

EXECUTIVE

Date: Tuesday 8th March, 2022
Time: 1.00 pm
Venue: Council Chamber

AGENDA

1. Apologies for Absence
2. Declarations of Interest
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THE MAYOR

4. Towns Fund - Ward Initiatives 15 - 30

DEPUTY MAYOR AND EXECUTIVE MEMBER FOR CHILDREN'S SERVICES

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EXECUTIVE MEMBER FOR REGENERATION

6. 2022/23 Transport and Infrastructure Capital Programme 57 - 72
7. Fountain Court Refurbishment - Phase Two Works 73 - 78

OVERVIEW AND SCRUTINY BOARD

8. Final Report of the Adult Social Care and Services Scrutiny Panel - The Recruitment and Retention of Staff within Adult Social Care - Service Response 79 - 106
9. 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
Monday 28 February 2022

MEMBERSHIP

Mayor A Preston (Chair) and Councillors B Cooper, D Coupe, TA Grainge, S Hill, L Mason, E Polano and M Smiles

Assistance in accessing information

Should you have any queries on accessing the Agenda and associated information please contact Chris Lunn / Georgina Moore, 01642 729742 / 01642 729711, chris_lunn@middlesbrough.gov.uk / georgina_moore@middlesbrough.gov.uk

EXECUTIVE

A meeting of the Executive was held on Monday 14 February 2022.

PRESENT: Mayor A Preston (The Mayor) (Chair) and Councillors B Cooper, D Coupe, TA Grainge, S Hill, L Mason, E Polano and M Smiles

PRESENT BY INVITATION: Councillors C McIntyre, M Saunders and S Walker

ALSO IN ATTENDANCE: E Craigie (Teesside Live)

OFFICERS: C Benjamin, S Butcher, G Cooper, G Field, R Horniman, A Hoy, A Humble, D Johnson, C Lunn, E Scollay and I Wright

21/96 **DECLARATIONS OF INTEREST**

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

21/97 **MINUTES - EXECUTIVE - 11 JANUARY 2022**

The minutes of the Executive meeting held on 11 January 2022 were submitted and approved as a correct record.

21/98 **CORPORATE PERFORMANCE UPDATE: QUARTER THREE 2021/22**

The Mayor and the Chief Executive submitted a report for the Executive's consideration. The purpose of the report was to provide information on corporate performance at the end of Quarter Three 2021/22 and where appropriate, seek approval of any changes.

The Council's performance overall at the end of Quarter Three saw a drop in performance from the Quarter Two reported position, with progress towards expected performance standards as set out in the Council's risk appetite projected to be achieved in three out of seven areas. Work was planned in the final quarter of the year, as set out within the report, to get performance back to target wherever possible.

In terms of progress in delivering Executive actions, at Quarter Three, 56 of 78 live actions (72%) were reported as on target to be delivered by the agreed timescales, down from the 89% reported at Quarter Two and below the 90% standard of achievement of actions, with five proposed amendments for Executive approval set out at Appendix 1. All remaining Executive actions were expected to be achieved within their approved timescales.

The Strategic Plan for 2021-24, set out nine strategic priorities for the period which were supported by an associated set of outcome measures and a workplan, which would see delivery of sustained improvement, up to and beyond 2024.

At the end of Quarter Three, 11 of 24 (45.8%) Strategic Plan outcomes were either improving or static against the Quarter Two position, with 3 (12.5%) worsening. As many measures were updated annually, there was no trend information available for 10 (41.7%) outcome measures at the present time. Further information on outcomes was contained at paragraphs 12 to 16 of the submitted report.

Current workplan activity in respect of Strategic Plan outcomes had been reviewed and assessed to ensure it was sufficient to recover performance to agreed target. Where required, any additional activities required would be brought forward for approval within future quarterly updates to the Executive.

At the end of Quarter Three, performance against Strategic Plan workplan was exceeding the corporate target of 90%. Further information on the workplan was contained at paragraphs 18 to 20 of the submitted report.

Issues raised within the submitted report which impact on the risk profile of the Council were reflected within the Council's Strategic Risk Register (SRR), which was reviewed in the quarter in line with the Council's policy - as set out at Appendix 3. The total number of risks on the SRR reduced to 28 from 30 at Quarter Three, comprising 18 high and 10 medium risks. Further information on the Strategic Risk Register was contained at paragraphs 23 to 25 of the submitted report.

Directorates were accountable for a number of directorate-specific actions each year to ensure ongoing compliance with legal duties and best practice and that business change was well managed. Directorate Priorities for 2021/22 were set out at Appendix 4.

At the end of Quarter Three, 96% of Directorate Priorities were rated either Green or Amber (i.e. some milestone slippage but still expected to be delivered in-year), above the expected standard of 90%. Performance in delivering mitigating actions associated with high or medium risks on Directorate Risk Registers was 86% and 71% respectively, below the performance standard of 90%. Further information on Directorate Priorities was included at paragraph 28 of the submitted report.

In terms of the progress made with delivering programmes and projects and other corporate performance matters, further information was contained at paragraphs 29 to 31 of the submitted report.

Reference was made to paragraph 14 of the submitted report, which provided data on street warden activity. It was highlighted that the data had been collected/recorded in 2020/21 and not in 2021/22 as the report stipulated.

ORDERED

1. **That the proposed amendment to Executive actions, outlined at Appendix 1, be approved.**
2. **That the progress in implementing the Strategic Plan 2021-24 at Quarter Three 2021/22 (Appendix 2) be noted and the revised deadline for the action at paragraph 20 be approved.**
3. **That in light of the position outlined in the report, the Council's updated Strategic Risk Register (Appendix 3) be noted.**
4. **That the progress in implementing 2021/22 Directorate priorities, set out at Appendix 4 be noted.**

REASON

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

21/99

REVENUE AND CAPITAL BUDGET - PROJECTED OUTTURN POSITION AS AT QUARTER THREE 2021/22

The Executive Member for Environment and Finance & Governance and the Director of Finance submitted a report for the Executive's consideration. The purpose of the report was to provide information on the Council's financial position at Quarter Three 2021/22, including the projected effect of Covid-19 on the Council's finances.

As reported in previous reports, the Covid-19 pandemic was continuing to have a significant impact on the Council's financial position. That had made the management of the Council's finances more difficult due to the constantly evolving situation and also the level of uncertainty regarding the financial effects of Covid-19 in 2021/22 and future years. Covid-19 financial pressures were being monitored separately from the normal non-Covid-19 financial position, and those were reported separately in paragraphs 66 to 95 of the submitted report.

The 2021/22 Revenue budget for the Council was £116,492,035. During Quarter One there was a number of transfers of services between directorates due to managerial changes, and the financial position was reported against the new directorate budgets. The Council's outturn position for 2021/22 for non-Covid-19 elements was projected to be an overspend of £3.225m (2.8%). The split by directorate was shown in the table at paragraph 7 of the submitted report,

with the Quarter Two position also included for information.

The overspend of £3.225m, when added to the estimated Covid-19 pressures of £1.821m, resulted in a total projected outturn pressure at year-end 2021/22 of £5.046m, an increase of £0.891m from the position reported at Quarter Two.

It was proposed that the total projected overspend in 2021/22 be covered by the full utilisation of the Social Care Demand Reserve of £0.5m and the Children's Services Demand Reserve of £0.732m, which were created at the end of 2020/21. It was proposed that the remaining £3.814m of the total projected outturn pressure be funded from the £4.512m Covid Recovery Reserve, which was created during 2020/21 to cover the potential costs arising from the Covid-19 recovery in 2021/22 and future years.

£1.9m of additional budget efficiency savings were approved by Council on 24 February 2021 as part of the 2021/22 budget setting. There was also approximately £1m of savings approved in previous years relating to 2021/22.

As reported previously at Quarters One and Two it had not been possible to achieve one of the budget savings due to Covid-19 and that was detailed in paragraph 82 of the submitted report. Further information on the progress against budget savings was contained at paragraphs 14 to 17.

In terms of directorate variances, at Quarter Three, 24 areas were projected to be spent +/- £150,000 of the agreed budget. Where appropriate, the on-going effects of variances would be considered as part of future updates of the Council's Medium Term Financial Plan. The detail of the variances contained in the table at paragraph 7 were set out in the submitted report:

- Regeneration and Culture (see paragraphs 19 and 20);
- Environment and Community Services (see paragraphs 21 to 29);
- Public Health (see paragraph 30);
- Adult Social Care (see paragraphs 31 to 33);
- Education and Partnerships (see paragraphs 34 to 38);
- Children's Care (see paragraphs 39 to 54);
- Legal and Governance Services (see paragraph 55);
- Finance (see paragraphs 56 to 60); and
- Central Budgets (see paragraphs 61 to 65).

Paragraphs 68 to 95 of the submitted report provided an update of the position as at Quarter Three 2021/22 detailing the current estimated costs of Covid-19 and the grant funding provided by the Government in 2021/22.

Information on the flexible use of capital receipts was contained at paragraphs 96 to 98 and information on revenue budget spending controls was included at paragraphs 99 to 104 of the submitted report.

As part of the Quarter Two report submitted to Executive on 9 November 2021, the Executive had approved a revised capital budget for 2021/22 of £64.814m. Following a further review and the inclusion of new additional schemes, increases to existing schemes, and the reductions to existing schemes (as detailed in paragraphs 107 to 109), it was currently predicted at Quarter Three that the Council would spend £59.035m at year-end.

The revised Investment Strategy to 2023/24 was included at Appendix 2 for approval. The capital receipts assumptions had been re-evaluated in light of Covid-19 and the Revised Investment Strategy took account of that.

The split by Directorate was shown in the table at paragraph 110 of the submitted report, which also showed the "real" projected outturn variance if all of the additional new schemes, increased schemes, reduced schemes, and transfers between directorates were excluded. Explanations for variances of +/- £150,000 across fifteen schemes were set out in paragraphs 111 to 125. Those variances required movement within the Council's four-year Investment Strategy, but did not affect the overall investment or cost of borrowing.

The table at paragraph 129 provided a summary comparison of the budget against the actual

position as at Quarter Three 2021/22 on each of the prudential indicators adopted by the Council.

The table at paragraph 133 set out a summary of the balance of reserves and provisions at the start of 2021/22 and the projection as at year-end and further detail was provided in Appendix 3.

ORDERED

1. That the 2021/22 revenue budget Quarter Three total projected outturn of £5.046m, representing a £3.225m (2.8%) overspend on non-Covid-19 elements and the estimated financial effect of Covid-19 in 2021/22 of £1.821m, and the proposed actions to address that be noted.
2. That the proposed use of the following Reserves to fund the total projected overspend of £5.046m in 2021/22: - Social Care Demand Reserve (£0.5m) - Children's Services Demand Reserve (£0.732m) - Covid Recovery Reserve (£3.814m) be noted.
3. That the implementation of the Flexible Use of Capital Receipts Strategy (approved by Council on 20 October 2021) and the projected amount of £4.9m arising from the implementation of the Strategy, being transferred to a Reserve at year-end, be noted.
4. That the proposed revenue budget virements over £150,000 (Appendix 1) be approved.
5. That the 2021/22 capital budget Quarter Three predicted outturn of £59.035m against a budget of £64.814m be noted, and the proposed revised Investment Strategy to 2023/24 at Appendix 2 be approved.

REASON

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.

21/100

REVENUE BUDGET, COUNCIL TAX, MEDIUM TERM FINANCIAL PLAN AND CAPITAL STRATEGY 2022/23

The Mayor and the Director of Finance submitted a report for the Executive's consideration. The purpose of the report was to present the recommended Revenue Budget of £118,328,934, Council Tax increase of 2.99% (see paragraphs 71 to 91 of the submitted report) and Capital Strategy Report for 2022/23 (see paragraphs 151 to 162).

Following on from the previous report presented to Council on 24 November 2021, the submitted report also provided a refreshed Medium Term Financial Plan (MTFP) for the period 2022/23 to 2024/25 to reflect the 2022/23 Local Government Finance Settlement (see paragraphs 17 to 29).

The Medium Term Financial Plan update in the report was integrated with the £207.3 million Investment Strategy for Middlesbrough for the period from 2021/22 to 2024/25, supported by £102.4 million of the Council's own resources. The updated Investment Strategy was shown in Appendix 4.

The budget continued to support the Mayor's commitment to invest in Middlesbrough and transform service delivery for residents. It was intended that through the strategy the Council could achieve the challenging financial targets faced in the Medium Term Financial Plan period whilst ensuring that there was a minimum impact on the level of service delivered to the public.

In preparing the 2022/23 revenue budget and Medium Term Financial Plan, the principles set out at paragraph 30 of the submitted report, which were consistent with budget strategies in previous years and statements made by Executive, had been adopted.

In terms of the revenue budget, budget assumptions had been applied in respect of:

- pay awards (see paragraph 32 of the submitted report);

- additional employers National Insurance contributions (see paragraph 33);
- the Living Wage (see paragraph 34), inflation (see paragraphs 35 to 37);
- additional inflation contingencies (see paragraphs 38 to 40);
- spending pressures in Children's Social Care (see paragraphs 41 and 42);
- Covid-19 ongoing pressures (see paragraphs 43 to 48);
- other spending pressures (see paragraphs 49 to 51);
- additional income (see paragraph 52); and
- additional investment (see paragraphs 53 to 57).

The report contained information on the determination of Council Tax (see paragraphs 71 to 91 of the submitted report). A number of factors had been considered in respect of the level of Council Tax increase including the current level of Council Tax, minimising the effect of Council Tax increases to residents, the current levels of inflation, pressures from caring for vulnerable people, the level of any budget reductions required, and the medium to long term implications of the Local Government Finance Settlement 2022/23.

In terms of the Medium Term Financial Plan to 2025, the following assumptions had been applied in refreshing the Council's plan:

- national context (see paragraphs 100 to 103 of the submitted report);
- government funding changes (see paragraphs 104 to 109);
- local funding increases (see paragraphs 110 to 116);
- pay awards (see paragraph 117);
- inflation (see paragraphs 118 to 121);
- living wage (see paragraphs 122 to 124);
- spending pressures in Children's Social Care (see paragraphs 125 to 131);
- Adult Social Care (see paragraphs 132 and 133);
- Covid-19 ongoing pressures (see paragraph 134);
- other spending pressures (see paragraph 135);
- additional income (see paragraphs 136 and 137);
- additional investment (see paragraphs 138 to 141);
- use of reserves and balances (see paragraphs 142 and 143);
- contingency (see paragraph 144); and
- the Investment Strategy (see paragraphs 145 to 150).

Appendix 5 of the submitted report set out the proposed capital strategy report (covering the necessary prudential indicators, together with the investment strategy and minimum revenue provision policy) for endorsement. The submitted report explained the context of the Council's financial plans against the required prudential indicators to assist in drawing conclusions around affordability, sustainability and prudence. Further information was contained at paragraphs 151 to 162 of the submitted report.

ORDERED

- 1. That the proposed budget strategy for 2022/23, as set out in paragraphs 30 to 70, be endorsed.**
- 2. Having taken into account the matters set out in Section 32 of the Local Government Finance Act 1992 and the items set out within the report, that the budget requirement for 2022/23 to be set at £118,328,934 (as detailed in Appendix 1) be endorsed.**
- 3. That the actual amount of Council Tax (Band D) for areas without parish precepts (excluding Fire and Police), to be set at £1,809.67, be endorsed. That represented a total increase of 2.99%. That comprised a 0% increase in general Council Tax, and an additional precept of 2.99% for Adult Social Care (which included 1% relating to 2022/23 and 1.99% of unused remaining allowable allocation from 2021/22), which had been continued by the Government to contribute towards the shortfall of funding for Adult Social Care.**
- 4. That the actual amount of Council Tax (Band D) for areas with parish precepts (excluding Fire and Police) to be set at:- Nunthorpe Parish £1,819.10 Stainton and Thornton Parish £1,818.98 167 be endorsed. That the amounts of Council Tax for each category of dwelling, set in accordance with table 4 of Appendix 3 within the report, be endorsed.**
- 5. That the refreshed Medium Term Financial Plan position for 2022-25, set out in**

the report in paragraphs 90 to 142, be noted.

6. That the updated Investment Strategy for the period to 2024/25 as outlined in paragraphs 145 to 150 (detailed in Appendix 4) be endorsed.
7. That the Capital Strategy Report (Prudential indicators, Investment Strategy and Minimum Revenue Provision) 2022/23 as outlined in paragraphs 151 to 162 (detailed in Appendix 5), and the Authorised Limit for external borrowing of £356 million for the Council for 2022/23 as set out in paragraph 161, be endorsed.

REASON

To enable the Council to meet its statutory responsibility to set a balanced revenue budget for the financial year 2022/23 and to ensure that a proper framework was in place for the medium term financial management of the Council.

21/101

VIRTUAL SCHOOL PEER REVIEW

The Deputy Mayor and Executive Member for Children's Services and the Director of Education and Partnerships submitted a report for the Executive's consideration. The purpose of the report was to provide information on the Virtual School peer review, which had been undertaken by the National Association of Virtual School Heads (NAVSH). Attached at Appendices 1 and 2 were the accompanying action plan and full report, which detailed NAVSH's findings.

A system of peer review had been developed by the NAVSH to help Virtual Schools improve and develop. The Council was keen to regularly access such support to independently assess its position in relation to services provided to support children. The peer review of Middlesbrough's Virtual School took place on 21 and 22 September 2021.

NAVSH had assessed the Council against four core themes, which were detailed a paragraph 5 of the submitted report.

In line with the Council's commitment to transparent and honest engagement, the findings of the review would be published if approval and endorsement were received from the Executive.

OPTIONS

The Council could have chosen not to endorse the action plan. That option was not recommended because Children's Services was keen to build on the strengths of the Virtual School, and to encourage it to improve and develop alongside all aspects of the services the Council provided for children. Not endorsing the action plan may have slowed the speed of improvement or may have prevented the Virtual School from deriving maximum benefit from the peer review process. That in turn may have led to a less effective service being provided for looked after children.

ORDERED

That the outcomes of the Virtual School peer review be noted and the accompanying action plan be endorsed.

REASON

The peer review allowed Children's Services to utilise the NAVSH resource and provided an opportunity to gather views from a range of experienced Virtual School Heads from local authorities in other parts of the country. The resulting report allowed officers to reflect on the strengths of the current provision and helped identify areas for development. The areas for development could be considered within an improvement action plan, which planned to help guide Virtual School officers and provide a clear framework for monitoring their progress and holding them to account. That in turn would lead to an improved service and enhanced offer to schools and Middlesbrough's looked after children.

21/102

APPOINTMENT OF EXTERNAL AUDITORS 2023/24 TO 2027/28

The Executive Member for Environment and Finance & Governance and Director of Finance submitted a report for the Executive's consideration. The purpose of the report was to provide the options available for future auditor appointment arrangements.

The current auditor appointment arrangements (the 'National Scheme') covered the period up to and including the audit of the 2022/23 accounts. The Council had opted into the 'appointing person' national scheme established by Public Sector Audit Appointments (PSAA) for the period covering the accounts for 2018/19 to 2022/23.

PSAA was now undertaking a procurement for the next appointing period, covering audits of the accounts for the financial years, 2023/24 to 2027/28. During autumn and winter 2021, all local government bodies needed to make important decisions about their external audit arrangements from 2023/24.

The Council had three options under the Audit & Accountability Act 2014. Those were:

- to appoint its own auditor, which required it to follow the procedures set out in the Act (see further information at paragraphs 6 to 9 of the submitted report);
- to work jointly with other authorities to procure an auditor to follow the procedures in the Act (see paragraphs 10 and 11); and
- to opt into the national auditor appointment scheme administered by a body designated by the Secretary of State as the 'appointing person'. The body currently designated for the role was Public Sector Audit Appointments Limited (PSAA) (see paragraphs 12 and 13).

PSAA was now inviting the Council to opt in for the second appointing period for the National Scheme, from 2023/24 to 2027/28, along with all other eligible authorities. Based on the level of opt-ins it would then enter into contracts with appropriately qualified audit firms and appoint a suitable firm to be the Council's auditor.

An assessment of the options available was contained at paragraphs 24 to 28 of the submitted report.

Regulation 19 of the Local Audit (Appointing Person) Regulations 2015 required that a decision to opt in to the national appointment scheme had to be made by a meeting of the Council. The Council then needed to respond formally to PSAA's invitation in the form specified by PSAA by the close of the opt-in period (11 March 2022).

The submitted report had been discussed previously at the meeting of the Corporate Affairs and Audit Committee on 8 December 2021, given their responsibility for the external audit function under the Constitution. There had been broad support from Members to participate in the PSAA national appointments scheme.

OPTIONS

The other potential decisions were outlined in the 'assessment of options' section within the report with pros and cons highlighted of all three options. The opt-in to the National Auditor Appointments scheme had a number of significant benefits.

ORDERED

That the Council's participation in the National Appointments Scheme, for the procurement and selection of external auditors from 1st April 2023, be endorsed.

