The SCM team consisted of one full time and two part time members of staff. The project was awarded £300,000 over two years, largely for staff salaries (including £10,000 to internal finance department) the £60,000 grant program, and related activities.

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<sup>7</sup> Ministry of Housing, Communities and Local Government "Controlling Migration Fund Prospectus" 2018 p4



33. SCM's work encompassed three key "strands" of activity:

1. Improving community cohesion and integration;
2. Improving tension monitoring and conflict resolution practices across Middlesbrough;
3. Welcome new communities to Middlesbrough.

34. Within these "strands" the following thematic actions had been carried out:

#### *Community Cohesion and Integration*

- Engaged with communities and organisations;
- Worked in partnership with local services, internal and external agencies;
- Hosted seven community conversations;
- Delivered four funding workshops;
- Launched Middlesbrough City of Kindness event;
- Identified residents for Advisory groups in each ward;
- Organised a number of events and workshops including; Newport HUB Islamic Diversity Centre community lunch (to break down the myths about Muslims);
- NUR fitness celebration event;
- International Women's day 2019 and;
- Supported residents with small grants to deliver culture cooking together and creative song writing/ poetry workshops.

35. These events have been key to breaking down barriers and improving resident's understanding of different faiths.

36. The above actions led to some important successes:

- Community conversations that focused on supporting unity and providing a safe space for local residents to discuss their experiences;
- The Middlesbrough City of Kindness event, launched in November 2018 with the strapline, *Our Communities Our Middlesbrough* and #kindboro. Local businesses donated refreshments and the event which brought together residents and key partners from the three priority wards, with participants signing pledges including random acts of kindness;
- A number of Funding Workshops were held designed to give residents the confidence and knowledge to apply for funding worth £60,000;
- Youth Talent Show (funded via SCM grant) used music and culture to engage young people across Middlesbrough.

37. One of the Council's principle aims was to improve the way in which community tensions and issues were identified, recorded and responded to. To this end a robust multi-agency response was required which would place residents at the heart of tackling hate crime, as well as supporting vulnerable communities. To affectively monitor community tensions, a monitoring action plan has been created that captures any issues identified by the Council or its partners. In response to the Covid pandemic a communications plan was also implemented as some communities felt they were being forgotten. Communications are

tailored to different audiences to ensure relevant information is sent to the relevant community.

38. To assist with this process several initiatives were undertaken including:

- Undertaking a review of internal Community Tension Monitoring processes;
- Developing a new Middlesbrough Council online reporting mechanism;
- Developing e-learning packages for all staff and;
- Commissioning an external facilitator who delivered two workshops for front line practitioners and for youth workers across the town.

#### *Welcoming New Migrants to Middlesbrough*

39. Consultation with residents and relevant interest groups was carried out in order to undertake important initiatives to welcome new migrants to Middlesbrough.

40. For example, Orientation Workshops have been developed which have identified and supported 17 volunteer translators speaking 25 different languages to provide assistance to new migrants. Work has been carried out in priority Wards – Central and Newport specifically - with partnerships formed with Cleveland Police and volunteer translators as well as councillors, Community Safety Officers, PSCO's, Street Wardens and other key partners being invited to each session.

41. To date 16 orientation sessions have been delivered, engaging over 400 residents who spoke more than 25 languages. The sessions also helped to recruit 17 volunteer translators with 10 volunteers having completed levels one and two Translators' Accreditation Courses. A Volunteer Policy has been devised to that will support volunteers from newer communities.

42. Importantly, the Council has been identified as exercising good practice by regional partners in this regard.

43. Support and advice has also been provided to new migrants on a range of different matters, including registering with a GP/dentist, how to appropriately access emergency services and how to be a good neighbour. The Police have also delivered sessions on UK laws including knife crime, prostitution, equality, inclusion and hate crime. Each session included a number of key stakeholders including Ward Councillors, Street Wardens, PCSO, Community Safety Officers and MP's Case Workers.

#### *Volunteers*

44. As with all community activities, volunteers are a key resource with volunteering being promoted within different communities. Volunteers have been encouraged to gain translation/ accreditation qualifications which has seen an increase in volunteer numbers, particularly from RAAS communities. As such, 22 RAAS volunteers now work with various teams across the Council as well volunteer guidelines being adopted by key partners across South Tees to recruit volunteers from diverse communities.

