

## OVERVIEW AND SCRUTINY BOARD

**Date:** Wednesday 28th July, 2021  
**Time:** 9.30 am  
**Venue:** Please note this is a virtual meeting.

The meeting will be livestreamed via the Council's YouTube channel at [Middlesbrough Council - YouTube](#)

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes - Overview & Scrutiny Board - 29 June 2021 3 - 8
4. Executive Forward Work Programme 9 - 22
5. Chief Executive's Update 23 - 34

The Chief Executive will be in attendance to provide the Board with an update in respect of the Council's response to COVID-19 and other organisational matters.
6. Children's Services Update - Finance & Performance 35 - 44

The Director of Children's Services and the Director of Finance will be in attendance to provide an update in respect of the financial pressures facing Children's Services.
7. Scrutiny Work Programme Report 2021-2022 45 - 50
8. Scrutiny Chairs Update

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  
Tuesday 20 July 2021

### MEMBERSHIP

Councillors M Saunders (Chair), T Mawston (Vice-Chair), A Bell, D Coupe, L Garvey, A Hellaoui, C Hobson, C McIntyre, J Platt, M Storey, J Thompson and S Walker

### **Assistance in accessing information**

**Should you have any queries on accessing the Agenda and associated information please contact Caroline Breheny, 01642 729752, [caroline\\_breheny@middlesbrough.gov.uk](mailto:caroline_breheny@middlesbrough.gov.uk)**

**OVERVIEW AND SCRUTINY BOARD**

A meeting of the Overview and Scrutiny Board was held on Tuesday 29 June 2021.

**PRESENT:** Councillors M Saunders (Chair), T Mawston (Vice-Chair), A Bell, D Coupe, A Hellaoui, C Hobson, J Platt, J Thompson and S Walker

**ALSO IN ATTENDANCE:** A Metcalf (Middlesbrough Gazette)

**OFFICERS:** S Bonner, C Breheny, T Parkinson, R Horniman, A Humble, A Wilson, G Cooper and A Johnstone

**APOLOGIES FOR ABSENCE:** Councillors L Garvey, C McIntyre and M Storey

20/9 **DECLARATIONS OF INTEREST**

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

20/10 **MINUTES - OVERVIEW & SCRUTINY BOARD - 11 MARCH 2021**

The minutes of the Overview and Scrutiny Board meeting held on 11 March 2021 were submitted and approved as a correct record.

20/11 **MINUTES - OVERVIEW & SCRUTINY BOARD - 8 APRIL 2021**

The minutes of the Overview and Scrutiny Board meeting held on 8 April 2021 were submitted and approved as a correct record.

20/12 **EXECUTIVE FORWARD WORK PROGRAMME**

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

**NOTED**

20/13 **CHIEF EXECUTIVE'S UPDATE**

The Chief Executive was attendance and provided an update to the Board in respect of the following:-

- COVID-19 update
- Liverpool City Council Best Value report
- Upcoming Executive decisions
- Council financial resilience

In terms of the latest local COVID-19 data, as at 28 June 2021 the rolling seven-day rate of cases per 100k of the Middlesbrough population was as follows:

- 53 new cases had been added to the system on 28 June 2021;
- 215 new cases had been diagnosed in the last seven days;
- 152.5 rate per 100k of population (last seven days); and
- 280.90 COVID-19 deaths per 100k population.

Reference was made to the vaccination rates and to date 91.1% of over 50's in Middlesbrough had been vaccinated, equating to 48,701 people. This left a total of 8.9% of over 50's in Middlesbrough who had not been vaccinated, equating to 4,758 people.

Information was provided on the vaccination dose 1 uptake rate by Medium Super Output Area (MSOA), which highlighted that the highest proportions of over 50's who had not been vaccinated were concentrated in the Ayresome, Middlesbrough Central and North Ormesby and Brambles areas.

In relation to the Liverpool City Council Best Value report a number of key findings were highlighted as follows:-

- Failure of senior officers to formally challenge / escalate concerning behaviour
- Individual officers not supported /protected when challenging concerning behaviour
- Member and officer roles and responsibilities not clearly understood / adhered to
- Lack of legal oversight of key processes around regeneration and asset disposals
- Active circumvention of corporate governance allowed without consequence
- Failure to follow policy and procedure on procurement, contract management, partnership governance and financial spending led to unlawful decisions and failure to achieve Best Value
- Weak Member training and lack of consequences for non-completion of training
- Failure to declare hospitality
- Poor records management

The report had identified fundamental corporate governance weaknesses and as a result, commissioners had taken on some Liverpool City Council powers and oversight. It was advised that in light of the publication the Council's Leadership Team had set ourselves against the Best Vale Liverpool Report to ensure our systems were as tight possible.