REASON

The scheme delivered by PSAA was the most effective and efficient way of delivering local audit services to the Council, and to the appropriate level of quality required by the National Audit Office and the Financial Reporting Council, for the next five years from 1 April 2023.

Finance submitted a report for the Executive's consideration. The purpose of the report was to seek endorsement for the amendment of the Council's Council Tax Support (CTS) scheme for 2022/2023.

Notwithstanding the introduction of Universal Credit (UC), the existing scheme was based on a 'pre-dated' means-tested benefit scheme:

- It was difficult for customers to understand and was based on a complex calculation of entitlement;
- The administration for staff was very convoluted, with staff having to request significant amounts of information from claimants;
- Staff had to undergo extensive training to be proficient in processing claims;
- The timescales for processing applications was lengthy, mainly due to the complexity and evidence required to support the applications; and
- The administration of the scheme was costly when compared to other discounts for Council Tax.

There was a need to simplify the scheme, not only to mitigate the effects of UC, which had been fast tracked as a consequence of Covid-19, but to make it easier for customers to make a claim, reduce the likelihood of fraud and to reduce the costs of administration.

The proposed approach for the 2022/23 Council Tax Support Scheme was detailed at paragraphs 16 to 19 of the submitted report. Details of how the proposed scheme planned to address the problems of the current scheme were outlined at paragraph 20.

Information on the consultation process and the feedback received was included at paragraphs 24 to 26 of the submitted report. A summary of the results from the 45 completed questionnaires was included at Appendix D.

OPTIONS

The alternative to introducing a proposed alternative scheme for CTS from 2022/23 was to leave the existing scheme in place. That would have been a short-term option; leading to increasing costs of administration; and in the longer term, would have significantly affected the collection of Council Tax and the effectiveness of the scheme to support households within the Council's area.

Modelling (see below) had also been done on an alternative 'income grid' scheme with 85% maximum support and 100% maximum support.

- **100% support scheme was not recommended as that would have been a cost to the Council in excess of £1,000,000 and on that basis would have been unaffordable.**
- **85% support scheme was equally not recommended. Whilst the overall cost of the scheme would have been cheaper, it would have had a detrimental impact on the cost of collection, and in addition placed a further financial burden on some of the lower income residents of the town.**
- **Retain the existing means tested scheme with 85% support was not recommended. Although the current scheme would have been cost neutral, it was complicated and difficult for claimants to navigate their way through, and that was resulting in a reduction in take up. It was also impacting on the timeliness of billing and collecting Council Tax amounts, and was also more resource intensive to administer (see paragraph 11 of the submitted report).**

The principles of the 85% and 100% scheme were exactly as described at paragraph 19 of the submitted report, however, given weight to the options appraisal/rationale (see Appendix B of the submitted report) those were not recommended.

ORDERED

That a revised Council Tax Support (CTS) scheme for 2022/23 be endorsed and the report be considered at Full Council on 23 February 2022.

REASON

The proposed changes, would simplify a complicated scheme, further assist low income households and support the collection of council tax, whilst also fulfilling the obligations on local authorities to support the roll out of Universal Credit.

Changes to the existing scheme had been subject to full consultation which ran from 14 October 2021 to 7 December 2021, a period of over 7 weeks. Responses informed the scheme, were broadly accepted, and resulted in minor changes to the proposed capital limit and income bands for couples with 2 or more children (see paragraph 19 of the submitted report). The questions which were asked during the consultation could be found at Appendix C of the submitted report, and a summary of the responses could be found at Appendix D

21/104

TACKLING CRIME AND ANTISOCIAL BEHAVIOUR - CCTV

The Executive Member for Neighbourhood Safety and the Director of Environment and Community Services submitted a report for the Executive's consideration. The purpose of the report was to request capital funding to develop CCTV in alleys and hot spot areas throughout Middlesbrough to reduce crime, antisocial behaviour (ASB) and environmental crime.

On 23 February 2021, the Executive had approved £50,000 to increase CCTV across the town. The Executive also approved a further £350,000, following receipt of a report outlining the benefits of the initial £50,000.

The benefits of the initial £50,000 were set out in the submitted report.

11 cameras had been installed, utilising the £50,000, in the following areas:

- Netherfields Crescent;
- Chesterwood;
- Harford Street Alley;
- Addington Drive;
- Portman Street;
- Thorntree Park;
- Rear of Pallister Avenue/ Longlands Road;
- Saltersgill Avenue;
- Northern Road;
- Bramwith Avenue; and
- Centre Square.

Crime and ASB in those locations was 139 prior to the CCTV being installed and was now 119.

In addition to the instillation of the 11 cameras, 42 cameras had been installed by utilising grant funding (Safer Streets Funding) in the Newport ward. Crime and ASB levels reduced by 19.7% after instillation of the cameras and perceptions of local residents had improved significantly over recent months.

A Locality Working survey conducted in H2 2020-21 and then again in H1 2021-22 had indicated that perceptions of feeling safe in their neighbourhood improved by 33.16% alongside people intending to remain in the ward over 3 years increasing by 38.84%.

Information relating to suspected criminal behaviour captured using the installed CCTV, had been passed to the police for further investigation on 419 occasions. 192 of those occasions had resulted in further action and the police had used that evidence to bring offenders to justice.

A large number of fly tipping incidents had been captured with the assistance of CCTV, which resulted in enforcement action being taken.

Residents and local businesses had said that they felt safer having CCTV in their neighbourhood.

A Member made a query in respect of the process that Ward Councillors needed to follow in order to apply for permanent CCTV cameras to be installed in specific areas. In response, the Director of Environment and Community Services explained that the request could be sent directly to him. Members heard that cameras were assigned to areas based on data (e.g. crime maps and those with high incidences of ASB).

OPTIONS

Continuing with the current approach would not have achieved the best possible results.

ORDERED

That the remaining capital funding of £350,000 be released for CCTV provision in Middlesbrough.

REASON

To enable the team to meet strategic and mayoral priorities to tackle crime and ASB head on.

CCTV would enable the team to gather intelligence on the worst affected areas, increasing the opportunity of a successful prosecution of perpetrators.

21/105

FINAL REPORT OF THE CULTURE AND COMMUNITIES SCRUTINY PANEL - CULTURAL EVENTS IN MIDDLESBROUGH: THEIR IMPACT AND FUTURE - SERVICE RESPONSE

The Culture and Communities Scrutiny Panel had undertaken a review of Cultural Events in Middlesbrough: Their Impact and Future. A copy of the full report was attached.

The scrutiny panel made five recommendations upon which a response was sought from the relevant service area. The Executive Member for Culture and Communities and the Director of Regeneration and Culture submitted a service response to the recommendations of the Culture and Communities Scrutiny Panel. A copy of the Action Plan was attached.

The Chair of the Culture and Communities Scrutiny Panel presented the final report to the Executive. The Executive Member for Culture and Communities presented the service response.

ORDERED

- 1. That the content of the Culture and Communities Scrutiny Panel's final report on Cultural Events in Middlesbrough: Their Impact and Future be noted.**
- 2. That the Action Plan, developed in response to the scrutiny panel's recommendations, be approved.**

REASON

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

21/106

FINAL REPORT OF THE ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL - MIDDLESBROUGH REGENERATION POST COVID-19 - SERVICE RESPONSE

The Economic Development, Environment and Infrastructure Scrutiny Panel had undertaken a review of Middlesbrough Regeneration Post Covid-19. A copy of the full report was attached.

The scrutiny panel made eight recommendations upon which a response was sought from the relevant service area. The Executive Member for Regeneration and the Director of Regeneration and Culture submitted a service response to the recommendations of the Economic Development, Environment and Infrastructure Scrutiny Panel. A copy of the Action Plan was attached.

14 February 2022

The Chair of the Economic Development, Environment and Infrastructure Scrutiny Panel presented the final report to the Executive. The Executive Member for Regeneration presented the service response.

ORDERED

1. That the content of the Economic Development, Environment and Infrastructure Scrutiny Panel's final report on Middlesbrough Regeneration Post Covid-19 be noted.
2. That the Action Plan, developed in response to the scrutiny panel's recommendations, be approved.

REASON

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

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

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Report of:	Andy Preston - The Mayor Richard Horniman - Director of Regeneration and Culture
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Submitted to:	Executive - 8 March 2022
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Subject:	Towns Fund - Ward Initiatives
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Summary

Proposed decision(s)
<p>It is recommended that:</p> <ul style="list-style-type: none"> a) the Executive notes that the business case project approval for the Ward Initiatives project has been approved by Middlesbrough’s Town Deal Board; b) the programme of works development as part of the Towns Fund Ward Initiatives project, as set out in appendix A1, is approved. c) the assets created by this investment are adopted and maintained by Middlesbrough Council, as appropriate; d) works commence to deliver the programme as soon as possible, subject to supply chain lead times, local notifications / consultation and any required planning permissions; and e) the Director of Regeneration and Culture and Director of Environment and Community Services, in consultation with the Mayor, will be authorised to determine an alternative project for delivery, form the reserve list, should any project be unable to progress due to any legal or technical reason.

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Decision	Yes	N/A	No

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
The proposal will enhance open space and parks across the town, creating new and improved facilities for residents and visitors.	The proposal will assist in making Middlesbrough more attractive, and improve the local environment through investment in green spaces.	By improving the Town’s environment, the proposal will contribute to the resilience of the local economy through improved perceptions and creating a catalyst for further investment.

¹ Remove for non-Executive reports

Ward(s) affected

What is the purpose of this report?

1. To seek approval to deliver the programme of schemes developed as part of the Towns Fund Ward Initiative project and for the Council to adopt and maintain the assets.

Why does this report require a Member decision?

2. The schemes within the project will be delivered in the majority of Middlesbrough Wards with an overall project cost of £1,000,000. As a result, an Executive Member decision is required to allow the scheme to be progressed

Background

3. The Town Deal Board approved £1m funding for the Ward Initiatives project. An online survey of residents was supplemented with a process of seeking expressions of interest from Ward Councillors, to identify local priorities with community support. Parks, green spaces and play areas were found to be the areas requiring greatest investment, reflected in consultation preferences.
4. Ten projects were submitted by Members and this was cross referenced against the Small Member Capital Scheme, administered by the Asset Management service; to avoid duplication of projects. Projects to the value of C. £420k were identified by members with the indicative project costs validated by Environment and Community Services.
5. Member / Executive / Mayoral requests were also identified through discussions with ECS, Cultural Services, Sports and Leisure and priorities recorded by the Strategy Information and Governance team. This identified a significant list of additional projects / requests which would meet the objectives of the Town Deal allocation. This amounts to 29 potential projects costing over £1.26m.
6. The long list of projects submitted was assessed against programme objectives, eligibility, local impact, deliverability and long term liabilities. The recommended list includes all of the eligible member submissions and equates to the full £1m available from the Towns Fund. The agreed list can be seen below and on the attached appendix A1. Those projects not prioritised will be held in reserve should a selected scheme not go ahead - those not supported at this stage, but held in reserve are at Appendix A2.

Proposed Programme for Approval

Ward	Project Details	ECS Estimated Costs
Marion West	Fairy Dell boardwalk, Marion West Beck – seating / heritage trail, Bonnygrove park – footpaths and fencing	£50,000
Ladgate Ward	Play park Marion Manor / Tollesby (there isn't currently one – site to be identified), upgrade of Easterside play park and upgrading the torn / ripped outdoor pitch.	£80,000
Coulby Newham	Children's play area Newham Way	£75,000
Marion East	Create a stretch of footpath on the south side of Cypress Road, Marion, between Hawthorn Crescent and Rosewood Court.	£50,000
Community Gardens to be developed at (1) Trinity North Ormesby (2) Methodist Church - Acklam Road - Acklam Green (3) Bexley Gardens - Easterside (4) Grove Hill Hub - Bishopton Road (5) Nunthorpe -Community centre	Community Garden	£30,000
Brambles Farm / Thorntree	Community Play Area & Wildlife/growing initiative. Beresford Buildings - New	£70,000
Glebe Road	New Play area / Upgrade	£50,000
Borough wide	To provide varying levels (as required) of asset investment & a refresh of 22 of the borough's play parks	£227,000
District Shopping Area's	Larger Planters / 3 tiers	£46,000
Albert Park and Pallister	MUGA	£65,000
Albert Park	Fencing of Albert Park bowls and croquet greens	£25,000
Lighting Thorntree - Football club and pavilion	LED lighting required for the Multi Use Games Area (MUGA), teenage play area, junior play area and 6 x light columns for path between The Greenway and Spencerfield Crescent	£32,000
Thorntree Park, Pallister Park	To provide additional children's play equipment across the identified parks	£100,000
Delivery of interventions by Environment and Community Services.	Associated project management and capital works against the whole initiative	£100,000

What decision(s) are being asked for?

7. It is recommended that:

- a) the Executive notes that the business case project approval for the Ward Initiatives project has been approved by Middlesbrough's Town Deal Board;
- b) the programme of works development as part of the Towns Fund Ward Initiatives project, as set out in appendix A1, is approved.
- c) the assets created by this investment are adopted and maintained by Middlesbrough Council, as appropriate;
- d) works commence to deliver the programme as soon as possible, subject to supply chain lead times, local notifications / consultation and any required planning permissions; and,
- e) the Director of Regeneration and Culture and Director of Environment and Community Services, in consultation with the Mayor, will be authorised to determine an alternative project for delivery, from the reserve list, should any project be unable to progress due to any legal or technical reason.

Why is this being recommended?

8. The proposal will deliver projects requested and required by residents and Councillors to address issues and provide improved facilities on a Ward level.

Other potential decisions and why these have not been recommended

9. The other potential decisions that have not been recommended include:

- a) Do nothing. This is not recommended, as it would not meet the requirements of the Towns Fund or address local issues.
- b) Invest the Council's own resources. The Council does not have adequate funding to deliver projects on the scale required.
- c) Invest less Towns Fund resource. The funding allocated is felt to be a minimum requirement to make a real and lasting change to Middlesbrough's environment. Suggested projects far exceeded the funding available.

Impact(s) of recommended decision(s)

Legal

10. There are legal issues associated with this proposal, related to contracts for equipment and potential planning permission for any new play areas. Legal Services are aware of the proposals.
11. Some new installations and sites may require planning permission and local consultation to progress. Each affected investment will go through the necessary planning procedures.

Financial

12. The initial cost to the Council is nil, however, new play areas, green spaces and equipment require long term maintenance and have the potential to create a

revenue burden to the service responsible. Some of the projects will be volunteered and some will require a range of maintenance regimes from light to intensive.

13. The management and maintenance of the investment assets will be an ongoing maintenance liability for Middlesbrough Council.

14. On sites where new facilities will be installed, checks will be made that there are not restrictive covenants or legal restrictions which will impede the investments.

Policy Framework

15. The decisions recommended within this report align fully with the Council's policy framework.

Equality and Diversity

16. It is not anticipated that any protected groups will be impacted upon negatively as a result of implementing the proposal. Please see attached Equality Impact Assessment contained within the appendix C.

Risk

17. The contract will be delivered in line with the Council's established risk management protocols. Appropriate measures will be put in place to ensure that all risks associated with the scheme are minimised.

Actions to be taken to implement the decision(s)

18. Council officers will commence the implementation of the proposal upon approval.

Appendices

19. Appendix A1 - Ward Initiatives Programme recommendation.

20. Appendix A2 - Ward Initiatives Programme Reserves.

21. Appendix B – Town Map of proposed interventions

22. Appendix C - Equality Impact Assessment.

Background papers

23. N/A.

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Request Source	Ward	Councillor	Project Details	Comments	ECS Estimated Costs
Member Consultation	Marton West	Hobson	Fairy Dell boardwalk, Marton West Beck –seating / heritage trail, Bonnygrove park – footpaths and fencing	Split between community led / volunteering work and Council installations	£50,000.00
Member Consultation	Ladgate Ward	Grainge	Play park Marton Manor / Tollesby (there isn't currently one – site to be identified), upgrade of Easterside play park and upgrading the torn / ripped outdoor pitch.	Play park repairs relate to MUGA, new site to be identified and approved.	£80,000.00
Member Consultation	Coulby Newham	Branson	Children's play area Newham Way	Local Cllrs involved, new sapce identified.	£75,000.00
Member Consultation	Marton East	Mawston	Create a stretch of footpath on the south side of Cypress Road, Marton, between Hawthorn Crescent and Rosewood Court.	Expansion of footpath and accessibility to north side of the road.	£50,000.00
ECS Projects	Community Gardens to be developed at (1) Trinity North Ormesby (2) Methodist Church - Acklam Road - Acklam Green (3) Bexley Gardens - Easterside (4) Grove Hill Hub - Bishopton Road (5) Nunthorpe -Community centre	Various	Community Garden	ECS leading on initial proposals for community gardens and growing planters.	£30,000.00
ECS Projects	Brambles Farm / Thorntree	Cllr Wilson	Community Play Area & Wildlife/growing initiative. Beresford Buildings - New	Play area & some form of community growing/woodland site. Outside Beresford Buildings is the preferred option.	£70,000.00
ECS Projects	Glebe Road	Cllr Cooper	New Play area / Upgrade	Old play area in need of renewal	£50,000.00
ECS Projects	Borough wide	Various	To provide varying levels (as required) of asset investment & a refresh of 22 of the borough's play parks	A range of new and updated assets with refresh and repair	£227,000
ECS Projects	District Shopping Area's	Various	Larger Planters / 3 tiers	Roll out a programme of planters across district centres and communities across the town.	£46,000.00
Parks And Culture	Albert Park and Pallister	Parks and Culture	MUGA	The vision for this project is to make good the surface on the tennis court and Multi Use Game Area, repair/replace fencing and lighting as necessary. This work will facilitate and contribute to the sustaining of activities on these facilities and enhance recreational participation opportunities	£65,000.00
Parks And Culture	Albert Park	Parks and Culture	Fencing of Albert Park bowls and croquet greens	Recent request to protect space and increase amenity	£25,000.00
Parks And Culture	Lighting Thorntree - Football club and pavilion	Parks and Culture	LED lighting required for the Multi Use Games Area (MUGA), teenage play area, junior play area and 6 x light columns for path between The Greenway and Spencerfield Crescent	This work will enhance the security and safety of Thorntree Park. It will also significantly complement and enhance the success of new projects working with the local community to open up use of Thorntree Park and its pavilion. Improve the feel of the park in general and make the place more pleasant - paint equip - replace / enhance, improve lighting and security and plant trees.	£32,000.00
Parks And Culture	Thorntree Park, Pallister Park	Parks and Culture	To provide additional children's play equipment across the identified parks	To contribute to the enhancement of the offer made to 0-5 and 6-11 age groups on our parks with a view to contributing the development of children's physical literacy and their longer term physical and mental health and well-being. Improve the feel of the park in general and make the place more pleasant - paint equip - replace / enhance, improve lighting and security and plant trees.	£100,000.00
Programme Maintenance	MAINTENANCE	ECS	Maintenance is clearly required as each upgrade or new facility will bring about a revenue burden for the service to deliver. Would a (capitalised) flat rate of AVERAGE 10% - across the programme be sufficient / appropriate for new few years maintenance?	Global figure to support medium term maintenance and replacement.	£100,000.00