45. In recognition of their work, three SCM volunteers were nominated for Middlesbrough Civic Champions awards. The SCM team also won Middlesbrough Council's Team of the year in 2019 as well as the Community Safety award at the Tees Valley BME Achievement Awards 2019.

46. SCM has now moved into Phase two CMF, which will focus on working with priority school communities:
- Abingdon (primary);
  - Sacred Heart (primary);
  - North Ormesby (primary);
  - Ayresome (primary);
  - Breckon Hill (primary);
  - Unity City Academy (secondary) and;
  - Outwood Acklam (secondary).
47. When working with schools the SCM team will develop orientation packs for International New Arrivals and deliver training for key community connectors on where to report problems as well as establish and support Advisory Groups
48. As described above, project funding expired in September 2020, therefore the activities above are designed to be sustainable to ensure community cohesion work can be maintained with limited Council support.

#### **TERM OF REFERENCE B**

TO DETERMINE HOW COMMUNITY COHESION IS MEASURED IN MIDDLESBROUGH AND TO RECEIVE RELEVANT STATISTICAL INFORMATION.

49. To understand Middlesbrough's demographic position the Panel requested information relating to a data mapping project undertaken as part of the Controlling Migration fund (CMF). Carried out by Teesside University, its aim was to better understand Middlesbrough's cultural makeup, the scale and impact of recent demographic changes, any associated challenges this brought, and to act as an evidence base to secure additional funding from Government.
50. Teesside University worked with partners including Cleveland Police, Public Health, the Voluntary and Community Sector, local schools and all Council departments to map all known data across those organisations. As well as providing a demographic overview, the exercise also helped determine the demand on services and how organisations can best respond to these demands.
51. The data mapping exercise has been recognised as best practice by MHCLG (Ministry for Housing, Communities and Local Government) as well as subsequent work on creating a data mapping toolkit. MHCLG were keen to share this learning nationally with other local authorities experiencing similar demographic changes.
52. It is recognised that since the last census of 2011 there has been significant demographic changes within the Town particularly regarding increases of migrants and international arrivals.

## Middlesbrough's International Population

53. The Data Mapping exercise found that Middlesbrough's non-UK born and non-UK populations had increased from 8% in 2011 to 11% in 2019. This increase included:

- Economic migrants
- Asylum seekers and refugees
- International students

## Potential Challenges found by Data Mapping

54. From the data mapping exercise, three key factors were identified:

- Socio-economics: migrants mainly reside in areas already experiencing multiple pressures e.g. significant levels of anti-social behaviour, higher levels of domestic abuse, unemployment and crime within the settled community, which contribute to increases of hate crime reports (with international new arrivals predominantly falling victim to hate crime).
- Views about community change: there have been tensions in terms of public space, environmental issues and cultural differences. There are some far-right views in the Town and within the community there were pockets of community tensions between International New arrivals and the settled community.
- Housing: Low cost private housing was commonly identified as a 'pull' factor to central areas; Middlesbrough's response to the Integrated Communities Green paper, outlined that asylum seekers were generally placed by the Home Office in areas of cheap housing.

55. Middlesbrough's settled population is declining, potentially having serious implications for Council funding levels. Indeed, more UK-born young people leave Middlesbrough owing to a lack of prospects, however an increase in International New Arrivals appears to help to keep population levels stable.

56. Increasing numbers of non-UK born children has proven challenging for schools already at or above admission capacity. It is difficult to plan school intake, however the EMAT (Ethnic Minority Achievement Team) try to ensure every international arrival family registers with them, allowing them to determine what services are required and to forecast school intake numbers.

57. In terms of school admissions and education; the Panel learned there are particular challenges with supporting and accommodating the Roma/Traveller community. For example, family may have an extended absence of leave/ move away without informing the school. However, a school place must be kept open for 28 days, adding further pressures. Whilst the percentage of Travellers was very small across Middlesbrough, the above factors nevertheless cause significant pressures on teaching staff and school place availability.