In terms of financial resilience the Board was advised that an annual assessment is prepared by CIPFA to assess Councils ability to respond to financial pressures. The assessment was based on 12 separate but linked indicators ranking Local Authorities. Although no overall league table was produced and some of the indicators were subjective, the assessment provided a good insight into the Council's medium to long term financial position.

The key findings for Middlesbrough were as follows:-

- Middlesbrough's size / demographics would always leave us vulnerable to financial shocks, therefore maximum mitigation was essential
- Expenditure needed to be carefully controlled
- Council Tax Base needed to grow and have higher average values
- Reserves needed to be protected and at an appropriate level
- We were not over-borrowed, though stringent monitoring is key

Structural position:

- A very high proportion of Council budget was spent on Social Care
- Middlesbrough had a very low Council Tax Base (lowest in the North East)
- Fees and charges and Business Rates income were relatively low (protected the LA from shocks such as COVID)
- There was a high-dependency on annual discretionary Central Government funding, leaving the LA vulnerable because of outside its control / short notice

In relation to Executive decisions scheduled for July it was noted that a number of reports were due to be considered. These included; a report on Community Engagement; the Community Safety Plan and the Built Asset Investment Plan. The Executive had recently held a meeting in respect of the Stainsby Masterplan, however, a decision had yet to be taken.

Following the update, Members were afforded the opportunity to ask questions.

A Member queried the number of Middlesbrough Borough Council vaccinated to date. In response it was advised that at present this figure was not known, as the only way to ascertain this information would be to ask staff individually.

A Member queried how Councillors could assist in encouraging those refusing vaccinations to take up the offer. It was advised that officers within the Council's Public Health Team were working closely with the Community Champions to ensure that a 'trusted voice' within the community were delivering those positive messages about the benefits of the vaccine to both

the individual and the wider community.

A Member queried what impact the Government's decision to enforce vaccination in the care industry would have locally. It was advised that the Local Authority was liaising with the Care Sector, NHS and CCG to understand any potential impact.

In response to a query as to whether there were any issues in relation to the supply of the vaccine it was advised that there were no known issues. The reasons for non-take up were not supply related.

In terms of the Liverpool City Council Best Value report and the concerns raised in respect of Member Training the view was expressed that currently there was insufficient emphasis on the Nolan Principles and that these should be included in all Member Training. The Chair expressed the view that these should be discussed by the Board and views expressed be fed into the Constitution Committee.

In relation to the upcoming Executive decisions a Member queried whether the Transporter Bridge and Captain Cook Pub would be included in the Built Asset Investment Plan. It was advised that a comprehensive piece of work was being undertaken that would assess all of the Council's significant assets, as well as the investment required. This information would then be factored into the 2021/2022 budgetary process.

A Member queried the timescales associated with the Stainsby Masterplan particularly in relation to the Local Plan. It was advised that the Local Plan was a statutory document that had to be followed and dictated the requirement for a road. Whereas the Stainsby Masterplan demonstrated the how / approach. It would therefore be very difficult to include any further provisions in respect of that road, which fell outside of the detail in Local Plan.

A Member queried whether ward Members could be made aware when the Council was organising community litter picking events, as recently events were being promoted without the relevant ward Members being advised.

In terms of the Council's financial resilience it was queried as to how the nearest neighbours' information had been categorised by CIPFA and why Blackpool was not included. The Head of Financial Planning advised that he would seek clarification from CIPFA on this issue.

A Member queried why Middlesbrough's spend on children in care was so much higher than Hartlepool. It was advised that poor practice, as well as the high of children in care contributed to the high level of spend. However, new systems were in place that were helping to reduce the numbers in care, the type of care required and improve Social Work practice.

In response to a query about the Council's development of its own in-house care provision to reduce the costs of care it was advised that plans were on track. Although the plans had been impacted by Covid there were delivering results. An additional briefing on these developments would be provided at the next meeting of OSB.

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

## **NOTED**

20/14

## **TOWN CENTRE REGENERATION UPDATE**

The Director of Regeneration was in attendance to provide an update to the Board in respect of the Town Centre and future development. The Board was advised that there were in essence a number of stark messages that everyone nationally and locally was having to face as a result of the pandemic. The decline in traditional town centre models was irreversible and although the town had already lost a number of established national retailers there was no doubt more would be lost over the next couple of years. Although the Council was proactively working with retailers decisions were often taken nationally in respect of store closures.

National experts had already advised that Middlesbrough needed to broaden out the town centre offer. It needed to fulfil a number of functions including being a place where people went to live, to learn, to work, to attend civic functions and to take part in leisure activities. It was not simply for the retail offer, as in two years' time that would not be the dominant factor

and 50 per cent of the town centre would have to offer something else.