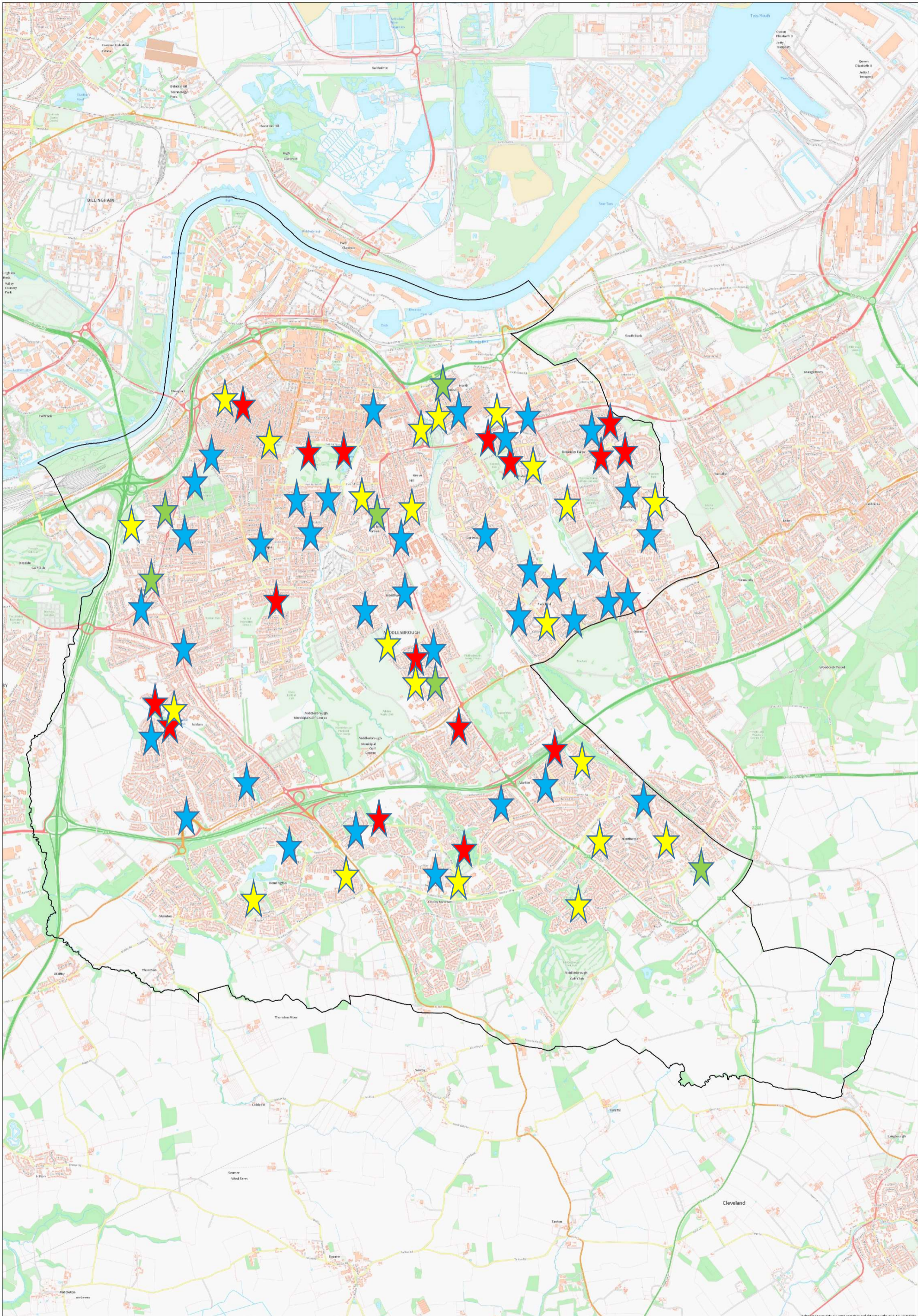
Total Budget £1,000,000.00
Project Total £1,000,000.00

Unallocated budget £0.00

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Request Source	Ward	Councillor	Project Details	Comments
Member Consultation	Nunthorpe	Smiles	Community gardens to link with GP surgery and community centre.	Duplicated in approved programme - so removed
Member Consultation	Brambles Farm and Thorntree	Thompson	Thorntree neonatal charity unit (Leo's) / facility upgrade and sensory garden	External contribution and delivery by Charity. Organisation has relocated premises
ECS Projects	Newport	Corporate	Planters	ECS leading on initial proposals for community gardens and growing planters.
ECS Projects	Fountain / Waterplay	Corporate	Fountain / Waterplay	Current options being developed
Emerging ideas	Nature's World Eco	Corporate	Community Garden / Access	ECS leading on initial proposals for community gardens and growing planters.
Emerging Ideas	Urban Park Middlehaven	Corporate	Update and refresh	Preparations / making good for handover agreement to RSL
Emerging Ideas	Millbrook	Corporate	Skate Park	bumps park and other
Emerging Ideas	TeesSaurus	Corporate	Large ask to enhance park	Initial delivery involves culture and parks. Led by Culture in strategic plan.
Emerging Ideas	Micro forrest	Corporate	Every ward	Current options being developed
Emerging Ideas	Urban Meadows	Corporate	across town	Current options being developed
Emerging Ideas	Fishing Platforms - Hemlington	Corporate	Upgrades and new sites required to increase amenity.	not new povision but existing is very tired.
Parks And Culture	Albert Park -	Corporate	Tennis courts LGA Funded and operator	The Lawn Tennis Association have agreed in principle to fund this project. Work is currently ongoing to undertake a feasibility study with a view to commencement of the work
Parks And Culture	Albert Park -	Corporate	Bowling greens or additional facility.	cabin like the velodrome at Sports Village - facilities available to share nearby
Parks And Culture	Stewart Park Albert Park	Corporate	Adventure Golf	Business case required
Programme Maintenance	Cycle Lanes - sweeping machine	Corporate	Capital equipment to aid maintenance	Low impact
Programme Maintenance	Camera's CCTV	Corporate	across the piece	enforcement awareness - some coverage in ward members' scheme
Programme Maintenance	Signage - PSPO	Corporate	Specific 'order areas'	enforcement awareness

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Project Details	Comments	ECS Estimated Costs	Plan
Fairy Dell boardwalk, Marton West Beck – seating / heritage trail, Bonnygrove park – footpaths and fencing	Split between community led / volunteering work and Council installations	£50,000	★
Play park Marton Manor / Tollesby (there isn't currently one – site to be identified), upgrade of Easterside play park and upgrading the torn / ripped outdoor pitch.	Play park repairs relate to MUGA, new site to be identified and approved.	£80,000	★
Children's play area Newham Way	Local Cllrs involved, new sapce identified.	£75,000	★
Create a stretch of footpath on the south side of Cypress Road, Marton, between Hawthorn Crescent and Rosewood Court.	Expansion of footpath and accesibility to north side of the road.	£50,000	★
Community Garden - (1) Trinity North Ormesby (2) Methodist Church - Acklam Road - Acklam Green (3) Bexley Gardens - Easterside (4) Grove Hill Hub - Bishopton Road (5) Nunthorpe - Community centre	ECS leading on initial proposals for community gardens and growing planters.	£30,000	★
Community Play Area & Wildlife/growing initiative. Beresford Buildings - New	Play area & some form of community growing/woodland site. Outsite Beresford Buildings is the preferred option.	£70,000	★
Glebe Road New Play area / Upgrade	Old play area in need of renewal	£50,000	★
To provide varying levels (as required) of asset investment & a refresh of 22 of the borough's play parks	A range of new and updated assets with refresh and repair	£227,000	★
Larger Planters / 3 tiers	Roll out a programme of planters across district centres and communities across the town.	£46,000	★
MUGA	The vision for this project is to make good the surface on the tennis court and Multi Use Game Area, repair/replace fencing and lighting as necessary. This work will facilitate and contribute to the sustaining of activities on these facilities and enhance recreational participation opportunities	£65,000	★
Fencing of Albert Park bowls and croquet greens	Recent request to protect space and increase amenity	£25,000	★
LED lighting required for the Multi Use Games Area (MUGA), teenage play area, junior play area and 6 x light columns for path between The Greenway and Spencerfield Crescent	This work will enhance the security and safety of Thorntree Park. It will also significantly complement and enhance the success of new projects working with the local community to open up use of Thorntree Park and its pavilion. Improve the feel of the park in general and make the place more pleasant - paint equip - replace / enhance, improve lighting and security and plant trees.	£32,000	★
To provide additional children's play equipment across the identified parks	To contribute to the enhancement of the offer made to 0-5 and 6-11 age groups on our parks with a view to contributing the development of children's physical literacy and their longer term phycial and mental health and well-being. Improve the feel of the park in general and make the place more present - paint equip - replace / enhance, improve lighting and security and plant trees.	£100,000	★
Associated project management and capital works against the whole initiative		£100,000	

Total Budget

£1,000,000

Template for Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	Towns Fund Programme			
Coverage:	State the extent or scope e.g. overarching/crosscutting or service-specific.			
This is a decision relating to:	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input checked="" type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input checked="" type="checkbox"/>	Revision of an existing approach:	<input type="checkbox"/>
It is driven by:	Legislation:	<input checked="" type="checkbox"/>	Local or corporate requirements:	<input type="checkbox"/>

<p>Description:</p>	<p>Middlesbrough was one of 100 towns across the country selected to apply for up to £25m of Government investment as part of it's plan to level up. The overarching aim of the Towns Fund is to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth.</p> <p>The Vision for Middlesbrough Five themes underpin the economic ambitions and aim to rebuild Middlesbrough's economic and social fortunes: Transport and Connectivity - All travel modes will be enhanced. Urban Communities and Placemaking - New urban communities, new employment accommodation and a broader leisure mix will be created. The Middlesbrough Experience - Middlesbrough will be the key destination in the Tees Valley. Building a Knowledge Economy - Quality of life and outcomes for residents will be improved through education and training. Enterprise Infrastructure - Middlesbrough will deliver premium commercial space to enable additional employment.</p> <p>Outcomes: By 2030, Middlesbrough will be transformed by:</p> <ul style="list-style-type: none"> • 2000 new urban homes in the town centre, home to 4000 residents; • £500,000,000 investment between 2020 and 2024 • 265,000 sqft of additional modern office floorspace • 2700 new jobs • 35% increase in rail passenger patronage • 16 km of new cycle ways provided • New Town Centre Art College and Secondary school by 2024 <p>Stakeholders are all Middlesbrough residents, businesses and visitors.</p> <p>Insert short description, using the following as sub-headings:</p> <ul style="list-style-type: none"> • Key aims, objectives and activities • Statutory drivers (set out exact reference) • Differences from any previous approach • Key stakeholders and intended beneficiaries (internal and external as appropriate) • Intended outcomes.
<p>Live date:</p>	<p>When will this be implemented?</p>
<p>Lifespan:</p>	<p>Between which dates will this apply?</p>
<p>Date of next review:</p>	<p>When will the next review be undertaken? State any triggers for early review.</p>

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<p>Human Rights</p> <p>Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*</p>	☒	☐	☐	<p>It is considered that the proposed programme will not impact negatively on individual human rights as the proposal represents a significant and positive enhancement for the local and wider area. The programme will bring new opportunities that will be available to everyone.</p>
<p>Equality</p> <p>Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?*</p>	☒	☐	☐	<p>The Council has a duty to consider the impact of the proposed decision on relevant protected characteristics, to ensure it has due regard to the public sector equality duty. Therefore, in the process of taking decisions, the duty requires the Council to have due regard to the need to:</p> <ul style="list-style-type: none"> (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it, and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <p>It is considered that the programme of investment will not have a disproportionate adverse impact on a group, or individuals, because they hold a protected characteristic. Evidence used to inform this assessment includes engagement to date with relevant Council departmental teams and feedback from the Town Deal Board.</p>

* Consult the Impact Assessment further guidance appendix for details on the issues covered by each of these broad questions prior to completion.

Screening questions	Response			Evidence
<p>Community cohesion</p> <p>Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*</p>	☒	☐	☐	<p>There are no concerns that the proposal could have an adverse impact on community cohesion.</p> <p>The Towns Fund programme will bring significant investment and opportunities to Middlesbrough as a whole and will not negatively impact relationships between different groups. The investment in housing and job creation would assist the Council's Social Regeneration agenda, ensuring a supply of new job vacancies and affordable housing to meet the needs of its emerging and aspiring population.</p>
<p>Next steps:</p> <ul style="list-style-type: none"> ➡ If the answer to all of the above screening questions is No then the process is completed. ➡ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed. 				
Assessment completed by:	Louise Antill		Head of Service:	Sam Gilmore
Date:	1 Feb 2022		Date:	1 Feb 2022

Report of:	Councillor Mieka Smiles - Deputy Mayor and Executive Member for Children’s Services Sue Butcher - Executive Director of Children’s Services
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Submitted to:	Executive - 8 March 2022
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Subject:	Children’s Services Improvement Programme: Update Report
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Summary

Proposed decision(s)
That Executive notes <ul style="list-style-type: none"> • The progress made to improve outcomes for Middlesbrough’s vulnerable children as set out in our Children’s Services Improvement Plan 2020/2023. • The effect of this work on showing ‘Middlesbrough Children that they Matter’.

Report for:	Key decision:	Confidential:	Is the report urgent?¹
Information	No	No	No

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
We will show Middlesbrough’s children that they matter and work to make our town safe and welcoming and to improve outcome’s for all children’. Safeguarding and supporting those made vulnerable.		

Ward(s) affected
All Wards as improving services will positively affect vulnerable children across Middlesbrough.

¹ Remove for non-Executive reports

What is the purpose of this report?

1. To brief members of the Executive on the progress made against the Children's Service Improvement Plan with particular reference to the findings of Middlesbrough's Ofsted Monitoring Visit in December 2021.

Why does this report require a Member decision?

2. This report is for noting only.

Report Background

3. The Department of Education appointed a Commissioner, Peter Dwyer in March 2020 to assess Middlesbrough's potential to improve outcomes for vulnerable children and young people following a full inspection by Ofsted in January 2020. The Commissioner wrote his final report following his 'virtual' visit to Children's Services in June/July 2021. He stated that 'Considerable progress has been made and there is evidence of real impact most impressively in the face of significant demand and need, the LA has tackled legacy issues which had inflated the volume of cases in higher tiers of provision'. The Parliamentary Under-Secretary of State for Children and Families, Will Quince, subsequently agreed to withdraw Commissioner support on 22nd November 2021. This was a significant step for Middlesbrough although unfortunately delayed by a change in ministerial responsibilities. A meeting between colleagues from the Department for Education, executive members and senior officers explored the significant changes in the Council's Executive and the potential implications of a change of overall management structure. The DfE was assured that the new changes would help to stabilise the situation and that the Executive team were committed to the improvement journey. The DfE decided that because the changes were not yet embedded that Middlesbrough has now received a revised Statutory Direction. It has taken some time for the DfE to produce the Statutory Direction Notice and it is not due for publication until March 2022. Stuart Smith, Middlesbrough's Improvement Adviser, now has a focus on supporting members in their roles including the lead member for Children's Services, the chair of Children's Social Care Scrutiny, the Chair of the Corporate Parenting Board and the Chair of Education and Learning Scrutiny. In addition members most involved with the Children's Services including the lead member for children's services have undertaken training with the Local Government Association and a wider group of members are attending training on how to be a successful Corporate Parent.
4. At the same time, the Minister also agreed to award Middlesbrough a grant of £330k to support practice improvement. This funding is focused on bringing in additional practice expertise in areas identified for specific improvements such as children with disabilities. The Children's Services leadership team is concerned that this funding is only up until 31st March 2022 and that without further funding there may not be enough time to secure sufficient traction on improvement. It is hoped that another bid can be made to secure funding from 1st April onwards.
5. Ofsted carried out a Monitoring Visit to Children's Services on 14th and 15th December 2021. The report, published on 31st January, is attached to this report. The visit focused on work with:
 - Children in Need
 - Children in Need of Protection

- The Public Law outline process – a formal process of work carried out to prevent work with children being escalated into court.

Strengths

6. The inspectors found no child at risk of immediate harm or in need of urgent action. This is significant progress from the full inspection November/December 2019 (report published in Jan 2020)
7. The Senior Management Team know their services well and they have a realistic understanding of progress.
8. A detailed Self Evaluation document accurately describes improvements and areas for further development.
9. There is a successful focus on improving the capacity of staff, decreasing caseloads and employing more permanent, qualified and experienced staff.
10. Our audit programme, called Audit to Excellence is a particular strength. It gives a wide and in-depth coverage of the quality of the service with a robust moderation process.
11. There has been a successful focus on compliance for example we are carrying out the right work at the right time for example.
12. As well as the focus on compliance there has been an appropriate focus on improving the quality of practice through increased training and learning opportunities
13. There are some examples of good practice. The report says, 'for these children, there was good effective working relationships with the parents, good observations, meaningful direct work and well-focused planning and management oversight'
14. Stronger practice where there are immediate safeguarding concerns and children on the edge of care
15. It is extremely gratifying to note Ofsted's observations that Social Workers:
 - Know their children well and have an enthusiasm and passion for improving their lives.
 - Felt supported during lockdowns
 - Reported how Children's Services has been improving and that they are better supported to do their work.

Areas for Development

16. There is still a stubborn 20% of inadequate practice although more recently this is showing some signs of improvement.
17. Plans and planning are not yet focused enough and lack timescales relevant to the child. This leads to delays in progressing children's plans so some children remain in situations where their needs are not met or sufficiently managed.
18. There is still an insufficient focus on the lived experience of the child

19. Social work tools such as the graded care profile used to support the identification of neglect are not sufficiently utilised to focus on patterns of behaviour and cumulative risk.
20. In the main, supervision is not sufficiently driving improvements and the management of decision making is too limited
21. Positive steps have been taken to improve pre-proceedings work but management oversight does not always lead to the identification of what needs to change for children.
22. There is evidence of a risk averse culture meaning that
 - Some families find themselves subject to statutory Child protection planning when in Ofsted's view it is not needed e.g. families who need support but work well with social workers and other agencies.
 - Safety plans can be in place when cases close when different support packages would be more effective.
23. Although there remains much to do Ofsted and the DfE are positive about Middlesbrough's practice improvement to date.

Next Steps

24. To revise the improvement plan to reflect the areas for development highlighted in the report.
25. To have a determined focus on moving the quality of practice.
26. There will be at least two more monitoring visits the first of which is in March 2022 followed by one in June 2022. The March visit will focus on court work, permanence which was a significant factor in receiving our inadequate grading in January 2020 and looked after children.
27. In the autumn Ofsted will consult with us as to our readiness for a full inspection or whether there should be another monitoring visit with a full inspection likely to be at the end of 2022 or early 2023. Although moving out of intervention as soon as possible seems positive the view of the leadership team is that by waiting a further few months we could gain a higher Ofsted grading which will stand the authority in good stead going forward.
28. The Multi-Agency Improvement Board continues to meet on a six weekly basis and will continue to do so at least up until the full inspection. In addition to holding Children's Services to account for our own progress a major focus for the Board going forward has to be on continuing to develop strong working relationships with our partner agencies. A board development session focusing on systems leadership across all agencies working with and for children as one system is planned for April/May 2022.

What decision(s) are being asked for?

That Executive notes:

29. The progress made to improve outcomes for Middlesbrough's vulnerable children as set out in our Children's Services Improvement Plan 2020/2023.

30. The effect of this work on showing 'Middlesbrough Children that they Matter'.

Why is this being recommended?

31. To ensure that Members are fully briefed this report has not been considered by the Overview and Scrutiny Board or by a Scrutiny Panel.

Other potential decisions and why these have not been recommended

32. Executive could chose not to formally note the report but this would mean that the improvements to services for Middlesbrough's most vulnerable children are not formally recognised.

Impact(s) of recommended decision(s)

Legal

33. The work being carried out within the improvement plan contributes to the Council meeting its statutory duties in regards to safeguarding children in Middlesbrough.

Financial

34. Children's Services have been awarded the grant, paid in arrears on actual expenditure, of £330,120 from the DfE Children's Services Improvement and Intervention Unit (CSIIU) to support the Improvement journey in Middlesbrough.

35. The Council will look to bid for further funding opportunities beyond 31st March 2022.

36. This initial short term funding has allowed an increase in capacity in Practice Improvement, Vulnerable adolescents, Children with Disabilities, participation of young people as well as improving data and evaluation of services.

37. The funding has to be spent by 31st March 2022, and is only based on relevant actual expenditure.

38. There are no effects on the Councils revenue position from the grant in this current financial year 2021-22.

39. The council have provided approximately £1.6m per annum during the last two financial years for Improvement.

40. The Children's Services financial position is detailed in the latest Quarter 3 report to Executive.

Policy Framework

41. The contents of this report do not impact on the Council's policy framework.

Equality and Diversity

42. The improvement of children's services should not result in policies and practices that impact inequitably on individual or groups because they hold one or more protected characteristics.

43. Ensuring that services to children and families are effective and appropriate for all including those who hold one or more protected characteristics is a key responsibility for the service and will be monitored at all times as part of the improvement journey.

Risk

44. Inadequate safeguarding practices lead to children and young people being at risk of significant harm resulting in organisational reputational damage. Risks are reported to the Multi-Agency Strategic Improvement Board which takes place on a six weekly basis.

Actions to be taken to implement the decision(s)

45. The report is for noting only.

Appendices

46. None

Background papers (attached)

Body	Report title	47. Date
Department of Education	Commissioner's 12 month Review Report	July 2021
Department of Education	Letter from Parliamentary Under-Secretary of State	22 nd November 2021
Ofsted	Monitoring Visit Letter	31 st Jan 2022

Contact: Sue Butcher, Executive Director of Children's Services
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12 month review report into Children's Services in Middlesbrough

**Peter Dwyer CBE: DfE
Commissioner for Children's
Services**

July 2021

Middlesbrough Children and Young People’s Services: Commissioner 12 month follow-up report

1. Context:

1.1 This report provides further summary analysis of progress being made at Middlesbrough in addressing the significant weaknesses in practice identified through an Ofsted inspection of their services published in January 2020. At that point, the LA and its partners were assessed, in respect of childrens services, to be “inadequate” against all judgements. The full report is accessible at <https://files.ofsted.gov.uk/v1/file/50143726>.

1.2 This systemic failure necessitated the statutory appointment by the DfE of a Commissioner. In my original report, I recognised the strengths in the response made by new senior leaders both political and managerial across the LA and its partners. I therefore recommended in May 2020, that the introduction of an alternative delivery model could serve only to disrupt the improvement programme which was firmly in place. This recommendation was accepted, with the usual expectations of a 6 and 12 month review by the Commissioner and that the independent Chair of the Improvement Board would provide regular updates to the Minister. It was also agreed in May 2020, that I would retain some ongoing involvement through to the 6 month review stage given the complexity faced of delivering improvement through COVID.