58. Generally Council services face pressures as a result of demographic change, particularly around housing and environmental services due to language barriers and different cultural and social practices. For example, in the 2011 census, 1.6% of international arrivals were unable to speak English with 78 main languages spoken across the town. It was also found

that there was an inappropriate use of services, such as attending A & E for general health conditions (as this would be the norm in their home country).

59. From the data mapping exercise an area of concern for the Panel was the identification of mental health issues. Due to the limited amount of intermediate level mental health services available, including specialist support, this could lead to additional problems for community cohesion and integration.

### Opportunities

60. Whilst the Council has no control over where international arrivals are placed, the new local housing provider contracted by the Home Office (Mears Housing) is working with the Council and listening to concerns over distribution spread and numbers.

61. Whilst there were tensions reported in some communities, the Panel were advised that Middlesbrough had always been built on migration and had generally always been seen as a welcoming Town.

62. The data also revealed positive contributions from migration. For example, an increase in skilled workers arriving in the UK and international students bringing qualifications in tech (forging links to BOHO) as well as facilitating a growing level of cultural acceptance. Migration also helped to plug skill gaps, with a large number of International New Arrivals providing vital roles in the NHS, for example.

63. Statistics also showed that by the time International New Arrival children leave key stage four, there are out performing settled children and contributing to increased educational attainment in schools. Evidence suggests that non UK-born children are also more engaged in education, have a more culturally tolerant outlook and, town wide, their educational attainment is higher. Schools have also seen positive outcomes in terms of increased global awareness with UK born children benefitting from learning different languages (some schools have over 30 languages).

64. It was indicated that situations creating service pressures can be tackled via improved orientation of new arrivals into the Town as well improved cohesion work to increase cultural understanding and acceptance between communities.

65. The Panel learned of the benefits from better community data, including:

- Accurate and up to date demographic information available for managers. From this, managers can implement SMART plans for services and allocate resources that are more reactive to service users.
- Better targeting of services and special measures into 'hotspot' areas - there is now a move towards locality based working to identify what the challenges are within a specific area. This issue is discussed as part of Terms of Reference D below.
- Provides accurate, robust, evidence for funding/ grant applications through identification of service demand.

66. With specific grant funding ceasing after 2020, Government has advised that a degree of self-sustainability is required for projects to continue beyond 2020. To achieve this several plans

have been put in place for Schools to provide training to other schools on addressing capacity and integration challenges as well as the Council delivering roadshows with key partners on how data mapping can present the key findings.

67. The data mapping exercise helped to identify tangible themes that could be enacted to improve outcomes related to community cohesion. These included:

- An improvement to local data collection through coordinated and consistent approaches across council departments and with public sector partners.
- Develop a dashboard of data sources, training and tools and undertake regular analysis and reporting including the development a 'best practice' toolkit.
- That the Council and partners incorporate international migration as a theme in strategic needs assessments and continue to deliver orientation programmes and community based cohesion work (via Stronger Communities Middlesbrough).

### **TERM OF REFERENCE C**

**TO EXAMINE THE WORK THAT THE LOCAL AUTHORITY AND ITS PARTNERS ARE UNDERTAKING TO PROMOTE COMMUNITY COHESION AND INTEGRATION**

68. Partnership working is crucial to developing community cohesion. To this end, the Panel received information relating to how the Council and its partners undertake work to achieve further cohesion and integration.

#### Cleveland Police

69. The lead for Community Cohesion based operations is the Chief Inspector for Community Engagement. Within his remit were the following departments:

- Community engagement team;
- Crime prevention;
- Early Intervention Officers;
- Hate crime investigation;
- Mental Health Liaison and;
- Offender management team.

70. Cleveland Police acknowledges that, in terms of community policing, it had lost touch with a number of its communities in recent years. While there were a number of factors associated with this breakdown, the most significant was attributed to the removal of Neighbourhood Policing.

71. Recently Neighbourhood Officers had been redeployed to Response Teams to cope with increased demand. However, this had largely removed the presence of officers in communities, resulting in a lack of confidence in the police amongst some communities. This was coupled with a lack of on-the-ground intelligence about community issues.