1.3 In my 6 month review report of November 2020 whilst highlighting areas for further improvement, I also confirmed that:

“A calmer focused systematic and informed approach is being taken based on good, trusted analysis and by leaders working better together on a partnership basis. Delivery against the improvement plan has been good but the delivery of marked improvements in the consistent quality of local practice remains a significant challenge”.

1.4 This 12 month review report was deferred, with the agreement of all parties, by 2 months as the original timing clashed with an Ofsted assurance visit. The short delay has also enabled this report to incorporate key feedback arising from that Ofsted activity. This report and its findings have also benefitted greatly from the insights of the DfE appointed Improvement Advisor Stuart Smith who has been working closely and effectively with the LA and partners over the past 6 month period.

2. Further updates by others since the November Commissioner report:

2.1 In his most recent update on 1 May 2021 to the Minister, the Chair of the Improvement Board (John Pearce DCS Durham) described how in his assessment: “Middlesbrough has put in place the foundations required for an effective improvement programme”.

2.2 He highlighted, in particular, the establishment of a permanent leadership team well supported politically and corporately, a good performance and planning infrastructure enabling a detailed understanding of progress and the issues facing

the area and an improvement plan covering all key areas with governance in place to track progress and challenges through to the Improvement Board.

2.3 At the same time he described how Middlesbrough continues to face a number of challenges due to starting from such a low base and the added challenge of delivery through Covid. He was keen to see still further impact of partnership work, better understanding and management of high levels of demand and the impact that has on capacity and quality and a further embedding and sustaining of the improvements made to date.

2.4 Across the country **Ofsted** have been undertaking COVID related assurance visits to all LAs where performance concerns exist. These assurance visits look at practice through a wider lens than is usually the case when Ofsted conduct monitoring visits. In that context, Ofsted conducted a remote assurance visit of Middlesbrough on the 26 and 27 May 2021. Their conclusions included the following strengths amongst others:

“Since the inspection in December 2019, senior leaders have been engaged in a comprehensive programme of improvement. Leaders have a good understanding of what they have achieved and of what more there is to do.

The multi-agency children’s hub (MACH) has continued to build on the improvements that had been identified at the monitoring visit in August 2020. Children’s risks and needs are identified through a thorough screening process that is timely and proportionate.

Children are seen regularly, and throughout the pandemic social workers have taken into account specific COVID-19 safety plans when planning their visits. Some social workers are creative and persistent in their engagement with children, despite the restrictions imposed by lockdown measures. This direct work with children is demonstrably making a difference to their lives.

Strategic and operational partners work together effectively to identify exploitation risks and trends for children in their communities. The tracking of children who are at risk of or who are being exploited continues until the risk is sufficiently reduced. There are clear and comprehensive procedures in place for children who are missing from home or care.”

2.5 At the same time Ofsted highlighted a number of agreed areas for improvement including:

“Senior leaders know, through their own audits, that too much work is still being evaluated as poor and not meeting their own expectations regarding the quality of practice.

The quality of social workers’ assessments of children’s needs varies. In the poorer assessments, the direct work with children is not contributing to a clear understanding of what life is like for them. Plans for children that are made following an assessment of need also vary in quality.

Management oversight and actions to ensure that vulnerable children and children in care, including those with special educational needs and/or disabilities (SEND), receive their full educational entitlement.

The understanding of identity and the diverse needs of children and their families to inform assessment, planning and support.”

Importantly the areas for development identified by Ofsted matched the self-assessment of the LA.

3. July 2021 Commissioner 12 Month Review: Process:

3.1 For this 12-month review, I have had well organised access to a range of key strategic documentation and performance reports including all papers for recent meetings of the Improvement Board. I have also undertaken a number of individual interviews with key leaders including political leaders and have held focus groups looking at key areas including QA and Performance; Workforce Development and Practice; and Partnership working.

3.2 In addition, I have held (with Stuart Smith DfE Advisor) focus groups with front line social work staff and a separate session with frontline managers. I have benefitted greatly from discussions with Stuart Smith (DfE Advisor), John Pearce (Independent Chair of the Improvement Board); Edwina Harrison (current Chair of Multi Agency Safeguarding Arrangements); Sam Morrison (DfE) and with LGA staff supporting the LA.

3.3 Headline feedback from this 12 month review was provided to the LA on Friday 16 July 2021.

4. July 2021 Commissioner 12 Month Review: Analysis

I have structured this feedback, as previously, broadly against elements of the “enablers for improvement” commonly recognised and used by the DfE.

4.1 Leadership and Management

In the November Commissioner review report we said:

Whilst political and managerial leadership has been secured and enhanced this progress needs to be both maintained and extended. The maturity of member engagement needs ongoing support including from the LGA and greater stability is now essential at all levels of the LA leadership structure.

The recent period has witnessed significant political leadership change. Resignations of key cabinet members including the Deputy Mayor/Executive Member for Children has disrupted considerable work undertaken over the past year in equipping already inexperienced cabinet members who have now departed.

The resulting political arrangements have since changed again, which now sees a new Executive Member for Education, the Mayor taking direct responsibility for childrens social care and a new Chair of the Corporate Parenting Board. Good political leadership of the childrens agenda matters and the work to establish that in Middlesbrough has been significantly disrupted. In the short-term there is nothing to suggest the current position will impact on the leadership and financial commitment to the service and indeed the Mayor’s direct involvement could create new championing opportunities. The current arrangements if allowed to continue could

destabilise the progress made, reduce the level of engagement by members, confuse political accountability and weaken the support to the service provided by elected members. The Mayor is aware of this and is taking steps to get the right person into the Executive Member for children role. New members for children and education would also benefit from the LGA development and mentoring programme.

A stable credible leadership team within the LA and with partners have made further significant strides in enhancing the quality of their analysis, their shared understanding of their communities and their response to the children and families of those communities. This is then leading to activity including enhancing the provision of early help activity particularly in areas of greatest need.

The work on understanding demand and future projections is of a very impressive nature, sophisticated enough to incorporate the challenges of analysing legacy issues whilst also incorporating ongoing COVID related impacts. The quality and clarity of this analysis and forecasting work enhances leadership credibility and corporate support and engagement in improvement activity. The work has considerable potential to meet the ambition of joining improvement and financial strategies in a comprehensive Medium-Term Financial Forecast for childrens services.

The “Middlesbrough Children Matter” branding developed through young people’s voice activity, is at the heart of key strategic documentation, organisational conversations and is used creatively via social media. It appears to be proving an engaging ambitious and unifying catalyst for change.

Key strategic documents are in place which combine a rich and systematic use of data analysis with a consistent style and narrative underpinned by shared principles and some great graphics. This strategic coherence must support effective delivery.

Within the directorate we continue to see a far greater sense of a single children and young people’s service operating collectively and without the historic silos. There continues to be a similar and important sense of a one council approach and a greater language about place rather than organisation. The Chief Executive is directly chairing a corporate reference group charged with ensuring full cross council engagement and understanding of the childrens improvement agenda. The group also has ambitions to widen that engagement into a wider pledge/commitment for all children – such a “child friendly city” style approach is welcomed but will require full engagement of members and the wider partnership via the Childrens Trust.

Leaders of Childrens services are more open in engaging with external sources than previously. They are more visibly engaged in regional and sub regional activity and keen to continue working with others e.g. North Yorkshire in the interests of improvement. Plans for a LGA peer review of the Virtual School is another example of this. It is encouraging to see local practice around the COVID response also being profiled by key national organisations like the What Works Centre.

4.2 Strategic Partnership Approach

In the November Commissioner review report, we said:

1. Significant progress has been made in partnership working and operational improvement has been recognised. Perhaps more could be done to ensure that delivery of the improvement plan does not simply revert to LA led improvement activity observed by others.
2. In the complexity of strategic partnership working the links between the children and young people's agenda and the local Health and Wellbeing board appears underdeveloped. Similarly, new Multi-Agency Safeguarding Arrangements (MASA) across South Tees appear in their infancy and proposals for a new independent scrutineer role needs to complement rather than duplicate the current improvement board agenda.
3. Whilst communication routes within the LA have been enhanced the opportunities to improve communication across the wider childrens workforce on a partnership basis appears less developed.
4. As described above exciting opportunities are at hand but must be operationalised to further enhance the MACH through the injection of additional capacity most notably through the police. Given the significance of domestic violence this is particularly welcomed but must be delivered.

The Improvement Board continues to prove highly effective. It is well chaired, well attended and accesses focused and high-quality analysis on progress against the improvement plan. Exception report and rag rating of actions is well established. Its agenda enables deep dive activity into areas of particular concern or interest to the Board without losing its primary focus on delivery against the Improvement Plan.

There are welcome and advanced plans to enhance the Improvement Board through the engagement of additional members including the DASS, the Chair/Independent Scrutineer from MASA, housing and the VCS.

A chair/ independent scrutineer has been appointed into the Multi Agency Safeguarding Arrangements (MASA) (South Tees Safeguarding Children Partnership) and this is bringing real energy, expertise and optimism that greater strategic alignment of the key strategic forums work can be delivered. Greater confidence that improved partnership focus and governance is possible regardless of the geographic areas covered by bodies.

Under this new leadership the MASA has already held 2 major conferences and this may provide a useful model with the Improvement Board for further enhancing engagement and understanding on a partnership basis of improvement activity.

A combination of new leadership culture and possibly COVID requirements have had the impact of bringing partners closer together and many examples of much improved relationships were described for example between LA and the local school

community with the voice of education said to be more regularly heard and schools better supported to embrace wider responsibilities for vulnerable learners. Partners frequently described to me the openness and accessibility of known leaders who respond and deliver. One headteacher said she believed all others would agree that “our voice is valued” by leaders who “always get back” and who now “listen and engage”. At the same time this high support to partners was matched by “high challenge” with agencies described as being appropriately “held to account more”.

Leaders within childrens services in the LA are said to have also played a key role in enhancing the profile, practice standards and improving outcomes through their engagement with external bodies eg Adoption Agency and MARAC.

Frontline staff and their managers in LA services describe positive partnership working in many areas – much improved school engagement; excellent strategy meeting attendance; great housing and NEET pathways for care leavers; good engagement with police and creative ways to frequently monitor young people on the edge of school/missing have been created.

It does feel that opportunities are at hand to even further change the language of partnership working across the local authority area. A chance to move beyond the historic narrative around inward focused organisations, to put to one side frustrations that some may hold about earlier decision making eg MACH disaggregation or chair appointments and move to more mature and lived partnership behaviours where openness, transparency and trust can be ever more consistently rekindled. There is an incredible appetite for this and plenty of excellent examples of collaborative operational practice from which to build.

The partnership front door MACH continues to receive positive endorsement from both external inspection and internal audit processes. The police have followed through on committing additional capacity within the service and a triage system for the high volume of domestic abuse notifications has now been established. An ongoing debate on whether all such notifications need to enter this route may benefit from external support. Shared language around police domestic abuse notifications and whether they are contacts or referrals is urgently required.

4.3 Workforce

In the November Commissioner review report, we said:

1. Whilst there have been discrete areas of activity against the workforce development agenda the need for a comprehensive Workforce Strategy is now fully recognised.
2. The ambition for this to incorporate a consolidated staff offer, a rich learning and development package, a comprehensive approach to recruitment and retention, a greater understanding of demand and therefore required skills/structure is really welcome and progress must be prioritised.

3. This work should also see the needed clarity on the local Practice Model and associated practice toolkits being delivered. The LA is also keen to review elements of its work around the voice of the child to see greater engagement in key planning and support forums.

The LA has provided the required stability and quality of senior and middle leadership during the recent period. There is clear evidence of trusted high-quality relationships between LA leaders essential to further progress improvements within children's services.

There is now an approved, impressive Strategic Workforce Development Strategy with themes covering organisational design, recruitment and retention and workforce training and development. The sophistication and ambition displayed in the modelling work is really exceptional. The strategy is clearly aligned with other strategic activity and has impressively sequenced ambitions and desired outcomes. Work is advanced on finalising the approach and determining the financial implications of the approach to enhance recruitment and retention in key roles.

The new Learning and Development Programme contained within the above is providing more consistent induction, a clear ASYE offer, core training linked to improvement priorities, a multiagency offer around Early Help and thresholds and additional development training plus discrete managers programme. The learning and development approach now includes flexibility to respond to team specific needs arising from audit and, identified needs can be promptly responded to through "hot topic" style briefings. The offer and its responsive nature is positively described by frontline staff and managers with the only barrier to engagement apparently that of time in some areas. A call for some "hot topic" spots to be moved to the mandatory list will be welcomed in some quarters and may help prioritisation. It was also excellent to hear staff using the experience of apprentices in the service to reshape approaches and language eg on missing education.

The LA has made some progress in reducing the use of agency social work staff including agency managers but there is still too many and the quality of agency staffing available is recognised as one of the barriers to more consistent improvements in practice. The LA continues to use managed teams as an alternative model and investments made currently in the assessment function has proved effective in reducing caseloads without increasing throughput to other parts of the service. The timeline for moving to a "steady state" in resourcing is under development and will require finalising, approval and clear communication.

To enhance recruitment and retention the Workforce Development Strategy workstream has developed innovative options for an enhanced recruitment offer through welcome and retention payment scheme. At the same time a new specialist recruitment process and new website is about to be launched.

The outcomes from last years Annual Health check of the views of social workers made mixed reading albeit understandable in the context of the improvement journey. Whilst scoring highly for being cared for by managers and the organisation,

comparisons with others saw lower feedback scores around workload, access to regular and reflective supervision and understanding of the practice model. At that stage only half of social workers would recommend the organisation as a social work employer. Impressively the feedback has not been hidden but used and, at the Practice Week clear open messages were given about what actions were being taken to address the challenges made.

Whilst for many areas caseloads have now reduced, there are still areas (20%) where individual caseloads are above desired levels. An understandable focus on key pathways and Ofsted recommendations has inevitably meant that other teams eg children with disability are perhaps behind the pace of elsewhere in the organisation. Reductions in the numbers of children in care and on plans has enabled the IRO service to have manageable caseloads in line with national guidance and enhance their engagement in all key decision-making processes.

When we met social workers and frontline managers we heard positive feedback on the organisation culture and visible credible leadership. They positively recognised that enhanced management capacity and smaller teams has led to improvements in the levels of supervision, support and case management oversight at all tiers of the organisation. Staff also recognise the priority given to retention with additional career opportunities being created through, for example Practice Champion roles and through expansion of the frontline programme. Whilst supervision procedures have been updated and frequency is good, further work to increase reflective supervision and supervision around the quality of practice rather than pure compliance is now needed.

4.4 Practice Improvement and Innovation:

In the November Commissioner review report, we said:

1. Leaders have been rightly cautious about committing additional resources into a service where deficits in practice and management of that practice exist. They have been keen to have a sharper sense of genuine demand and subsequent capacity needed. Whilst legacy issues and COVID implications may still blur that analysis, there is sufficient evidence now available to fully justify further investment to enhance capacity. Caseloads are too high and must be reduced. At the same time developed work to better understand the nature of demand in an attempt to reshape the profile of interventions should be maintained.

2 The LA have clear opportunities with the further investment described above but must ensure the extra resources are targeted wisely. Used to reshape the workforce structure in the direction not always of current demand but in a way which creates capacity which matches the preferred practice model and philosophy. Additional targeted investment will also remain welcomed to address historic practice deficiencies ie out of authority placements and creativity should be possible to enable bespoke practice expertise to be mainstreamed over time.

3. Too many children are in care and too many are placed inappropriately elsewhere. The new approved strategy needs to be supported by detailed

implementation plans which ensure that such a statement is of historic rather than current relevance. The proposed further investment in the Innovate team on out of authority placements; the further embedding of the opportunities through Future for Families and the potential for further work with North Yorkshire on reviewing the local fostering offer are all welcome and require follow through.

Practice Weeks are used creatively by the organisation. In March 2021, a rich menu of short presentations by external speakers were alongside internal inputs. The programme was aligned with improvement priorities and saw very high engagement (over 1000 attendances) and strong feedback was received.

The integrated line management of Early Help within the same portfolio is adding real value. A historically stable reflective and effective service has enhanced its role and brings strong evidence of impact. Step down is used effectively as cases come from childrens social care and good handover arrangements are in place. There are also new innovative developments within early help funded creatively with the VCS eg Seen Heard Believed (trauma informed practice)

Progress has now been made in finalising the Corporate Parenting Strategy (which incorporates permanence and sufficiency); in developing and launching a comprehensive Early Help strategy and action plan; in jointly drafting an impressive and coherent Learning and Education Strategy which goes out to consultation this month, and a detailed comprehensive Learning and Development Programme which is now in place.

Within the permanency strategy considerable progress has been made in the tracking and oversight of children within the care system. This has led to impressive performance in timely moves for more children into adoptive placements and a significant increase in the use of special guardianship etc. We also see evidence of more appropriate use of PLO, a reduction in emergency hearings and a stronger relationship of trust is described with CAFCASS.

The Audit to Excellence programme has now been rolled out across the whole service with team plans/performance clinics and non-negotiables in place with strong endorsement of the approach across the service. Audit completion are 100% in some areas eg early help and, whilst more progress is needed in some areas the Audit to Excellence capacity has been extended for a further 12 month period to support embedding and extension of this highly impressive model.

It is encouraging to see further innovation and investment in challenging times. 2006-14 had seen the closure of much youth service provision in Middlesbrough and whilst some targeted activity continued, it was short term funded and lacked a strategic and aligned approach. April 2021 saw the new Youth Service go live with innovative commissioned services providing universal, targeted and transition provision. All contracts are closely aligned with Middlesbrough Childrens Matter principles and priorities and with clear organisational links to MACH and early help arrangements. Governance of new provision is through the Partnership and Prevention Board. April

also saw the launch of new trauma informed therapeutic service for 4-18 year olds who have witnessed traumatising Domestic Abuse.

Under the governance of the Childrens Trust, the LA is cautiously exploring models for enhancing and integrating provision at a local level. Ambitions to develop locality teams around targeted communities (Newport and N Ormesby); local pilots of school based social work staff (Park End) and ideas around direct supervision of designated school safeguarding leads are under discussion. This is welcome with recognised care needed that pilot activity does not result in fragmentation and confusion.

The Practice Model (Children and Relationships First) is clear, well communicated and increasingly well understood. It has been introduced through open and engaging dialogue and its profile is maintained in a number of innovative ways eg use of audit and champions. Behind the high level principles of the model sit developed practice standards and a rich raft of direct work tools. The dialogue on practice is ongoing with clear links back from practitioners via the PSW to the DCS and a really creative “courageous conversations” model of exchange between senior leaders with operational managers.

The service continues to work with North Yorkshire and a current workstream around the fostering service is clearly needed. The service is needing to resolve legacy issues whilst at the same time developing a new offer to attract new carers. In the interim the service has a reduced number of net carers. Care is also needed that the ambitious advanced plans for enhancing the residential care offer are also matched with the ability to resource and recruit high quality staffing. With these issues combined, the LA runs the risk of seeing children continuing to live in more costly IFA placements and in at least local residential care but in provision less well prepared to meet need.

It was suggested to us that progress in developing a wider range of commissioned services to support core social work activity whilst welcomed, may be at risk of leading to a plethora of referral processes and subsequently unnecessary delay and duplication. There are models of resource panels etc being used elsewhere to streamline and enhance access to the right service for the right child which could be considered.

4.5 What difference is being made?

In looking at recent performance report and analysis it is impressive to see that :

- Assessment timeliness has significantly improved from 76% in September 2020 to 95% currently and some evidence from audit of improved quality.
- 95% of child in need cases have been reviewed within timescale.
- 15% reduction of numbers of children on child protection plans with a 28% reduction of ICPCs in the past 6 months.
- The care population is down from a peak of 702 (August 2020) to 539 currently – in the last 6 months there have been 66 admissions and 172 have left care.
- Connected carer figures are down from 210 Sept 2020 to 119 currently.

- 34% reduction in children Placed with Parents.
- 40% of closed social care involvements result in step down to early help.
- 42% increase in cases in early help and the service able to evidence 78% of early help cases closed with positive outcomes.
- Targets for the Supporting Families/Troubled Families programme have been fully met 1027 attached to the programme and £312K reward funding claimed.
- Work to safely return children from external foster and residential care is delivering – including 4 children returned home from residential care with support at a saving of £1.4M annually. 34 of 40 children in community supported by Futures for Families remained at home.
- Good accommodation offer for care leavers and dedicated CAMHS worker and independence programme in leaving care.
- Good attendance reported at strategy meetings.
- Improved performance in children seen in assessments.
- Evidence that supervision levels have improved.
- Audit is evidencing and some evidence of very strong practice on voice of child and management oversight.

Performance concerns

- Inadequate practice is reducing although still at 22%
- Although improving from a low base, rereferral rates are too high
- Dental checks are too low (covid related issue)
- Family Group Conference numbers not where desired and model not embedded
- Pathway plans in place are low and audit says quality not good enough
- The timeliness of ICPCs
- Whilst average caseloads are fine at 19 some staff are said to be in high 20s – 19% have 26-30
- Early Help caseloads too high at 28
- Quality of PEPs is variable
- Quality of life story work variable
- Private fostering low numbers
- ICPCs – actions not SMART enough
- Single agency lead professionals have improved but more needed
- Agency staffing is too high and it creates too many changes of worker

5. Recommendations

1. The high quality of forecasting, analysis and service redesign work should provide the necessary confidence to move into an ambitious Medium Term Financial Plan which will fund activity where needed and desired rather than the historic use of funding on reactive activity which was neither desired nor consistently effective. This work however must be further progressed, finalised and the approach and financial implications approved.

2. Further reductions in the numbers of inadequate cases are needed. This will be achieved by maintaining and embedding existing high-quality activity. The potential for distraction through too many further new initiatives should be avoided. Progress will be made by doing even more of the same - consistent credible leaders leading a joined-up organisation supported well corporately, which prioritises a practice model, understood and delivered by permanent practitioners operating with great managerial support and manageable workloads.

3. There are many improvements in partnership working evident in the LA and, a further enhancement of the Improvement Board including improved engagement and leadership of MASA arrangements should help strengthen links between the key statutory agencies. Planned new members of the Improvement Board and increased joint activity between the Improvement Board and MASA must be implemented. The partnership tension surrounding triage of domestic abuse cases must be resolved and LA leaders must move into a style of partnership engagement which is more inclusive and consultative.

4. As described earlier the current political leadership arrangements need to be enhanced with additional capacity introduced and training for key roles identified. As the statutory guidance says

“The DCS and Lead Member Children’s Services (LMCS) roles provide a clear and unambiguous line of political and professional accountability for children’s well-being. The DCS and LMCS should report to the Chief Executive and to the Council Leader or Mayor”. And whilst no specific reference is made to the Lead member role the guidance is clear that “it is not appropriate for the Chief Executive also to hold the statutory role of DCS (except possibly as a temporary measure)”

Whilst I am fully reassured that the current arrangements do not present any immediate risk to further progress, a recommendation will be made to the Minister for the Mayor to provide an update within a 3 month period on progress in establishing the required informed political leadership in line with this statutory guidance.

5. The need for less reliance on agency staffing and managed teams is recognised and the work on the Medium Term Financial Plan must create a detailed timeline for progress. The plan must be underpinned by effective delivery against the Workforce Development Strategy.

6. Whilst supervision procedures have been updated and frequency is good, further work to increase reflective supervision and supervision around the quality of practice rather than pure compliance is now needed.

7. It is encouraging to see a prioritisation in improvement of the local fostering service but externally supported work is required. More local high quality placements are needed, equipped to provide greater placement choice and to support the appropriate return of children placed elsewhere to the local

authority area. At the same time planned enhancements to residential care placements locally must be matched by skilled, stable staffing to care for those with most complex needs.

8. The LA should seek to reduce complexity in frontline staff accessing new services whether directly delivered or commissioned from others. Ease of speedy access for the right service for the right child should be the aim.

9. Whilst much progress has been made, the performance challenges highlighted at section at Section 4.5 of this report must be prioritised.

10. The impressive ambition to locate improvements in childrens social care in the context of wider improvements in outcomes and choices for all children, young people and their families will need translation into effective delivery routes.

6. Summary

Considerable progress has been made and there is evidence of real impact. Most impressively in the face of significant demand and need, the LA has tackled legacy issues which had inflated the volume of cases in higher tiers of provision. Significant reductions in the care population have been achieved through a focus on permanency and supporting families locally and important reductions in children on child protection plans and within social care generally have taken place. The LA knows itself well and has clearly moved beyond having “the necessary building blocks” in place to an organisation impacting on outcomes and progressing impressively on their improvement journey.

On this basis, I would recommend to the Minister that no further direct engagement of an appointed Commissioner is required and continued monitoring and support to improvement is afforded by the Advisor and core DfE team.

Peter Dwyer CBE

DfE Commissioner

Middlesbrough



Will Quince MP

Parliamentary Under-Secretary of State for Children and Families

Sanctuary Buildings 20 Great Smith Street Westminster London SW1P 3BT
tel: 0370 000 2288 www.education.gov.uk/help/contactus

Mayor Preston
Civic Centre
Middlesbrough
TS1 2RH

22 November 2021

Dear Mayor Preston,

**FINAL COMMISSIONER'S REPORT ON CHILDREN'S SERVICES IN
MIDDLESBROUGH**

I am writing following the final report from the Children's Services Commissioner, Peter Dwyer.

My officials have briefed me on the Commissioner's involvement in Middlesbrough and your improvement journey to date. Based on this, I have agreed to withdraw Commissioner support in Middlesbrough.

The Council will continue to be subject to a Statutory Direction which will be updated to reflect my decision. My officials will share a revised draft with you shortly, which will be published in due course on gov.uk.

I look forward to hearing about Middlesbrough's activity against the recommendations, particularly your progress in achieving and maintaining stability at the political / corporate leadership level.

Finally, I want to acknowledge and extend my thanks to Peter Dwyer for his work as Commissioner. His advice, expertise and consistency have been a key part of Middlesbrough's upward trajectory in this pivotal first 18 months of intervention.

I am copying this letter to Pete Dwyer CBE, Tony Parkinson, Sue Butcher, Simon Clarke MP and Andy McDonald MP.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Will Quince". The signature is written in a cursive style with a horizontal line at the end of the last word.

Will Quince MP
Parliamentary Under Secretary of State for Children and Families

31 January 2022

Sue Butcher
Director of Children's Services
Middlesbrough Council
PO Box 505, 3rd Floor
Civic Centre
Middlesbrough
TS1 9FZ

Dear Sue

Monitoring visit to Middlesbrough children's services

This letter summarises the findings of the monitoring visit to Middlesbrough children's services on 14 and 15 December 2021. This was the second monitoring visit since the local authority was judged inadequate in January 2020. Her Majesty's Inspectors were Neil Penswick and Russel Breyer.

Areas covered by the visit

Inspectors reviewed the progress made in the following areas of concern identified at the last inspection:

- Children in need.
- Children subject to a child protection plan.
- Children subject to a letter before proceedings and the quality and impact of pre-proceedings intervention.

The visit was carried out in line with the inspection of local authority children's services (ILACS) framework. This visit was carried out remotely at the request of the local authority. The lead inspector and the director of children's services agreed arrangements to deliver this visit effectively while working within national and local guidelines for responding to COVID-19. Inspectors used video calls for discussions with local authority staff and managers.

Headline findings

Senior managers know their service well and have a realistic understanding of their progress since the 2020 Ofsted inspection. Improvements in auditing give them accurate information on what they still need to do. Social work capacity has increased and there has been a strong focus on improving compliance with national guidance. Senior managers are now working to further improve the quality of social work practice. Currently, the progress of children in need and those subject to a child

protection plan remains variable, as the quality of planning is weak and there is insufficient focus on the lived experience of children. Case management oversight is not sufficiently robust to ensure that issues are addressed. Senior managers are aware of these issues and have plans in place to address them.

Findings and evaluation of progress

The Director of Children's Services and senior managers know their services well. They had prepared a detailed self-evaluation focused on the areas subject to this monitoring visit and prior to inspectors' on-site activity. This accurately described the improvements they had made in their services and the areas that needed further development.

The Ofsted inspection report published in January 2020 identified that all aspects of children's services were inadequate. Since then, senior managers have focused successfully on improving the capacity of their staff in respect of their services to children in need and subject to a child protection plan. This includes decreasing the size of social worker caseloads, employing more permanent qualified and experienced staff and creating smaller teams to improve management oversight. The permanent senior management team has also improved its line of sight through direct casework involvement and through participation in oversight panels, resulting in a better understanding of the quality of work and what further needs to occur to address the deficits in practice.

A particular strength is the auditing process which provides a wide and in-depth coverage of the quality of services. The audits focus well on gaining an understanding of children's day-to-day experiences and make judgements on how effective social work and management oversight have been on addressing children's needs. Work is ongoing to enhance front-line managers' and independent reviewing officers' skills as auditors. There is a robust moderation process which enables senior managers to review the audits and identify actions that need to be completed.

Over the past 18 months, senior managers have successfully focused on improving compliance and ensuring that essential activities are occurring. This includes ensuring that children are allocated to social workers who have the time and professional space to work with them. The frequency of visits for children in need and child protection purposes has improved. Social work supervision takes place regularly, but is not yet leading to good enough reflection or challenge. The frequency of multi-agency planning groups, and the timeliness of initial and review child protection conferences, have also improved.

Senior managers are working to a detailed improvement plan for all of their services. This includes appropriately focusing on improving the quality of social work practice through increased training and learning opportunities. Individual learning for workers and managers is identified, and wider themes are addressed. The local authority's own audits show an improving performance in the quality of practice. However, 20%

of social work practice continues to be judged in the audits as inadequate due to poor-quality practice which is not sufficiently addressing the concerns and progressing casework

During this visit, inspectors saw no child at immediate risk of harm or in need of urgent action. This is a significant improvement since the last Ofsted inspection. However, too many children continue to experience delays in progressing their plans. Key weaknesses are that plans, and planning, are not focused and lack timescales relevant to the child. There is insufficient focus on the lived experience of children, and social work tools are not being fully utilised to understand patterns of behaviours and cumulative risk. For some children, this results in them remaining for too long in situations either where their needs are not being met or where longer-term concerns are not sufficiently addressed.

Despite the work that has been done to improve one-to-one supervision, in the main these essential meetings are not sufficiently driving improvements including reviewing all the issues, identifying actions, and making sure that these are happening. Recording of management decision-making is too limited to enable an understanding of why actions are taken.

Senior managers have been working on improving the monitoring and oversight of pre-proceedings work. While positive steps have been taken, including appointing an officer to oversee this work and further developing a tool to track children in the process, management oversight does not always lead to the identification of what needs to change and ensure that this happens.

For some children, child protection thresholds have not been consistently implemented. While inspectors found improvements in the immediate response to child protection concerns, some families find themselves subject to statutory child protection planning when it is not needed. There is evidence of a risk-averse culture. For example, some families who need support but work well with the social workers and other agencies are nevertheless subject to child protection planning. Inspectors also identified a small number of families where safety plans were in place when a child's case was closed to children's social care. In these cases, other support packages would be more appropriate.

As senior managers identified, inspectors did see some examples of good social work focused on improving outcomes. For these children, there was good effective working relationships with the parents, good observations, meaningful direct work and well-focused planning and management oversight. The improvement work by Middlesbrough Council has also resulted in a stronger practice when there are immediate safeguarding issues, and in the support for children in need where there are serious concerns and they are on the edge of coming into care.

All of the social workers that met inspectors on this visit knew their children and families well, and have an enthusiasm and passion for working with them and

improving their lives. They spoke positively about the support provided by senior staff, their managers and peers during the COVID-19 lockdowns. They also reported how children's services have been improving and how they are better supported to do their work.

I am copying this letter to the Department for Education.

Yours sincerely

Neil Penswick
Her Majesty's Inspector

Pre-publication

Report of:	Councillor Eric Polano - Executive Member for Regeneration Councillor Barrie Cooper - Executive Member for Environment, Finance and Governance Richard Horniman - Director of Regeneration and Culture Geoff Field - Director of Environment and Commercial Services
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Submitted to:	Executive - 8 March 2022
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Subject:	2022/23 Transport and Infrastructure Capital Programme
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Proposed decision(s)
That Executive approves the proposals to allocate funding to deliver infrastructure as identified within the report.

Report for:	Key decision:	Confidential:	Is the report urgent?¹
Decision	Yes	n/a	n/a

Contribution to delivery of the 2020-23 Strategic Plan		
People	Place	Business
The proposals will improve safety, accessibility and usability of the Councils Transport network; ensuring that people can access employment, education, retail and leisure opportunities.	The proposals will improve accessibility to key services and facilities, and assist the Borough in improving its reputation and aesthetics by improving the public realm, and reducing congestion and traffic noise, and improving air quality.	By improving accessibility to key economic centres, the Council will be improving business opportunities for further inward investment by ensuring that transport does not act as a barrier to economic growth.

Ward(s) affected
All wards. Identified schemes are marked on the Ward map in appendix 1.

¹ Remove for non-Executive reports

What is the purpose of this report?

- 1) The purpose of this report is to gain approval to allocate funding to develop and deliver transport and infrastructure improvements contained within the report.

Why does this report require a Member decision?

- 2) This requires a decision as the proposals will impact upon the whole Borough, and utilise different streams of funding allocations secured by the Council. Approval will ensure that the proposals are aligned with the Councils ambitions and objectives.

Report Background

What decision(s) are being asked for?

- 3) That Executive approves the allocation of funding to develop and deliver infrastructure improvements as outlined within the report.

Why is this being recommended?

- 4) This is being recommended as it will allow prudent allocation of funding to ensure that the Council is not only working toward its ambitions and objectives, but is allocating resources to ensure statutory requirements placed upon the Council as the Highway Authority, "to ensure the safe and expeditious movement of people and goods on its network".
- 5) The allocations that are being proposed are based on ensuring a balance between maintaining existing asset, and making improvements to the accessibility of the current network/alternate modes of transport enhancements. This balance is crucial in order to ensure the safety of the infrastructure, and to assist in encouraging sustainability of the network.

Background Information

- 6) Middlesbrough Council is passported Local Transport Plan (LTP) funding from the Department for Transport (DfT) via Tees Valley Combined Authority (TVCA) to undertake maintenance and improvement works on the Councils transport network.
- 7) In recent years, allocations have only been awarded for single year settlements, and not confirmed in a timely manner. This makes planning projects difficult; particularly for larger projects where different streams of funding are required.
- 8) Under the Combined Authority arrangements, the Government have recognised this issue, and are providing the opportunity for TVCA to make a five-year settlement plan under the City Region Sustainable Transport Settlement (CRSTS), which will provide a five-year settlement for local allocation across the Tees Valley.
- 9) The funding will provide allocations to make improvements for Sustainable Transport initiatives across the region (TBC following DfT and subsequent TVCA assessment), but also pool the Councils Local Transport Plan value within the allocation over the five-year period. This provides confidence to the Council to be able to make longer-term plans for its LTP allocation, but also to help plan and deliver longer-term larger transformational infrastructure improvements.

- 10) The final CRSTS allocation is yet to be confirmed by the DfT. However, the indicative LTP allocation is £1.065m Integrated Transport (new works), £1.27m Highway Maintenance Formula and Incentive, and £1.067m Pothole Funding (£3.4m total) per annum.
- 11) Due to the un-certainty of the value of funding for the CRSTS (yet the importance of having an approved programme to allow works to commence in 2022/23 for the LTP allocations), a programme for the next financial year has been developed. It is proposed that the Council approves the expenditure of the indicative LTP allocation for 22/23, allowing more certainty to be gained regarding the additional funding levels and projects to be delivered over the five year period from the CRSTS/LTP allocations.
- 12) If approved, this will provide the Council time to identify the most prudent method of delivering a longer term programme; ensuring that best value for money is gained.
- 13) The projects within the proposed programme have been identified from the Councils "Future Year scheme" list. This is a compiled table of all known requirements and suggestions received, which are ranked for their suitability against a set criteria. This then forms the priority basis. This is however dependent upon external funding criteria, statutory obligations and other implications.
- 14) The maintenance schemes are based on asset condition rating systems, and allocation of resources work to address a "worst first" is used. This is rationalised on the basis of public safety and asset longevity priorities (such as ensuring that structures are safe). This ensures that the Council is addressing the areas of the network in most need of resolving.
- 15) The Council also receives specific allocations through competitive grant programmes and awards that are to deliver prescribed pieces of work, depending upon national / regional criteria. Any awards for such projects by-pass the scoring criteria (although this may be used to identify the most suitable candidates), and can be awarded / is accessible throughout the year. The proposals within this report include all known awarded allocations at time of approval, but can be subject to change. If so, approvals will be sought through the formal decision making process.
- 16) The full funding allocations used to identify the projects / programmes can be found in appendix 2.

Other potential decisions and why these have not been recommended

- 17) The other potential decisions that have not been recommended include:
 - a) Do nothing - this is not recommended as it will not allow the Council to allocate funding and make the necessary arrangements in advance of receipt of the allocations. The delivery of infrastructure improvements require prudent planning, and co-ordination, so approvals in a timely manner are pivotal to ensuring a successful delivery programme.
 - b) Re-assessing the project proposals – this is not recommended, as they have been identified using a scoring matrix to ensure best allocation of resources. Any changes would deviate from this process, and add delays to progressing.

Impact(s) of recommended decision(s)

Legal

- 18) Any legal issues associated with the approved programme will be managed through the Council's established procedures. The allocations within this report are indicative, are not committed and can alter. Should the figures vary significantly from the indicative levels, appropriate approvals will be sought.
- 19) The funding allocations and proposed expenditure is required in order to ensure the Council complies with Highways Act 1980.

Financial

- 20) The Transport and Infrastructure Capital Programme is 100% grant funded from the DfT. The proposals have been costed at a high level (including an element for contingencies), based on delivering similar schemes in previous years.
- 21) The project allocations are indicative, and may require alteration to address unforeseen issues and service demand reaction. Should this occur, the programme can be adjusted, to allow projects to be removed/replaced to allow financial stability within the allocations available.
- 22) Should additional funding become available during the financial year, this will be subject to the same rules and regulations, and Executive/financial approvals.

Policy Framework

- 23) The decisions within this report align with the Council's policy framework and will not require alterations to this.

Equality and Diversity

- 24) It is not anticipated that any other protected groups will be impacted upon negatively as a result of progressing with proposals. The Equality Impact Assessment in appendix 3 provides the evidence that allowed this conclusion.

Risk

- 25) The funding allocations identified are indicative, or are pending funding allocation within the programme. Should funding levels alter, there is an element of contingency within the proposed programme. Should this be exceeded, the programme will be re-addressed and approval sought to allow re-prioritisation to fit with the available funding.
- 26) By approving this allocation of funding, the Council is positively and actively managing risk to support the outcomes of the department, such as not having appropriate planning in place.
- 27) The approval of the programme will allow targeted interventions, which will reduce the risk of Road Traffic Accidents. Without investment in mitigations, those killed and seriously injured as a result of road traffic accidents may increase, particularly in areas

where the Council is aware of issues. Additional to increased injury to individuals, this also results in increased costs on other local services (police, NHS etc), but also negative media and damaged reputation would follow.

28) By undertaking the programme outlined, there is reduced financial risk. Highway network deterioration is greater than the available funding to maintain it. By approving the allocations, the Council will be able to minimise the number of claims made against it due to surface defects.