72. Such conclusions were supported by the findings of Her Majesty's Inspectorate of Constabulary (HMIC) report that identified Cleveland Police did not sufficiently engage with, or listen to, local communities. In response, the recently appointed Chief Constable has promised to introduce a number of initiatives, including the reintroduction of Neighbourhood

Officers. Whilst exact details have not been finalised, the intention was to reintroduce Neighbourhood Officers from April 2020 with the hope of deploying one Neighbourhood Officer per Ward, based centrally or within Coulby Newham. As a result of the Covid Pandemic this process had not been fully completed, but the intention remains.

73. Importantly, the reintroduction of Neighbourhood Officers would be in addition to existing PSCO provision, and further complimented by the increase in Neighbourhood Wardens, following successful funding bids to the Tees Valley Combined Authority. The increase in Neighbourhood Safety presence would not be confined to a select number of areas, but would be adopted on a town-wide basis.
74. A further method to develop community was the introduction of the Community Engagement Team, consisting of five uniformed officers and two Community and Diversity Officers. The team's primary aim is to reach out to every community in Middlesbrough, and the wider Cleveland Force area, to build better relationships, learn about community dynamics, and address any concerns, needs and demands.
75. The Police would work closely with local Councillors, the Council's Community Safety Teams and neighbouring Councils to achieve the best results. It was also hoped the Safer Community Partnership would be rejuvenated, thereby providing a platform to discuss issues within the community with all key partner agencies.
76. Coupled with these initiatives, Independent Advisory Groups (IAGs) would also be refreshed, which were required for each Police Force across the UK. The IAGs acted as a sounding board for the Police and Police and Crime Commissioner to consider best approaches to issues raised, such as racist graffiti in an area, hate crime and so on.
77. Communication is an essential part to reporting crime and anti-social behaviour. It was found that some members of the community may not feel comfortable calling the police, but making contact through social media sometimes removed that inhibition. Consequently, the Police have placed increased emphasis on social media platforms such as Twitter and Facebook.
78. In order to understand community concerns and remove barriers, Cleveland Police's Community and Diversity Officer (a civilian role), works closely with the community/ voluntary sector passing on referrals from partner agencies, where a home visit is required. Initially, the role was focussed on the refugee and asylum seeker community, but now broadened its remit to include all strands of diversity issues. Results from home visits and wider conversations have been positive, with a specialist officer assigned to investigate a case if appropriate.
79. Importantly, the Engagement Team is extremely supportive of all communities and wants to ensure all voices are heard and feel valued. To this end they work to ensure communities know who the key contacts are both within Neighbourhood Policing, PSCO provision, and the wider Police Force.
80. The Police and Crime Commissioner's Office also plays an important role in building community relationships that help to secure community cohesion. For example the Police and Crime Commissioner's Consultation and Engagement Officer ensures all communities are engaged across the Cleveland Force area.
81. The Police and Crime Commissioner is passionate about ensuring all voices are heard and operates a '*Your Force, Your Voice*' initiative. Part of this initiatives is to target specific 'hard

to hear' groups, who may otherwise be underrepresented such as refugees and asylum seekers, (through the Regional Refugee Forum) and the LGB&T community, (through Hart Gables).

82. As part of the mechanisms to build community relationships the Police, and the Police and Crime Commissioner's Office, are held to account by several scrutiny processes, including a Stop and Search Scrutiny Panel. Use of the stop and search function, arguably, impacts upon some sectors of the community disproportionately, including young people and the BAME community. For this reason, Cleveland Police has a Young Person's Stop and Search Scrutiny Panel and a BAME Stop and Search Scrutiny Panel.
83. Previously the Government announced that Stop and Search was being overused, which led to a sharp decline in its use. Work is ongoing within Cleveland Police to increase the targeted use of stop and search. Frontline officers have undergone training on the correct use of this function, as it needs to be used under the correct circumstances, be lawful and proportional.
84. The Panel also heard that the OPCC's Equality, Diversity and Inclusion Manager leads on the *Everyone Matters* programme, which is carried out by a relatively new team consisting of five Officers, two Managers and three Equality, Diversity and Inclusion Officers.
85. The team adopts a change management approach around Cleveland's people, partners and communities. *Everyone Matters* was introduced by the Police and Crime Commissioner, but has been reconfigured and developed since the recommendations made by HMIC. Best practice guidance from the National Chiefs Council outlines the importance of having good data on our communities, including geo-demographic information which can be used to create community profiles.
86. While increased community police presence was critical to improve community cohesion, it would take time to achieve but future updates would be provided as requested.