Actions to be taken to implement the decision(s)

29) Council Officers, upon approval, will commence producing project management documentation for all new projects, which will be monitored by the Transport and Infrastructure Capital Programme Board, and the Project Management Office. This will ensure prudent and active management of projects. Quarterly progress reports will be produced to ensure senior management are aware of any issues should they arise

Appendices

30) The following appendices have been produced to support the Capital Programme 2022/23 report:

- Ward map of locations for intervention
- Indicative Funding allocations and proposed projects
- Equality Impact Assessment

Background papers

31) The following documents have been consulted in compiling this report:

- Future years scheme document (internal document)

Contact: Chris Orr

Email: chris_orr@middlesbrough.gov.uk

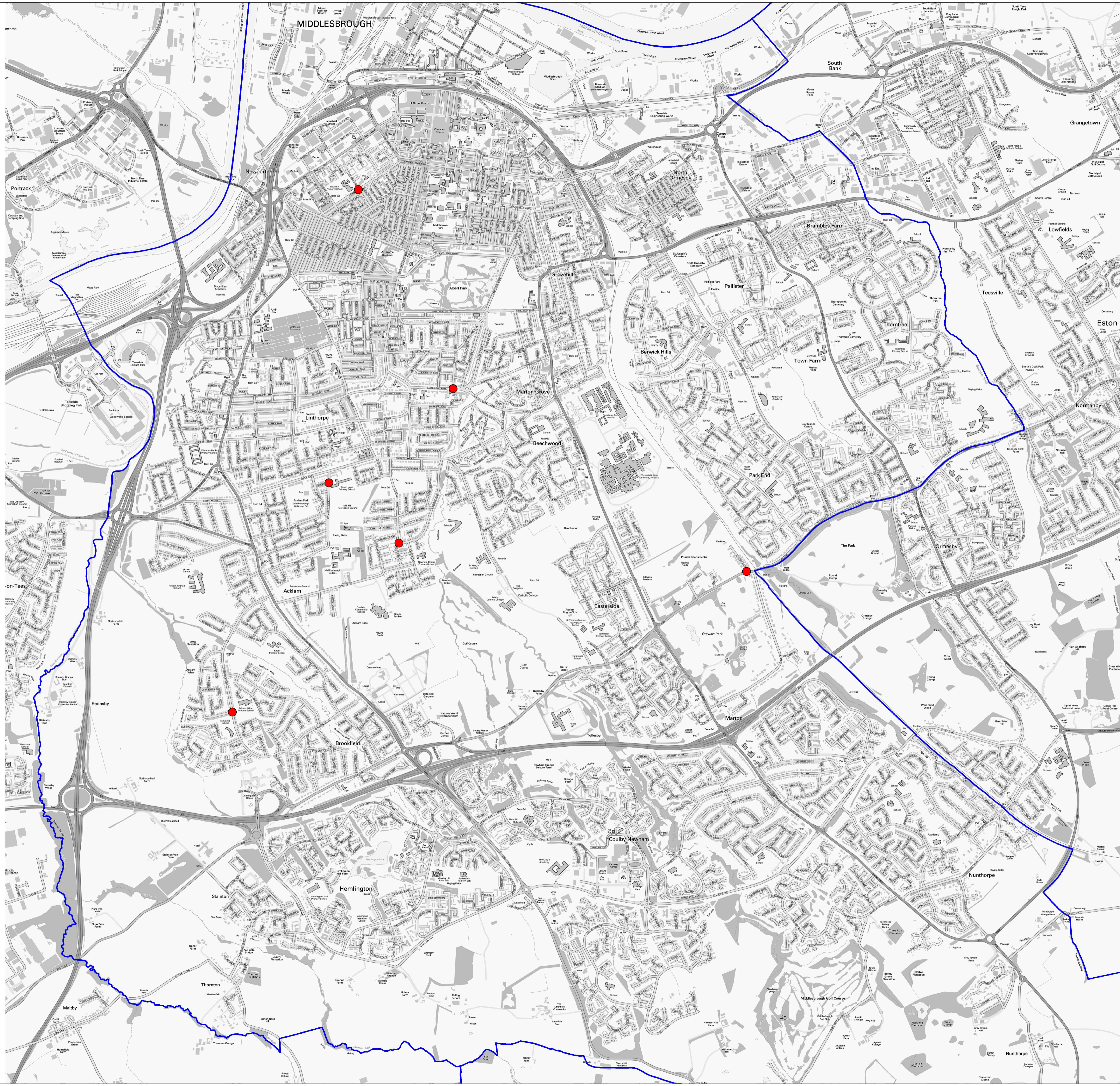
Appendix

Appendix 1; Scheme location Map (separate document)

Appendix 2; Funding and scheme allocations (separate document)

Appendix 3; Equality Impact Assessment (separate document)

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SAFETY HEALTH AND ENVIRONMENTAL ISSUES

IN ADDITION TO THE RISKS AND HAZARDS, NORMALLY ASSOCIATED WITH THE TYPES OF WORK DETAILED ON THIS DRAWING, YOUR ATTENTION IS DRAWN TO THE FOLLOWING RESIDUAL RISKS

Rev	Date	Details
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Middlesbrough Council

David Carter
 Head of Transport & Infrastructure
 P.O. Box 504, 1st Floor Civic Centre,
 Middlesbrough
 TS1 9FY
www.middlesbrough.gov.uk

Project
2022/23 Capital Programme Map
 Drawing

File Ref	Drg no	Revision
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Date	Drawn	Scale
17 Feb	AG	A1

Tender Reference Number

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High Level Anticipated Funding (2022/23 to 2026/27)

Source	Year					Total
	2022/23	2023/24	2024/25	2025/26	2026/27	
Integrated Transport	1065174	1065174	1065174	1065174	1065174	5325870
Highways Maintenance Formula and Incentive	1270627	1270627	1270627	1270627	1270627	6353135
Pothole Funding	1067795	1067795	1067795	1067795	1067795	5338975

Total 3403596 3403596 3403596 3403596 3403596 17017980

	Indicative works programme	Year					Total
		2022/23	2023/24	2024/25	2025/26	2026/27	
HM	carriageways	1000000	1000000	1000000	1000000	1000000	5000000
	Footways	500000	500000	500000	500000	500000	2500000
	Verges	200000	200000	200000	200000	200000	1000000
	Structures and Bridges	200000	200000	200000	200000	200000	1000000
	Flooding/drainage	100000	100000	100000	100000	100000	500000
	Street lighting	200000	200000	200000	200000	200000	1000000
	Programme delivery	50000	50000	50000	50000	50000	250000
	Contingency	88422	88422	88422	88422	88422	442110
	Road Safety and Traffic Management	400000	400000	400000	400000	400000	2000000
	Sustainable Transport	125000	125000	125000	125000	125000	625000
IT	Traffic flow improvements	250000	250000	250000	250000	250000	1250000
	Programme delivery, management and future development	290174	290174	290174	290174	290174	1450870

Total 3403596 3403596 3403596 3403596 3403596 17017980

Sense check - Available budget 3403596 3403596 3403596 3403596 3403596 17017980

Sense check - Allocated budget 3403596 3403596 3403596 3403596 3403596 17017980

0 0 0 0 0 0

Notes

Used for new/improvements to infrastructure
Used to maintain existing infrastructure
Used to maintain existing infrastructure

Carriageway maintenance to the allocation value taken from the asset management list (worst first?)
Maintenance of the verge asset (schemes taken from asset list)
Maintenance of the footway asset (schemes taken from asset list)
Maintenance of the bridge and structure asset (schemes taken from asset list following PI assessments)
Maintenance of the drainage asset (schemes taken from asset list)
Maintenance of the lighting asset (schemes taken from asset list)

Management of the programme

Provision to cover any anomalies within the programme

Provision of schemes associated with improving Road safety (crossing points, junction improvements etc.) and traffic regulation (such as speed limits, restrictions etc.). Schemes are taken from the score future years list to fit with budget.

Provision of schemes linked to walking, cycling, bus and rail travel. Schemes are taken from the score future years list to fit with budget.

Provision of schemes associated with improving vehicular capacity, such as junction re-design and localised widening

Management of the programme, and allocation to develop future scheme design

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Block	Programme	Value (£)	Projects	Project cost (£)
HM	Carriageways	1000000	Carriageway maintenance to the allocation value taken from the asset management list	1000000
	Footways	500000	Maintenance of the verge asset (schemes taken from asset list)	500000
	Verges	200000	Maintenance of the footway asset (schemes taken from asset list)	200000
	Structures and Bridges	200000	Maintenance of the bridge and structure asset (schemes taken from asset list following PI assessments)	200000
	Flooding/drainage	100000	Maintenance of the drainage asset (schemes taken from asset list)	100000
	Street lighting	200000	Maintenance of the lighting asset (schemes taken from asset list)	200000
	Programme delivery	50000	Management of the programme	50000
	Contingency	88422	Provision to cover any anomalies within the programme	88422
IT	Road Safety and Traffic Management	400000	General Traffic Management	100000
			Eastbourne Road/Southwell Road traffic signals renewal	150000
			Tollesby Road/Glendale PUFFIN installation	40000
			PUFFIN installations at SCP site - St. Marys/Edinburgh (Green Lane Primary)	40000
			PUFFIN installations at SCP site - Union/Wentworth	40000
	Sustainable Transport	125000	Zebra crossing installation - Trimdon Ave. (Acklam Whinn/St. Clares)	30000
			Superstop provision (mini bus station facility)	100000
			PROW signage improvements	15000
	Traffic flow improvements	250000	Bus stop improvements	10000
	Programme delivery, management and future development	290174	Marton Ave. / Marton Station junction improvement/signalisation	250000
			Programme delivery	90000
			Future years scheme development	100000
			Previous years scheme remediation/contingency	100174

Total (£) 3403596

3403596

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Template for Impact Assessment Level 1: Initial screening assessment

Subject of assessment:	2022/23 Capital Programme Transport and Infrastructure			
Coverage:	To cover the proposed funding allocations and projects within the 2022/23 Capital programme for Transport and Infrastructure			
This is a decision relating to:	<input type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input checked="" type="checkbox"/> Service	<input checked="" type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input checked="" type="checkbox"/> Programme	<input checked="" type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input type="checkbox"/>
It is driven by:	Legislation:	<input type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	<p><u>Key aims, objectives and activities</u></p> <p>The 2022/23 Capital Programme sets out the projects that will be delivered within the financial year based on the available funding. The projects are derived from the available funding, ensuring fit with Council aims, objectives and policies.</p> <p><u>Statutory drivers (set out exact reference)</u></p> <p>As a Highway Authority, the Council has statutory duties, as set out within the Traffic Management Act 2004. "It is the duty of a Local Traffic Authority to manage their road network with a view to achieving, so far as is reasonably practicable having regard to their other obligations, policies and objectives, the following objectives;</p> <p>(a) Securing the expeditious movement of traffic on the Authority's road network; and</p> <p>(b) Facilitating the expeditious movement of traffic on road networks for which another Authority is the Traffic Authority."</p> <p>The projects within this programme are aimed at ensuring compliance with this requirement.</p> <p><u>Differences from any previous approach</u></p> <p>No changes are anticipated from any previous approaches adopted.</p> <p><u>Key stakeholders and intended beneficiaries (internal and external as appropriate)</u></p> <p>Residents, Businesses, Politicians, Council Officers, Public Transport operators, and visitors to the area.</p> <p><u>Intended outcomes.</u></p> <p>To ensure that the Council is delivering projects that meet with statutory requirements of the Traffic Management Act 2004, and to the benefit of the Council and its stakeholders.</p>			
Live date:	2022			

Lifespan:	This will be live throughout the duration of the 2022/23 programme
Date of next review:	n/a

Screening questions	Response			Evidence
	No	Yes	Uncertain	
<p>Human Rights</p> <p>Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?*</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The programme aims to improve access to transport for all residents. This will assist in improving accessibility to education, employment, training, retail and leisure facilities by making reasonable adjustments to services provided to new proposals, and retrofitting existing infrastructure, and therefore not impact negatively upon human rights.</p> <p>Evidence used to inform this assessment includes analysis of the Human Rights Act 1998.</p>
<p>Equality</p> <p>Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?*</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The Public Sector Equality Duty (PSED) requires that when exercising its functions the Councils must have due regard to the need to:-</p> <ul style="list-style-type: none"> • eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; • advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and • foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <p>In having due regard to the need to advance equality of opportunity, the Council must consider, as part of a single equality duty:</p> <ul style="list-style-type: none"> • removing or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; • taking steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it; and; • encouraging people who share a protected characteristic to participate in public life or in any other activity in which participation is low.
				<p>The projects within this programme aim to improve transport access to all residents. The Council is bound by legislation, which includes ensuring that those with physical and learning disabilities, and inhibited mobility are not detrimentally impacted upon. Therefore, there are no concerns that this will impact adversely upon equality.</p> <p>Evidence used to inform this assessment includes analysis of statutory guidance in relation to accessibility, including the Access for All legislation</p>

* Consult the Impact Assessment further guidance appendix for details on the issues covered by each of these broad questions prior to completion.

Screening questions	Response			Evidence
<p>Community cohesion</p> <p>Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?*</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Although some of the projects within this programme could divide opinion, there is no evidence to suggest that this will impact negatively upon relationships between different community groups. The Council has a duty to consult proposals with the community, and will do so in order to gauge community opinions prior to commencing with proposals derived from this programme. It is therefore not considered that this will have a negative impact upon community cohesion. This programme will help to maintain sustainable access routes to communities and safe road networks.</p> <p>The Council proposes to undertake consultation with the community prior to commencing projects, which will identify any potential issues that will need to be addressed.</p>
<p>Next steps:</p> <p>➡ If the answer to all of the above screening questions is No then the process is completed.</p> <p>➡ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.</p>				

Assessment completed by:	Chris Orr	Head of Service:	Sam Gilmore
Date:	15/2/2022	Date: 16.02.22	

Report of:	Councillor Eric Polano - Executive Member for Regeneration Councillor Barrie Cooper - Executive Member for Environment, Finance and Governance Richard Horniman - Director of Regeneration and Culture Ian Wright - Director of Finance
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Submitted to:	Executive - 8 March 2022
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Subject:	Fountain Court Refurbishment - Phase Two Works
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Summary

Proposed decision(s)
That Executive: <ul style="list-style-type: none"> a) Notes the progress made on phase one works at Fountain Court; and, b) Delegates approval for the award of the phase two refurbishment works contract to the Director of Regeneration and Culture, Richard Horniman and Director of Finance, Ian Wright.

Report for:	Key decision:	Confidential:	Is the report urgent?¹
Decision regarding phase two contract award	Yes	No	No

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
The proposals will retain the central workforce within the town centre, alongside the model of staff placed in localities to contribute to the objective that <i>“We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough”</i>	The proposals will retain the central workforce within the town centre, and within an unused asset to contribute to the objective that <i>“We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes”</i> .	The proposals will enable the Council to secure high quality accommodation for staff that will enable the most cost effective way of <i>“making sure we work as effectively as possible to support our ambitions for People and Place”</i> .

Ward(s) affected
Central Ward

What is the purpose of this report?

1. That Executive:
 - a) Notes the progress made on phase one works at Fountain Court; and,
 - b) Delegates approval for the award of the phase two refurbishment works contract to the Director of Regeneration and Culture, Richard Horniman and Director of Finance, Ian Wright.

Why does this report require a Member decision?

2. The report to Executive on 5th October 2021 approved the £7m budget required to refurbish and fit out Fountain Court ahead of its occupation by Council staff. This report provides an update to Executive on the project's progress and seeks delegated approval for the phase two contract award to be given to the Director of Regeneration and Culture, Richard Horniman and Director of Finance, Ian Wright.

Report Background

3. Following the purchase of Fountain Court in spring 2021, a lot of work has been undertaken to ensure the building will meet the Council's requirements to be a modern, collaborative place to work.
4. It was very evident from employee and manager surveys that staff found working from home beneficial during the pandemic and would like to continue with some home working in the future. It was also evident from the surveys that time spent with colleagues in the office was extremely important and that this impacts on collaboration, knowledge sharing, mental health and wellbeing. With this in mind, eligible Council employees have been offered a blended home/office working approach to enable staff to have the benefits of working from home for a significant part of their working time, balanced with face-to-face interaction and collaboration. The office space in Fountain Court is being designed with these principles in mind.
5. Following survey and design work, in October 2021 Overbury Plc were appointed by Middlesbrough Council to carry out the phase one demolition and strip out of Fountain Court. The phase one works commenced in November 2021 and have removed walls, old kitchens, WCs and mechanical and electrical services ready for the phase two refurbishment and fit out works.
6. The phase one contract also includes the creation of larger window openings ready for new windows to be installed as the current windows were nearing the end of their life. Most of the new windows will be floor to ceiling height which will significantly improve natural light and the building's internal and external appearance. Moreover, they will be opening windows which will improve the building's ventilation. The phase one strip out works will complete on 18th February 2022.
7. The phase two work was originally intended to be delivered through the phase one contractors, Overbury. Overbury submitted their phase two tender to the Council at the beginning of December 2021. The tender return was in sections; the first being the installation of all Mechanical and Electrical (M&E) works, and the second covering the builders work to refurbish the building pre-furniture install.
8. The M&E tender return was within the target costs set out in the scope of the work, however, the builders work was significantly over the allocated budget. The Council

offered some value engineering in an attempt to bring the cost down, albeit this was not enough to achieve the saving and establish best value for the work.

9. As such, the Council issued a new set of tender documents to five contractors on 31st January and their tenders will be returned on the 7th March. The contractors have been selected based on their specialism and track records. This is for the builders work only and management of the lowest M&E contractor from the December 2021 tender return.
10. After completion of the phase one work in February a security firm will be on site to safeguard the building until the main contractor starts work on site in April.
11. The completion date for the phase two work will be confirmed through the tender process but is targeted for the end of August, with the furniture install and ICT fit out taking place in early September, ready for occupation.
12. The timetable for the project is summarised below:

Milestone	Date
Phase one works (building strip out) complete	18 th February 2022
Tenders returned for phase two (refurbishment) works	7 th March 2022
Tenders verified, scored, financial checks, contracts signed and mobilisation period	7 th March – 15 th April
Phase two works start on site	18 th April 2022
Phase two works complete	End of August 2022
Furniture and ICT fit out	September 2022

What decision(s) are being asked for?

13. That Executive:
 - a) Notes the progress made on phase one works at Fountain Court; and,
 - b) Delegates approval for the award of the phase two refurbishment works contract to the Director of Regeneration and Culture, Richard Horniman and Director of Finance, Ian Wright.

Why is this being recommended?

14. The costs provided by Overbury for phase two were in excess of the available budget and value for money could not be evidenced. In order to maintain programme, it is imperative the Council can award the contract for phase two to an alternative contractor without delay following receipt of a suitable tender for the works on 7th March. Delegating approval for the award of the phase two refurbishment works will ensure the contract can be awarded in an expedient manner.

Other potential decisions and why these have not been recommended

15. The Council could:

Do nothing:

16. If the Council does not grant delegated approval, the decision to award the contract will come back to Executive for approval which will cause an unnecessary significant delay to the programme and the date for occupation.

Impact(s) of recommended decision(s)

Legal

17. If Executive approve the report, tenders will be considered for the phase two works and the Director of Regeneration and Culture, Richard Horniman and Director of Finance, Ian Wright will approve the most advantageous bid to the Council (consideration will be given to price and quality aspects), following which contracts will be awarded.

Financial

18. The contract will be awarded following an assessment of the price and quality of the tenders received. The contract will be awarded to the most advantageous tender, subject to it being within the budget already approved by Executive on 5th October 2021.

Policy Framework

19. The decision will be within the existing policy framework.

Equality and Diversity

20. An Impact Assessment is not required as the proposals will not have an impact on protected groups. In line with building regulations, the final design of the accommodation will be fully accessible.

Risk

21. The relevant risks this decision would influence are cited below, with an explanation as to why they are relevant and how it would affect each risk.

01-052	Substantial areas of the town have high residential voids/low sales values and high population churn, effectively creating market failure resulting in significant social consequences which in turn have implications for Council resources and service delivery. Such an approach is unsustainable and will result in the need for significant market invention at great cost to the Council.	Fountain Court is currently a void property in the town so its refurbishment and fit out will have a positive impact on this risk.
08-037	If a large scale emergency incident or business interruption event prevents Departments from functioning or requires diversion of resources, then ability to function and deliver services would be disrupted.	New ways of working such as home working and not needing as much office space will have a positive impact on this risk, because the Council will be more resilient as services can be delivered from home.
08-027	If the Council fails to recruit or retain staff to key posts, due to perception of the Council or competition from other employers, then this could result in reduced capacity and knowledge, leading to reduced outcomes for local communities. (The predicted recession and further austerity reduces the risk in some areas but not all). The economic austerity reduces this risk in some areas but not all).	Homeworking opportunities/new office accommodation may help recruit and retain staff, thus having a positive impact on this risk.

Actions to be taken to implement the decision(s)

22. If approved, the Council will score the tenders received for the phase two refurbishment works and seek approval from the Director of Regeneration and Culture, Richard Horniman and Director of Finance, Ian Wright to award the contract to the highest scoring tenderer.

Appendices

23. N/A

Background papers

Body	Report title	Date
Executive	Fountain Court Refurbishment and Fit Out Budget	5 th October 2021

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Report of:	Councillor David Coupe - Executive Member for Adult Health and Public Protection, ICT and Digital Inclusion Erik Scollay - Director of Adult Social Care and Health Integration
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Submitted to:	Executive - 8 March 2022
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Subject:	Final Report of the Adult Social Care and Services Scrutiny Panel - The Recruitment and Retention of Staff within Adult Social Care - Service Response
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Summary

Proposed decision(s)
That the Executive approves the attached Action Plan put together in response to the Scrutiny Panel recommendations

Report for:	Key decision:	Confidential:	Is the report urgent? ¹
Decision	No	No	No

Contribution to delivery of the 2021-24 Strategic Plan		
People	Place	Business
The report sets out how the Council aims to ensure adult social care staff are recruited and retained in order to fulfil statutory duties and support vulnerable adults.	.	

Ward(s) affected
All wards

What is the purpose of this report?

1. To provide an update and action plan that relates to the recommendations made by the Adult Social Care and Services Scrutiny Panel.

Why does this report require a Member decision?

2. In line with the Council's constitution following approval of the "Recruitment and Retention of Staff within Adult Social Care" report by the Adult Social Care and Services Scrutiny Panel, the recommendations of the scrutiny panel now need to be considered by the Executive and approval sought for the service area action plan..

Report Background

3. The Scrutiny panel met to consider on-going difficulties in recruiting and retaining staff within Adult Social Care and to hear proposals from officers within the service that are intended to tackle these issues.

What decision(s) are being asked for?

4. That the Executive approves the attached Action Plan put together in response to the Scrutiny Panel recommendations.

Why is this being recommended?

5. It is a requirement of the constitution that the Executive formally considers the Scrutiny Panel's report and the service area's action plan and decides if they are satisfied that the action plan represents an appropriate; proportionate and cost effective course of action.

Other potential decisions and why these have not been recommended

6. Full details of what the Scrutiny Panel took into consideration when arriving at their recommendations are contained in the Scrutiny report (Appendix I).