#### North East Migration Partnership (NEMP)

87. In an effort to coordinate migration issues, Migration Partnerships exist in every English Region, with Scotland and Northern Ireland having national partnerships. The North East Migration Partnership (NEMP) was formed in January 2015 as a result of the rising Asylum Seeker numbers in the Region. NEMP has Lead Officers and Members for each Local Authority with Middlesbrough's being the Director of Environment and Commercial Services and the Executive Member for Culture and Communities and Education respectively. Middlesbrough Council currently hosts the NEMP.
88. Together with Local Authorities, Police, Department of Work and Pensions and Voluntary and Community Sector organisations NEMP, acts as a strategic board, works as a critical friend of the Home Office, producing light touch reports, mid-year and end-of-year report as well as regular review calls. The Panel were advised that there are six staff members within NEMP who are fully funded by the Home Office. Governed and monitored by the Home Office, NEMP had recently been granted three year indicative funding (subject to review).
89. NEMP coordinates all Refugee and Asylum Seeker (RAAS) programmes and acts as a single point of contact to improve data, information and communication around RAAS issues as well as inform policy and guidance.



90. Statistically, as of September 2019, Middlesbrough had 595 asylum seekers. Regionally, the numbers of Asylum seekers in the North East has remained the same for the last two years, whereas the numbers nationality have increased.

91. NEMP also delivered key projects which encourage community cohesion, which include;

#### *Middlesbrough Welcome and Orientation Pilot*

92. Delivered in partnership with Middlesbrough and Cleveland Police, the pilot used volunteer interpreters to work with International New Arrivals around what was acceptable when accessing emergency services in the UK. Work illustrating how to best access emergency services identified some health concerns of those seeking asylum, whereby large numbers of asylum seekers had poor dental health with many suffering from mental health issues. Importantly, however, Middlesbrough had facilities in place to help deal with such concerns including a dedicated asylum seeker doctor's surgery which was complemented by the arrivals clinic in Stockton.

93. The pilot had been so successful that NEMP applied for funding through the Controlling Migration Fund (CMF) and were awarded £150,000 to develop a regional induction programme. This would have specific modules on health, parenting, and positive relationships and about the local area.

94. The programme would also look at developing a digital induction. A Refugee and Asylum Seeker Orientation Task and Finish group had also been created and the Refugee and Asylum Seeker Consultation Group had been created for service user input. NEMP were also working with the Voluntary and Community Sector organisations to make the sessions sustainable, and training community interpreters.

#### *Employment Routeways*

95. Formed in conjunction with the DWP and the VSC, the project was used by the DWP and Local Authorities to help prepare people for employment by providing ESOL classes to ensure standards of English were employment ready. Work is continuing on the development of a dedicated website to map all services for refugees and asylum seekers. This will allow service users to search for activities and resources, such as ESOL classes and social activities, in their local area and beyond. Induction and welcome sessions would be available on-line with videos and interactive exercises.

#### *Vulnerable Persons Resettlement Scheme (VPRS)*

96. Also known as the Syrian Resettlement Scheme, the VPRS was introduced by the Home Office to assist resettle 20,000 vulnerable persons from the Middle East and North Africa by March 2020. The North East have assisted 8% or 2,000 refugees under the VPRS. Scotland have the biggest percentage of VPRS within the UK at 16%, and the East Midlands with the smallest percentage of VPRS within the UK at 4%.

97. The VPRS is a voluntary scheme with Local Authorities given the choice whether they wish to participate. The programme is fully funded and allows local authorities to develop systems and support, with most North East Councils taking part. A breakdown of the number of refugees per Council Area are as follows:

- Newcastle- 500
- Gateshead- 400
- Redcar and Cleveland- 250-300
- Hartlepool- 180- 200

98. Although the programme was funded, there would nevertheless be challenges going forward, especially as those being resettled were likely to be the most vulnerable and therefore could add additional pressures to Local Authority services, at least initially. In addition while Local Authorities determine how many families to take per year, they tend to be extended families and soon grow once they settle.

99. The Panel noted that Middlesbrough was currently not part of the scheme but it was likely a paper would be submitted to Executive in the near future and fully supported the work of the VPRS.

#### *Unaccompanied Asylum Seeking Children (UASC)*

100. Largely, UASC arrive into Local Authority Care through Government schemes such as the Vulnerable Children's Resettlement Scheme (VCRS), Dubs or National Transfer Scheme.

101. Local Authorities are provided with funding for every looked after UASC at a rate of £798 per week up to age 17, and £200 per week for care leavers age 18 and over. The Department for Education publishes annual statistics on the number of UASC looked after by Local Authorities in England with the latest data accurate as at 31st March 2019. The latest statistics outlined that the total number of UASC in England increased by 11% to 5,070, representing around 6% of all children looked after.

102. Key facts from the project were:

- Most UASC are male (90%) and are aged 16 and over (85%);
- The top regions in England to host UASC were: London (34%), South East (19%), East of England (11%) and West Midlands (10%);
- The North East has the lowest number of UASC in England with a total of 40 and represents less than 1% of the total;
- In this region only Redcar and Cleveland (10 UASC), Newcastle (9 UASC) and Hartlepool (7 UASC) have more than 5 UASC and participate in the scheme.

103. It was noted that Middlesbrough does not currently participate in UASC, and that there were no definite plans to do so in the near future.

#### Public Health

104. Working jointly between Middlesbrough and Redcar and Cleveland, Public Health South Tees primary aim is to improve Health and Wellbeing, it operates an asset based approach, working directly with communities, learning about their health needs and tailoring public health services accordingly.

105. Through the *Making Every Contact Count* (MECC) initiative, tangible results can be achieved

even through small interactions by directing people to smoking cessation, drug and alcohol services or general signposting. The MECC initiative also contributed to five ways of wellbeing in which information collected when interacting with Public Health connects them with local communities, volunteering and learning new skills. Development of a website was underway to help target specific communities to specific services.

#### **TERM OF REFERENCE D**

#### **TO IDENTIFY BEST PRACTICE AND EVIDENCE-BASED APPROACHES TO BUILD AND STRENGTHEN COHESIVE COMMUNITIES.**

106. To build on the initiatives and join arrangements identified above, the Council have instigated a policy of Placed Based Working. Its intention is the creation of a “joined up system...to address the underlying causes of community problems”<sup>8</sup>. It is hoped to empower local communities to take charge of their own future.
107. Using Wigan Council’s *Deal for the Future* initiative as an example of best practice, Place Based Working, or Locality Working, involves the co-location of several statutory services out of the Town Centre and into the relevant locality. In Middlesbrough’s case, this includes services such as Community Safety, Area Care, Education, Asylum Support, Libraries and Hubs, Adult and Children Social Care (including Mental Health Support) Early Help and Youth Offending. Dependent on community need, co-location may also include Housing providers, Police and Fire Services as well as commissioned services such as drug and alcohol support and homelessness support.
108. In putting communities at the heart of Council activity, a Place Based approach allows links to be made with other community based initiatives such as Empower.
109. The Council’s Head of Stronger Communities advised the Panel that two pilot areas had been identified. Identification of those pilot areas followed a significant baseline data mapping exercise using a number of quantitative and qualitative methods. Ongoing analysis was being carried out to further understand what assets communities had, including physical (such as Schools and Churches) and people (such as community activists). By doing this it is hoped that services can be effectively targeted and residents can fully engage in their wider communities.
110. The Wards identified as pilot areas following the exercise were Newport and North Ormesby as both appeared to experience significant problems relating to racially motivated crimes; anti-social behaviour; female victims of violent crime and alcohol and substance misuse. The pilot is currently in the first year of its two year lifespan.
111. Implementation of Locality Working was scheduled to take place over three phases; Phase 1 -Enforcement and Environment (whereby workers from those Services would be co-located); Phase 2 - Individual and Family Support (whereby Looked After Children and Asylum Support services would be co-located depending on community need) and Phase 3 - Partnership Involvement (whereby key partners will be engaged). Due to the ongoing Covid situation, the overall implementation of Locality Working has slipped, but progress has been made. For example, Phase 1 has now been completed with staff now located in their respective Hubs. Coupled with this, Data Modelling and Resource Allocation has taken place in preparation for

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<sup>8</sup> Middlesbrough Council Executive report, 8 October 2019, p2

Phases 2 and 3.