Impact(s) of recommended decision(s)

7. The recommendations in the action plan will aim to assist in tackling the on-going recruitment and retention issues within Adult Social Care.

Legal

8. No legal implications identified at this stage, however, in the event that recruitment and retention payments are implemented then there are potential contractual changes for staff members to reflect the conditions attached to those payments. Further advice will be sought from Human Resources as required.

Financial

9. The proposed actions do not at this stage create additional financial obligations, although implementation of recruitment and retention payments would do so if the criteria for award are deemed to be met. The development of proposals on recruitment and retention have involved finance staff and will continue to do so.

Policy Framework

10. No implications for the Council's Policy Framework have been identified.

Equality and Diversity

11. Equality and diversity issues would be considered as part of any future programme as and when any specific schemes/ projects are progressed. This would include Impact Assessments where required.

Risk

12. No specific risk are identified with these recommendations.

Actions to be taken to implement the decision(s)

13. Actions to implement the decision are proposed in line with the attached action plan.

Appendices

14. Appendix I – Final Report of the Adult Social Care and Services Scrutiny Panel – Recruitment and Retention in Adult Social Care

15. Appendix II – Action Plan with Service area comments.

Background papers

16. No background papers were used in the preparation of this report

Contact: Erik Scollay

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MIDDLESBROUGH COUNCIL

FINAL REPORT OF THE ADULT SOCIAL CARE AND SERVICES SCRUTINY PANEL – THE RECRUITMENT AND RETENTION OF STAFF WITHIN ADULT SOCIAL CARE

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PURPOSE OF THE REPORT

1. To present the final report of the Adult Social Care and Services Scrutiny Panel following its investigation into 'The Recruitment and Retention of Staff within Adult Social Care'.

AIM OF THE INVESTIGATION

2. The aim of the investigation was to examine staff recruitment and retention within Adult Social Care (specifically in relation to 'fieldwork' teams, i.e. Social Workers and Social Care Workers), and the work being carried-out by the Council to support and develop this.

MAYOR'S VISION

3. The scrutiny of this topic fits within the following priorities of the Mayor's Vision (Middlesbrough Council, 2020):
 - Making Middlesbrough look and feel amazing;
 - Winning investment and creating jobs; and
 - Creating positive perceptions of our town on a national basis.

COUNCIL'S THREE CORE OBJECTIVES

4. The scrutiny of this topic aligns with the Council's three core objectives, as detailed in the Strategic Plan 2021-2024 (Middlesbrough Council, 2021):
 - People – Working with communities and other public services in Middlesbrough to improve the lives of local people;
 - Place – Securing improvements in Middlesbrough's housing, infrastructure and attractiveness, improving the town's reputation, creating opportunities for local people and improving our finances; and
 - Business – Promoting investment in Middlesbrough's economy and making sure we work as effectively as possible to support our ambitions for People and Place.

TERMS OF REFERENCE

5. The terms of reference for the scrutiny panel's investigation were as follows:
 - a) To understand the role of Social Workers and Social Care Workers and the routes into the profession.
 - b) To consider the historical position in respect of the Adult Social Care workforce and identify the current challenges and difficulties around the recruitment and retention of Social Workers and Social Care Workers.
 - c) To establish the impact of COVID-19 and other wider issues on Social Workers and Social Care Workers.
 - d) To examine potential solutions and effective interventions that will address recruitment and retention issues.

BACKGROUND INFORMATION

6. Since the panel agreed its work programme on 7 July 2021, issues concerning the recruitment and retention of staff within Adult Social Care have been raised with Members. The panel's investigation focuses specifically upon 'fieldwork' teams, i.e. Social Workers and Social Care Workers, as this is the area of activity where recruitment and retention issues have been identified.
7. In addition to matters arising from COVID-19 and developments concerning the current workforce, details in respect of the Health and Care Bill 2021 have gradually been emerging. At the time of writing, further information regarding the Bill is awaited. Further to this, the national picture suggests a shortage of Social Workers, with an acute problem in the North East. With this in mind, the panel felt it important that this topic be added to the work programme and investigated with pace.

SETTING THE SCENE

8. In order to ascertain the Local Authority's current position regarding the recruitment and retention of Adult Social Care staff, and to explore these issues further, the Adult Social Care and Services Scrutiny Panel met on 10 November 2021.
9. In addition to receiving information at the above meeting, the panel members also received a briefing note / background paper.
10. The panel was provided with information / evidence from Erik Scollay, Director of Adult Social Care and Health Integration for Middlesbrough Council. Information was also obtained from Human Resources for the purpose of understanding salary related information; research was undertaken using third-party sources.
11. The panel wishes to convey its appreciation to all of the Adult Social Care teams for their hard work, dedication and accomplishments over the course of the pandemic.
12. The information provided to the panel has been considered in respect of the terms of reference, presented as follows:

TERM OF REFERENCE A:

To understand the role of Social Workers and Social Care Workers and the routes into the profession

13. According to Skills for Care (2021a): "Social Worker jobs have generally been retained by Local Authorities during a period where many other jobs have been outsourced to the independent sector".
14. The panel was advised that Adult Social Care is a large directorate within Middlesbrough Council that is made up of a significant number of staff members undertaking a broad range of roles.
15. Social Care Workers operate in a range of different environments to provide advice, guidance and support to help people with their physical, emotional and social needs. With experience, Social Care Workers could progress towards qualifying as a Social Worker.

16. Social Workers provide support to individuals and their families by working with them to find solutions to their problems and improve outcomes in their lives. Through developing and maintaining professional relationships they ensure that vulnerable individuals are safeguarded from abuse or harm, or supported to live independently by guiding them through the difficulties that they are experiencing. Social Workers work in a variety of different settings and client groups, using legislative frameworks to act, guide and advocate accordingly. It can be a challenging role, though one that can provide high levels of personal reward and satisfaction. (NHS, 2021; Prospects, 2021).
17. The panel learnt that, in terms of age, experience and training, the suitability to train in social work is very much dependent upon the individual concerned. Key attributes include an ability to reflect, listen and empathise; to show resilience, solve problems and motivate individuals. Life experience is a positive addition, but not always necessary as there have been many examples of younger individuals demonstrating great wisdom and professionalism. It was felt that anyone could bring something to the profession.
18. Members heard that all Social Workers must be registered with Social Care England in order to practise. To gain full registration status, an approved degree or postgraduate degree programme in Social Work needs to be completed, which is similar to other professions such as Nursing and Occupational Therapy. Various diploma routes had been available previously, though these are no longer offered. Full-time degree courses take three or four years to complete and therefore training is expensive. The panel highlights that because funding for training is limited, the Adult Social Care department supports staff by providing flexibility to facilitate learning around working hours, whilst also creating placement opportunities to complement their studies. Prospective candidates already holding degrees are able to undertake 'conversion' opportunities, such as postgraduate qualifications, the 'Step up to Social Work' programme, and the 'Think Ahead' programme. In terms of student placements, the panel notes that the Local Authority does work with educational institutions, including Teesside University, to provide these, but understands it is important to gain balance between student availability and organisational resource.
19. The panel heard that following completion of an approved degree programme, trainee Social Workers are required to complete the Assessed and Supported Year in Employment (ASYE) programme. This is an employer led induction programme that provides support and assessment to Newly-Qualified Social Workers (NQSWs) by consolidating learning from their degree, strengthening professional confidence and developing capability (Skills for Care, 2021b and 2021c). Middlesbrough Council has a very well established ASYE programme in place, which provides opportunity for trainees to be supported by a dedicated ASYE Quality Assurance Practitioner, alongside their line manager. Recent feedback from Skills for Care, states:

“It was evident that Middlesbrough is committed to providing a quality ASYE programme and it was encouraging to hear how the ASYE is embedded within whole organisation workforce strategies.”
20. The panel was informed that a Social Work apprenticeship programme, operated in partnership with Sunderland University, has recently been introduced. At present, there is one individual currently undertaking this programme with Middlesbrough Council, which is hoped will be utilised more in the future.

TERM OF REFERENCE B:

To consider the historical position in respect of the Adult Social Care workforce and identify the challenges and difficulties currently encountered in the recruitment and retention of Social Workers and Social Care Workers.

21. In terms of the national picture, according to Skills for Care (2021a):
- The number of Social Workers employed by Local Authorities in England has increased by an average of 2.1% each year since 2016. However, the total number of jobs in Adult Social Services departments has decreased by 28.4% since 2011 despite increasing since 2017. Therefore, while there has been a marginal increase in the number of Social Worker positions across the sector, reductions in wider staff across the Adult Social Care workforce overwhelmingly negate that increase.
 - The turnover rate for Social Workers in Local Authorities was 13.6% in 2020. This figure has decreased each year from 16.0% in 2016.
 - The vacancy rate for Social Workers in Local Authorities was 7.5% in 2020, equivalent to around 1,300 vacant Social Worker posts. This figure has decreased from 13.0% in 2015.
22. Recent developments associated with Brexit may also contribute to the issues discussed in this report. For example: post-Brexit immigration rules were introduced in January 2021. As at 28 October 2021 (GOV.UK website page updated 6 April 2021), 'Social Worker' is a listed occupation that provides eligibility for a Skilled Worker visa and is listed on the 'shortage occupations for healthcare and education' list. Under the rules, Social Workers are still able to immigrate to the UK under the new rules providing they have a job offer and can speak English to the required standard (Skills for Care, 2021a).
23. Locally, the panel understands that Middlesbrough Council's Adult Social Care's 'fieldwork' teams are predominantly comprised of Social Workers and Social Care Workers. These teams undertake assessments of client need; develop and implement care packages and undertake care management. These are the 'traditional' social work teams and are vital to the running of Adult Social Care.
24. The Council's 'fieldwork' resources are spread across a range of teams focusing on specific areas of the Council's statutory roles. These are:
- Affective Disorder Team;
 - Deprivation Of Liberty Safeguards (DoLS) Team;
 - East Locality Care Management Team;
 - Forensic Social Work Team;
 - Hospital Team;
 - Learning Disability / Transitions Team;
 - Psychosis Team Community Mental Health – Older People;
 - Safeguarding / Access Team; and
 - West Locality Care Management Team.
25. Members were informed that the teams vary in size but are consistently made up of a team manager; in some cases an assistant team manager; one or more Principal Practitioners; a number of Social Workers and a number of Social Care Workers. In some of the teams there are some other 'fieldwork' job titles, but they are broadly equivalent to the titles above. In total there are 146 individuals employed across these roles in the teams listed above.

26. The panel notes that, for a number of years, Adult Social Care was particularly fortunate in that its workforce had been well established and remained very stable. However, with a substantial number of staff now either at retirement or approaching retirement age, with some taking early retirement, there has been increased turnover in recent years.
27. Of the 146 posts within the department's 'fieldwork' teams there are currently 29 vacancies, which equates to 20% of the overall staff complement. The vacancies are made up of:
- Assistant Manager – 1;
 - Principal Practitioners – 7;
 - Safeguarding Officer – 1;
 - Social Workers – 16; and
 - Social Care Workers – 3; and
 - Team Managers – 1.
28. This is an unprecedented level of vacancies for Adult Social Care at Middlesbrough Council and it is currently a deteriorating picture. Current vacancies run across all levels of experience, however, as can be seen, Social Workers comprise the majority of current vacancies.
29. Over several months, attempts have been made to recruit Social Workers with both internal and external (via North East Jobs) advertising taking place. However, there have been very low levels of interest and the department has been unable to recruit to its vacant positions. Potential reasons for this include:
- Shortage of Qualified Social Workers: Both nationally and across the North East region (in particular) there is a shortage of Qualified Social Workers choosing to enter the profession. Other Local Authorities are facing similar challenges when recruiting and the Adult Social Care sector is becoming increasingly competitive. Appendix 1 provides a comparative snapshot of the current (as at 24 November 2021) Social Worker vacancies being advertised within Local Authorities' Adult Social Care teams across the North East.
 - Salaries for Social Workers: Whilst some enquiries have been received, potential applicants have either not applied or have been offered positions in Middlesbrough but chosen to accept posts in neighbouring Local Authorities, where pay scales are more competitive. This has been particularly evident when attempting to recruit to Social Worker posts, which would have traditionally attracted newly qualified staff. For example: it is established that the other Tees Valley Local Authorities all pay a higher starting salary to NQSWs, with one neighbouring Local Authority offering a starting salary approximately £3,000.00 higher than Middlesbrough. While initial salary discrepancies equalise over time, this does represent a significant obstacle for recruitment in Middlesbrough. The panel appreciates that it is difficult to establish salary comparisons across neighbouring and North East Local Authorities, given increasing competition in the recruitment of Social Workers, with some Local Authorities reluctant to share information about remuneration packages that they provide. However, in general terms, according to Skills for Care (2021a): "The average full-time equivalent salary for a Local Authority Social Worker was around £37,100 in 2020. This was similar to occupational therapists (£36,700) and allied health professionals (£38,800)".

30. The panel understands that when a NQSW completes their mandatory degree programme, this needs to be followed by an ASYE (which aims to develop their knowledge, skills and professional confidence). As outlined above, competition for Qualified Social Workers is particularly strong. Following recent recruitment attempts, resulting in either very few applicants or no applicants, it had been easier to recruit ASYE Social Workers (i.e. those at the beginning of their career). Although increased time and investment from supervisors is required during this probationary year, recruitment to those positions has been fully supported. However, during recent months, even recruitment to ASYE positions has become increasingly difficult, which only compounds this issue for the service area.
31. With regards to agency staff, the panel was informed that due to a traditionally well-established workforce, Adult Social Care has not routinely employed agency Social Workers. However, the panel also understands there is a lack of available experienced agency Social Workers. As such, recent agency recruitment drives to meet acute pressures in hospital settings over the winter period were unsuccessful. At certain points over the last 12 months, as a consequence of COVID-19, a small managed team of agency workers has been employed to assist with a backlog of some cases, which has proven to be both effective and efficient. There is potential that this approach could be repeated, although this practice would need to be minimised wherever possible as long-term employment of agency staff tends not to be as cost effective as employing Council staff.
32. It was indicated to the panel that, over recent months, a number of staff have chosen to leave the department / profession. The following table identifies potential reasons for this:

Reasons for Staff Retention	Reasons for Staff Departure
Training opportunities and on-going support and learning opportunities – e.g. AYSE Quality Assurance Practitioner support; professional development; and regular supervision.	Salary scale gradings elsewhere / agency work / career progression.
Personal satisfaction and fulfilment; a rewarding career helping others. It is likely that prospective Social Workers will be drawn to Social Work for the same reasons as their predecessors were, e.g. to support and help make a difference to peoples' lives.	Retirement (see paragraph 26).
Wide range of employee benefits, including: transport initiatives; concession rates for sports and leisure membership; health and wellbeing support and access to occupational health services; and loan / credit union savings schemes. Staff receive automatic enrolment into the generous Local Government Pension Scheme, with the opportunity to	Increasingly Complex Work Recently, the department's work has become increasingly complex, working with clients who are experiencing issues such as Domestic Violence, Substance Misuse, Homelessness or Trauma. Taking into consideration this rising complexity with the number of vacant posts, increased pressure and absence

make Additional Voluntary Contributions (AVCs) should they wish.	is currently being experienced within 'fieldwork' teams.
Generous annual leave allowance and flexible working; opportunity for blended working.	The Impact of COVID-19 (see Term of Reference C).

TERM OF REFERENCE C:

To establish the impact of COVID-19 and other wider issues on Social Workers and Social Care Workers.

33. The panel understands that the issues surrounding the recruitment and retention of Social Workers and Social Care Workers were becoming more apparent prior to the pandemic, but suddenly became much more acute during this period.
34. The panel recognises that the Council's Adult Social Care teams have been at the forefront of the response to COVID-19 and, as a consequence, are professionally and personally fatigued. Staff have been required to not only work in new and flexible ways with constantly changing guidance, but also to work from home. Social Workers by nature learn and / or teach by osmosis and de-stress by sitting amongst colleagues. As such, the requirement to work from home has severely limited / prevented this. Although recent changes to contracts have provided for blended working, this may not always prove effective for Social Workers. The pandemic has been an acutely difficult period for Social Workers, enhanced further by staff being required to perform their duties (e.g. undertaking visits) at risk to their own health. Whilst additional support and training to promote staff safety, resilience and wellbeing has been provided, the impact of COVID-19 cannot be overstated. The panel acknowledges and appreciates that throughout the pandemic, staff have performed above and beyond their requirements.
35. The panel heard that, as was predicted following the lockdowns and restrictions of the last year, emerging from the early acute stage of the pandemic has resulted in staff confronting a rising referral rate. This has been compounded by the identified recruitment and retention challenges.
36. Over the past year, staff morale and workloads have been monitored closely; work will be undertaken to help secure staff recruitment and retention and the department's ability to continue to improve practice and meet statutory guidelines. It is essential that a whole system approach is taken when looking at staffing across the department, as staff shortages in one area impact upon the flow of work within other areas. The panel heard of the evolving expectations around supporting vulnerable individuals and work taking place around the department's Access, Safeguarding, Forensic, Learning Disability, Transitions, Older Persons' Mental Health and Locality Teams.
37. There are a number of factors that make social work a more complicated profession than it may have been in previous years. For example, the accumulation of recommendations from safeguarding adults reviews means work is being undertaken with a larger cohort of higher risk individuals, which can be stressful for the staff involved. The panel recognises that the profession is becoming increasingly challenging and there is no single answer to addressing the recruitment and retention issues that have been raised. However, this is a national matter and not one confined solely to Middlesbrough.

38. A further additional pressure relates to the position of other partner agencies that the Council works with. For example, in relation to statutory services, the panel understands that staffing and recruitment pressures are currently being experienced by Cleveland Police and the NHS. In relation to non-statutory providers, some organisations have greater flexibility around the cessation of certain lines of activity, which can reduce the availability of the services required by the Council's clients.

TERM OF REFERENCE D:

To examine potential solutions and effective interventions that will address recruitment and retention problems.

39. The panel is of the view that a number of elements require consideration in developing a response to the identified recruitment and retention issues. It is unlikely that a single measure will resolve the challenge on its own; rather a combination of measures will need to be explored.

Remuneration

40. The panel has considered the potential for increasing the current starting salary for NQSWs in order to bring it in line with other Local Authorities. However, it is understood that this would prove extremely complex from a Human Resources perspective owing to the Single Status Agreement and the relationship between different job roles, such as Occupational Therapy, that have been evaluated as drawing equivalent salaries. Therefore, this may not be a practical solution.
41. In order to succeed in an increasingly competitive local market, consideration could be given to offering a financial incentive (i.e. "Golden Hello / Handshake") to attract Social Workers. For example: a one off on-boarding recruitment payment to newly qualified and experienced Social Workers joining Middlesbrough's Adult Social Care could be offered, which would be paid upon completion of a probationary period. However, the panel is mindful that existing staff would not be eligible for this payment.
42. 'Recruitment and Retention Payments' recognise the need to pay a market supplement for staff groups where there is an established shortage, and recruitment attempts have been unsuccessful. In order to reward and retain the existing workforce in line with this policy, relevant staff would be asked to sign-up to a retention agreement for a specified period of time. In return, staff would receive a percentage of their annual salary at the beginning of the period.
43. The panel feels that, whilst it is important, remuneration is only one element of recruitment and retention: career development and opportunities for staff are also key.

Departmental Structure and Career Progression

44. Following the information provided under Term of Reference B, the panel feels that now would be an appropriate time to revisit some of the current departmental structure.
45. With regards to the terminology around Social Worker positions, the panel supports the view that the term 'unqualified' can be unfair because there are individuals who have acquired other qualifications and significant experience and, although not qualified in social work, have supported the department for many years.

46. It was indicated to the panel that, going forward, even if recruitment were to increase, given the national shortage of Social Workers it is likely that the department will have to operate with fewer numbers of them. One possible response to this would be to recruit a larger number of Social Care Workers and restructure the teams to create more sub-teams within the existing teams' structures. A Social Worker could potentially supervise a small group of Social Care Workers who would undertake an extended range of tasks. This would require a review and restructuring of the department and would require Job Evaluating Social Care Workers, as well as giving consideration to supporting Social Workers' training and developing and linking job grades to offer clear career progression.
47. The panel understands that, in terms of support for Social Workers from Occupational Therapists, Middlesbrough's Occupational Therapy team comprises Occupational Therapists and Occupational Therapy Assistants. Occupational Therapy Assistants are remunerated broadly similar to Social Care Workers, although the roles do differ. On the other hand, there is a large overlap in the skill set of Occupational Therapists and Social Workers. Consideration is currently being given as to whether Occupational Therapists could potentially fulfil some of the roles that Social Workers undertake, in order to help alleviate some of the recruitment pressures currently being faced. However, the panel is mindful that consideration does need to be given to the impact of any changes on the substantial roles that Occupational Therapists carry out, and how employment terms and conditions may change as a result.