112. The success of Locality Working will be measured via a number of metrics, which will inform wider Council strategies. Some of those metrics will be a perception survey issued six months apart with a view to it becoming annual. It will ask residents about their perceptions to influence decisions; community cohesion and confidence levels in the Council and its partners to tackle local issues. This will be complemented with information relating to recorded rates of crime and Anti-Social Behaviour as well as health indicators such as the percentage of pregnant women smoking at the time of delivery.

## **CONCLUSIONS**

113. The scrutiny panel reached the following conclusions in respect of its investigation:

114. The Council's community cohesion related initiatives have adhered to the principles of the Cante Report, attempting to break down barriers that are based, largely, on cultural differences.

115. The Council has done well to secure significant project funding from the Controlling Migration Fund, but it must now focus on making those projects self-sustaining.

116. It is critical that the Council, and its partners, have access to reliable, accurate and up-to-date quantitative and qualitative data. This enables services to be direct service using SMART principles.

117. Communities should not be seen, or treated, as passive recipients of Council services. Instead, they should be empowered to have more input into decision making and service delivery are in their respective localities.

118. Middlesbrough's demographics have changed considerably over 10 years. This has presented significant challenges for services across the Council. However, this change has also presented opportunities that the Council is trying to capitalise on.

119. The reintroduction of Neighbourhood Policing and an increase in Street Warden provision will be critical in understanding community tensions and need.

120. Effective partnership working is paramount for community cohesion initiatives to be effective. Place Based Working will help to coordinate and facilitate this.

## **RECOMMENDATIONS**

121. That the Council develop a Community Cohesion Strategy for Middlesbrough that:

- Ensures all aspects of community cohesion work is co-ordinated and monitored.
- Informs the Council's existing social regeneration agenda and is monitored through existing performance reporting processes.
- Is in place by the end of 2022/23.

122. Given recent staffing changes, as well as the discontinuation of funding for key projects after 2021 and the uncertainty brought about the Covid-19 pandemic, the Council should look to ensure the current Strategic Cohesion and Migration Manager is sufficiently supported via a robust staffing structure beyond 2021.
123. That the Executive consider including Middlesbrough in the Refugee Resettlement Scheme.
124. To assess progress against its objectives, the Panel should receive an update on the progress of Place Based Working no later than November 2021.

## **ACKNOWLEDGEMENTS**

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- Salkeld, Jenni  
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- Walker, Marion  
(Head of Stronger Communities – Middlesbrough Council)
- Wilson, Sarah  
(Officer for Consultation & Engagement - Office of the Police and Crime Commissioner)

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## **ACRONYMS**

**BAME** - Black, Asian and Minority Ethnic  
**CMF** - Controlling Migration Fund  
**DWP** - Department of Work and Pensions  
**EMAT** - Ethnic Minority Achievement Team  
**HMIC** - Her Majesty’s Inspectorate of Constabulary  
**IAG** - Independent Advisory Groups  
**LAASLO** - Local Authority Asylum Seeker Liaison Officer Project  
**LGA** - Local Government Association  
**LGBT** - Lesbian, Gay, Bisexual and Transgender  
**MECC** - Making Every Contact Count  
**MHCLG** - Ministry for Housing, Communities and Local Government  
**NEMP** - North East Strategic Partnership  
**OPCC** - Office of the Police and Crime Commissioner  
**PCSO** - Police Community Support Officer  
**RAAS** - Refugee and Asylum Seekers  
**SCM** - Stronger Communities Middlesbrough  
**SMG** - Strategic Migration Groups  
**SMART** - Specific, Measurable, Attainable, Realistic and Timely  
**UASC** - Unaccompanied Asylum Seeking Children  
**VPRS** - Vulnerable Persons Resettlement Scheme

## **COUNCILLOR C MCINTYRE - CHAIR OF CULTURE AND COMMUNITIES SCRUTINY PANEL**

The membership of the scrutiny panel is as follows:

### Culture and Communities Scrutiny Panel 2020-2021

Councillors C McIntyre (Chair), L Lewis, (Vice-Chair), R Arundale, C Dodds, J Goodchild, L Mason, J Rostron, M Saunders, J Thompson.

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