Social Work Apprenticeship

48. As noted previously (paragraph 20), the Council has recently launched a Social Work Apprenticeship scheme in partnership with Sunderland University. The scheme enables 'unqualified' Social Care staff to obtain a Social Work Degree, over a period of three years. During this time, they are able to continue in their substantive post. Whilst the department is hoping to expand the Social Work Apprenticeship, this is not a quick fix and other solutions will need to be pursued in order to meet the staffing requirements of the service in the interim period.

Agency Staff

49. As noted previously (paragraph 31), a repeat of a managed social work team solution is currently being explored to provide a short-term response to the current recruitment difficulties. However, this is a more expensive solution and would therefore be minimised.

Partnership Working

50. The panel feels that partnership working is crucial in addressing some of the issues being raised. There is scope for further work between partners in order to both advertise and promote the excellent work that staff in Adult Social Care carry-out, and highlight the various benefits that working for Middlesbrough Council brings. Members are also hopeful that the impending Health and Social Care Bill will provide a positive starting point for wider partnership working opportunities.

CONCLUSIONS

51. The Scrutiny Panel reached the following conclusions in respect of its investigation:
52. This is a complex issue that is facing Local Authorities nationally, although there is an acute shortage of Social Workers within the North East. Through a multitude of varying factors, including an ageing workforce, COVID-19 and increasing challenges to the profession, issues regarding recruitment and retention have come to the forefront. Unfortunately, it appears there is no 'quick fix' solution to addressing those issues that have been raised.
53. Remuneration packages are not the only concern in addressing recruitment and retention issues; training opportunities and career progression are as equally important.
54. In order to meet the challenges as described in this report, changes may be required to the current structure of the Adult Social Care department.
55. Partnership and collaborative working is crucial in addressing some of the issues raised.

RECOMMENDATIONS

56. It became apparent during the investigation that there is no one direct solution to addressing the recruitment and retention issues raised in this report. This is a national issue and one that will not be easily resolved. However, as a result of the information received, and based on the conclusions above, the panel's recommendations for consideration are as follows:
 1. That further work regarding the introduction of a one off financial incentive payment (termed "Golden Hello") be undertaken with Human Resources, and a further report be submitted to the Leadership Management Team. Consideration to be given to the payment amount; terms and conditions; and the potential impact upon existing staff. Work to be completed by Spring/Summer 2022.
 2. That exploratory work regarding the introduction of a Recruitment and Retention payment continue to be undertaken with Human Resources. Introduction of this payment would need to be in alignment with the Council's existing policies and other similar structures within the authority (e.g. Children's Services). Work to be completed by mid-2022.
 3. That further consideration be given to the restructuring of Adult Social Care; examining the roles of Social Workers and Occupational Therapists as part of this. Exploratory work to be undertaken with regards to roles; impact on existing staff and terms and conditions; salary column grading; and clear routes for career progression. Update to be provided to the panel by Autumn/Winter 2022.
 4. That consideration be given to undertaking activities which raise awareness of and promote the role of social work within Middlesbrough Council. Specific work could be carried-out with Teesside University to encourage students to remain in Middlesbrough and apply for roles at the Council following completion of their degree programmes. Online events could also be offered to provide information and Frequently Asked Questions opportunities with current Social Workers. Update to be provided to the panel by Autumn/Winter 2022.

5. That, in order to both promote the good work of Adult Social Care and the benefits of working for Middlesbrough Council, publicity be placed in as many news and media outlets as possible, e.g. 'Love Middlesbrough' magazine and the Council's social media platforms. Initial work to be completed by Spring 2022, however, this should be an on-going orchestrated campaign involving the Council's media team.
6. That, in order to raise awareness of the roles of Social Workers and Social Care Workers, an online learning module be created and implemented on Middlesbrough Learns for all Elected Members and Council staff. This could provide a route into a potential 'refer a friend' scheme. Work to be completed by Autumn/Winter 2022.

ACKNOWLEDGEMENTS

57. The Adult Social Care and Services Scrutiny Panel would like to thank Erik Scollay, Director of Adult Social Care and Health Integration, and representatives of Human Resources for their assistance with this work.

ACRONYMS

58. A-Z listing of acronyms used in the report:
 - ASC – Adult Social Care;
 - ASYE – Assessed and Supported Year in Employment;
 - DoLS – Deprivation of Liberty Safeguards; and
 - NQSW – Newly-Qualified Social Worker.

BACKGROUND PAPERS

59. The following sources were consulted, or referred to, in preparing this report:
 - Minutes of the Adult Social Care and Services Scrutiny Panel meeting held on 10 November 2021; and informal briefing paper provided to Members.
 - Middlesbrough Council, 2021, '*Strategic Plan 2021-2024*', Middlesbrough, UK.
 - NHS, 2021, '*Social Worker*', www.healthcareers.nhs.uk/explore-roles/wider-healthcare-team/roles-wider-healthcare-team/clinical-support-staff/social-worker - accessed 17 November 2021.
 - Prospects, 2021, '*Job Profile: Social Worker*', <https://www.prospects.ac.uk/job-profiles/social-worker> - accessed 17 November 2021.
 - Skills for Care, 2021a, '*Headline Social Worker Statistics: Adult Social Care Workforce Dataset (ASC-WDS)*', www.Skills_for_Care.org.uk - accessed 27 October 2021.

- Skills for Care, 2021b, 'Overview of the ASYE',
<https://www.skillsforcare.org.uk/Learning-development/social-work/asye-child-family/Overview-of-the-ASYE.aspx> - accessed 17 November 2021.
- Skills for Care, 2021c, 'The ASYE for Adult Services',
<https://www.skillsforcare.org.uk/Learning-development/social-work/asye-adults/The-Assessed-and-Supported-Year-in-Employment-Adults.aspx> - accessed 17 November 2021.

**COUNCILLOR JIM PLATT
CHAIR OF THE ADULT SOCIAL CARE AND SERVICES SCRUTINY PANEL –
2021/2022**

MEMBERSHIP

The Membership of the Scrutiny Panel for 2021/2022 is as follows:

Councillors J Platt (Chair), G Wilson (Vice-Chair), D Coupe, D Davison, T Higgins (part year), D Jones, G Purvis, D Rooney, Z Uddin (part year) and J Walker.

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Appendix 1 – Recruitment Advert Comparison Table (Jobs North East - 24 November 2021)

Authority	Position	Salary	Benefits
Darlington	SOCIAL WORKER (POST-ASYE)	Full time equivalent salary (pro-rata for part-time hours) - Band 9 (£28,672 - £31,346) / Band 10 (£32,234 - £34,728 per annum) / Band 11 (£35,745 - £38,890 per annum)	<p><i>“As an Adults social worker in Darlington, you can expect to be fully supported on your development journey by robust caseload management, regular supervision and appraisal, outstanding training and development opportunities, an excellent total reward package including competitive salary, 31 days annual leave and a wide range of employee benefits promoting wellbeing. Our recently enhanced career and pay progression scheme offers a clear growth and development pathway accompanied by competitive pay at each progression level, which reflects the increased complexity of the role and the experience required from our social workers.</i></p> <p><i>Our employee offer includes:</i></p> <ul style="list-style-type: none"> • 31 days Annual Leave plus Bank Holidays, with option to purchase additional Annual Leave (pro-rata for part time working) • Access to the Local Government Pension Scheme with option to make Additional Voluntary Contributions • Flexi-time scheme • Enhanced Maternity/Paternity and Adoption Leave payments • Green Car Leasing Scheme • Access to a wide range of training, learning and development • Access to free physiotherapy sessions • Access to free, confidential counselling • First class health and wellbeing initiatives • Cycle to Work Scheme in partnership with Halfords • Reduced cost membership for the Dolphin Centre’s Fit for Life Package • Season ticket car parking permits or subsidised Town Centre parking permits subject to criteria • Discounted Arriva Travel Pass • Access to Childcare Vouchers scheme subject to criteria.”
Gateshead	SOCIAL WORKER (AMHP)	£37,890 - £40,876	<p><i>“We have excellent legal support in Gateshead council and provide AMHP refresher training and an opportunity to meet with regional AMHPs.</i></p>

			<i>Gateshead also has a dedicated AMHP forum and individual supervision is provided. Gateshead is committed to ongoing training and development and quality improvement. ”</i>
Gateshead	ADULT SOCIAL CARE – SOCIAL WORKER	Grade I/J- (£32,234 - £37,890)	<i>‘Opportunities for continuous professional development and relevant training.’</i>
Middlesbrough	SOCIAL WORKER	£27,041 - £33,782 pro rata 30 hrs week / 12 months	<i>“Middlesbrough Council is an exciting and rewarding place to work. We have strong Council Values that underpin every aspect of the council and the services we provide. New staff joining Middlesbrough can expect a welcome induction from the Chief Executive as well as a full induction programme within the team. Middlesbrough Council offer superb training and development opportunities via our online training portal and through our workforce development lead. For ASYE social workers we provide a high level of support to staff with experienced social workers providing regular and tailored guidance and input with regular staff catch ups and development sessions. As a service we are also committed to supporting our staff and providing a healthy work culture. Staff have access to regular supervisions as well as other staff support forums. We will support you by providing regular supervision and access to training.”</i>
Newcastle	SOCIAL WORKER	£33,782 - £37,890 per annum	None identified.
Northumberland	ADULTS SOCIAL WORKER	£32,910-£36,922	<i>“We have some outstanding benefits to offer you, including:</i>
Northumberland	CONSULTANT SOCIAL WORKER	£37,890-41,881 (Pro Rota) – 14.8 hrs per week	<ul style="list-style-type: none"> <i>• 25 days annual leave plus public and bank holidays (rising to 30 after 5 years of service)(pro-rata for part-time employees)</i> <i>• Automatic enrolment into the Local Government Pension Scheme</i> <i>• Flexi scheme applicable to majority of roles</i> <i>• Local government discount schemes available to all employees with offers at local businesses along with various national brands</i> <i>• A commitment to work-life balance offering flexibility through various schemes including job sharing, home working, flexible working, part-year working, and compressed hours</i> <i>• Car Leasing Scheme.”</i>

Northumberland	CARE MANAGER 3/ SOCIAL WORKER (AMHP).	£37,890-£41,881	<p><i>“With excellent training and great benefits, Northumberland County Council is the ideal place to progress your career. At Northumberland, we support our AMHPs to ensure they have the resources and environment they need to make a real difference.</i></p> <p><i>To support you in your AMHP role you will receive:</i></p> <ul style="list-style-type: none"> <i>• 1 to 1 supervision</i> <i>• Access to NCC AMHP Forums, for peer group discussion & intervention</i> <i>• An AMHP mentor to provide additional support in your first year of employment</i> <i>• 18 hours (3 days) of AMHP approval training in each year</i> <i>• A structured induction service</i> <i>• Access to our Mental Health Social Worker/Lead AMHP to support and develop your social work practice</i> <i>• Access to protected time each year to work on your professional portfolio (Social Work England registration)</i> <i>• Opportunity to be involved in the practice education of social workers and AMHPs undertaking professional training</i> <i>• Access to NCC training programmes.”</i>
North Tyneside	<p>SOCIAL WORKERS</p> <p>Posts available as follows:</p> <p>2 x Social Worker - 37 hours per week - permanent - Grade 9 Community Learning Disability Team part of the Whole Life Disability Service</p>	£27,741 - £35,745 pa	<p><i>“Successful applicants will receive a planned induction, regular supervision, will benefit from good peer support, will have opportunities to develop a good work/life balance through the use of the flexi system, and will have access to an excellent range of in house and bespoke training in addition to joint training with health colleagues.</i></p> <p><i>Newly qualified staff will undergo the ASYE programme and have access to a range of learning and training opportunities to enhance their professional development and career opportunities. Regular input is provided for Continued Professional Development throughout your career with our Teams.</i></p>

	<p>1 x Social Worker Gateway - 37 hours per week - permanent - Grade 8/9</p> <p>1 x Social Worker Gateway - 37 hours per week - fixed term - Grade 8/9</p> <p>1 x Social Worker Grade - 18.5 hours per week - permanent - Grade 8/9 Community Well Being Team Coastal and Central</p> <p>1 x Social Worker Grade - 18.5 hours per week - permanent - Grade 8/9 Community Well Being Team North West.</p> <p>You will be appointed to Grade 8 or 9 depending on your qualifications and experience. Grade 8 - £27,741 - £31,346 pa Grade 9 - £32,234 - £35,745 pa</p>		<p><i>As an employee of North Tyneside Council you will feel valued from the moment you join us. We have a comprehensive induction process to ensure you are supported in your role from day one and our experienced and approachable management team will support you to achieve your professional goals.</i></p> <p><i>In return for your valuable contribution you will have access to our excellent benefits package:</i></p> <ul style="list-style-type: none"> • <i>Membership of the Local Government Pension Scheme (for contracts of 3 months or more)</i> • <i>A supportive Occupational Sick Pay scheme</i> • <i>A generous annual leave allowance, which increases with service, plus bank holidays</i> • <i>Annual pay increments up to the top of the salary grade for Grades 2-11 (ONLY FOR GREEN BOOK ROLES)</i> • <i>A range of flexible working and leave options, including part-time working, to support work/life balance (subject to business requirements)</i> • <i>Access to Occupational Health services including physiotherapy and counselling</i> • <i>Our Employee Assistance Programme which includes a telephone helpline and extensive online resources for support and advice</i> • <i>Extensive training and development opportunities including access to our Learning Pool online platform</i> • <i>Supported career progression</i> • <i>Discounted membership of our Leisure Centres including 5 gyms; 4 pools; 2 spas and over 250 classes every week</i> • <i>The 'Benefits Plus' Scheme enabling salary sacrifice for Car Leasing; Cycle to Work Scheme; additional annual leave, public transport season tickets, and professional subscriptions</i> • <i>Credit Union Savings Scheme</i> <p><i>Attractive ASYE programme and commitment to increased supervision and reduced caseload in first year."</i></p>
North Tyneside	PRINCIPAL SOCIAL WORKER (ADULTS)	£47,672 pa	<p><i>"We have a well-established programme of CPD support and you'll be given free access to range of online and face to face resources to help you evidence and develop your ongoing skills and practice; this is underpinned by a strong ethos of succession planning to support practitioners with career progression."</i></p>

Redcar & Cleveland	SOCIAL WORKER (HOSPITAL TEAM)	£27,741 - £35,745 per annum based on experience	<p><i>“Benefits:</i></p> <ul style="list-style-type: none"> <i>• We provide regular professional supervision and implement a work load management system.</i> <i>• We have a robust training unit, which includes opportunities for structured career progression.</i> <i>• You will receive a generous annual leave entitlement of up to 33 days.</i> <p><i>The council is an accredited Investors in People employer at gold level and holds ambassador status for the North East Better Health at Work Award.</i></p> <p><i>We offer very attractive terms and conditions of employment. including generous annual leave entitlement, flexible working hours (where appropriate), membership of the Local Government Pension Scheme and access to numerous other salary sacrifice schemes and staff benefits/discounts, including a lease car scheme.”</i></p>
South Tyneside	EXPERIENCED MENTAL HEALTH SOCIAL WORKER (NEIGHBOURHOOD TEAM)	£32,910 - £37,890 (Bar at £33,782 & £35,745 pa)	None identified
South Tyneside	EXPERIENCED SOCIAL WORKER WITH A 6-MONTH SECONDMENT INTO THE ROLE OF ADVANCED PRACTITIONER (NEIGHBOURHOOD TEAM)	Experienced Social Worker Salary: £33,782 to £37,890 pa Career Grade (bar at £33,782 & £35,745) Advanced Practitioner Salary: £40,876 pa	<i>“We will offer you a permanent Social Worker role, which includes a 6-month secondment into an Advanced Practitioner role and the opportunity to develop your PQ qualifications to enable you to apply for a permanent Advanced Practitioner role.”</i>
South Tyneside	SOCIAL WORKER	£30,451 to £37,890 pa Career Grade (Bar at £32,234 & £33,782 & £35,745)	<i>“We remain fully committed to supporting our staff to grow and develop, and we will provide you with the opportunity to use your skills and learn new ones. Through the development of our new Values and Behaviour Framework we will fully support staff to become Curious, Accountable, Responsive and Empowered (CARE).”</i>

South Tyneside	EXPERIENCED SOCIAL WORKER(S) (ALL TEAMS – NEIGHBOURHOOD; HOSPITAL DISCHARGE; LEARNING DISABILITY)	Career Grade - £32,910 to £37,890 (Bar at £33,782 & £35,745 pa)	
Stockton	HOSPITAL SOCIAL WORKER	£27,741-£39,880	<i>"We offer an excellent total reward package including a competitive salary, generous Pension Scheme and annual leave entitlement as well as access to a number of additional employee benefits and a wide range of learning and development opportunities."</i>
Stockton	SOCIAL WORKER - ADULT MENTAL HEALTH	£27,741 - £36,922	<i>"We offer continuous professional development, regular supervision and annual appraisal."</i>
Stockton	FIRST CONTACT SOCIAL WORKER	£27,741-£36,922	<i>"We offer a supportive environment and are committed to continuous professional development with regular supervision and annual appraisal."</i>
Stockton	SOCIAL WORKER - ASSESSMENT AND SUPPORT PLANNING	£27,741-£39,880 pro rata Hours per week: 18.5	<i>"We offer a supportive team environment; we are committed to continuous professional development and offer regular supervision and annual appraisal." This post has been identified as suitable for flexible working which enables the postholder to work 40% of their working time away from the office."</i>
Stockton	SOCIAL WORKER (FIXED TERM)	£27,741-£39,880	<i>"We offer continuous professional development, regular supervision and annual appraisal."</i>

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**ADULT SOCIAL CARE AND SERVICES SCRUTINY PANEL
THE RECRUITMENT AND RETENTION OF STAFF WITHIN ADULT SOCIAL CARE - ACTION PLAN**

8 MARCH 2022

SCRUTINY RECOMMENDATION	PROPOSED ACTION	POST TITLE	BUDGET COST	TIMESCALE
1. That further work regarding the introduction of a one off financial incentive payment (termed "Golden Hello") be undertaken with Human Resources, and a further report be submitted to the Leadership Management Team. Consideration to be given to the payment amount; terms and conditions; and the potential impact upon existing staff. Work to be completed by Spring/Summer 2022.	A report for the Leadership Management Team (LMT) will be developed proposing that recruitment and retention payments are implemented for staff groups where it is identified that the criteria within the Council policy are met.	Director of Adult Social Care and Health Integration	tbc	End of March 2022
2. That exploratory work regarding the introduction of a Recruitment and Retention payment continue to be undertaken with Human Resources. Introduction of this payment would need to be in alignment with the Council's existing policies and other similar structures within the authority (e.g. Children's Services). Work to be completed by mid-2022.	The activity required to deliver this recommendation will be undertaken as part of the response to recommendation 1.	N/A	N/A	N/A
3. That further consideration be given to the restructuring of Adult Social Care; examining the roles of Social Workers and Occupational Therapists as part of	The scale of the need for restructuring of staff roles within Adult Social Care will be determined by the effectiveness of the recruitment and retention	Director of Adult Social Care and Health Integration	tbc	End of December 2022

<p>this. Exploratory work to be undertaken with regards to roles; impact on existing staff and terms and conditions; salary column grading; and clear routes for career progression. Update to be provided to the panel by Autumn/Winter 2022.</p>	<p>payments and will be considered as part of the Health and Social Care Reform Board Work preparing for implementation of the People at the Heart of Care White Paper.</p>			
<p>4. That consideration be given to undertaking activities which raise awareness of and promote the role of social work within Middlesbrough Council. Specific work could be carried-out with Teesside University to encourage students to remain in Middlesbrough and apply for roles at the Council following completion of their degree programmes. Online events could also be offered to provide information and Frequently Asked Questions opportunities with current Social Workers. Update to be provided to the panel by Autumn/Winter 2022.</p>	<p>A programme of awareness raising activities will be developed to highlight the work of Adult Social Care and raise awareness - this will include:</p> <ul style="list-style-type: none"> a. General awareness raising. b. Activities focussed on attracting potential staff members and retaining students c. Increased profile on media platforms to facilitate the above. <p>This will be an on-going programme.</p>	<p>Director of Adult Social Care and Health Integration</p>	<p>tbc</p>	<p>End of August 2022</p>
<p>5. That, in order to both promote the good work of Adult Social Care and the benefits of working for Middlesbrough Council, publicity be placed in as many news and media outlets as possible, e.g. 'Love Middlesbrough' magazine and the Council's social media platforms. Initial work to be completed by Spring 2022, however, this should be an on-</p>	<p>The activity required to deliver this recommendation will be undertaken as part of the response to recommendation 4.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

going orchestrated campaign involving the Council's media team.				
6. That, in order to raise awareness of the roles of Social Workers and Social Care Workers, an online learning module be created and implemented on Middlesbrough Learns for all Elected Members and Council staff. This could provide a route into a potential 'refer a friend' scheme. Work to be completed by Autumn/Winter 2022.	Online learning module, highlighting roles within Adult Social Care to be developed.	Director of Adult Social Care and Health Integration	None identified	End December 2022

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