In an effort to gain some control over the future of the town centre the Council had purchased a number of key properties including Captain Cook Square and House of Fraser. It was envisaged that Captain Cook Square would be transformed into a leisure offer and there was already substantial interest from businesses in the sector. The Future High Streets Fund and Future Towns Fund provided sufficient investment for the Council to be able to make the Town Centre look and feel different. The development of the Northern School of Art was another key project that would help to change the feel of the town centre. Urban living was a further key element that would play a significant role and Middlehaven would provide for the biggest urban living area.

A Member of the Panel queried whether it was possible to have a list of those businesses that were vulnerable to closure over the next 2 years. In response it was agreed that this information could be provided to Members but was not to be disclosed in the public domain.

## NOTED

20/15

### STRATEGIC PLAN 2020-23 - PROGRESS AT YEAR-END 2020/21

The Strategy Delivery Manager and Corporate Strategy Manager provided an update to the Board, which included the following points:

- This report set out in brief the key headlines relating to progress made in 2020-21 against the 2020-2023 Strategic Plan and COVID-19 Recovery Plan, and outlined strategic risks at Year-End;
- The Council refreshed its Strategic Plan during Quarter Four for the 2021-24 period to ensure that it remained current and reflective of major developments in the past year, in particular COVID-19 and the ongoing impact of Britain's exit from the European Union;
- The current overall Red RAG status of the plan reflected the previously approved pause in Recovery activities and the impact of Lockdown 3 and subsequent focus on related exit activities;
- Following an assurance exercise against existing Recovery plans, a summary of proposed changes and amends were included at Appendix Two, which had seen the overall Recovery RAG status shift to Green.
- Achievements made during 2020/21 were outlined, which referred to improvements in crime and ASB interventions; action to support children with remote learning; progress made in respect of Children's Services and the improvement journey; Future High Streets Fund and commercial and investment remained in line with targets.
- Strategic risks – at Year-End 2020/21, the total number of risks on the SRR remained at 35 (19 red, 15 Amber and one green) with some movement. One new risk had been added to the SRR during Quarter Four, namely failure of Boho X to deliver anticipated benefits and financial returns to Middlesbrough. In addition the severity of two existing strategic risks had increased during Quarter Four - future contract costs for waste disposal were likely to rise significantly in the longer term, impacting on future MTFPs; and there was some risk around the sufficiency of Year 7 school places in the medium term.

Following the update, Members were afforded the opportunity to ask questions.

A Member commented that the report had been extremely comprehensive and particularly honest. The report had also shown that Middlesbrough was ahead of the game particularly in respect of its pledge to be the first town or city in the UK to ensure every child had access to an internet device to support their education. Reference was also made to the role of community champions and introduction of locality working and the positive effect of these initiatives.

Reference was made to paragraph 40 and the decrease in town centre footfall, which it was acknowledged was worrying. Although it was anticipated that footfall would increase with the further lifting of COVID restrictions.

The Chair thanked the Strategy Delivery Manager and Corporate Strategy Manager for their attendance and contributions to the meeting.

**AGREED** that the information provided be noted.

20/16

## **REVENUE AND CAPITAL BUDGET - YEAR-END OUTTURN POSITION 2020/21**

The Head of Financial Planning and Support presented the Board with information in respect of the Revenue Budget Outturn Year-End 2020/2021. The following points were made:

- As reported previously, the Covid-19 pandemic has had a significant impact on the Council's financial position. This has also made the management of the Council finances more difficult in 2020/21 due to the constantly evolving situation, including the receipt of Government grant funding at short notice throughout 2020/21.
- Covid-19 financial pressures were being monitored separately from the normal non-Covid-19 financial position, and these were reported separately in paragraphs 53 to 84.
- The Council underspent its revenue budget by £355,000 on non-Covid elements (following approval by Executive on 15 June 2021 of the following transfers to reserves:-

- 1) Public Health Grant underspend to Public Health Reserve (£438,000)
- 2) Adult Social Care underspend to an Adult Social Care Covid Recovery Reserve (£1,598,000)
- 3) Ofsted Improvement Plan Budget underspend in 2020/21 to carry forward to 2021/22 via an Ofsted Support Reserve (£188,000)
- 4) Net saving from the clearance of holding and other codes, which are no longer used within Education, to a Children's Services Improvement Reserve (£175,000)
- 5) School contributions to capital schemes to a Children's Services Demand Reserve (£732,000)
- 6) Saving in Adult Social Care in 2020/21 due to the reduction in demand for long-term residential care to a Social Care Demand Reserve (£500,000)
- 7) Section 31 Business Rates Relief Grant to a Business Rates Deficit Reserve to fund 2020/21 Collection Fund deficit (£10,555,000)

- It had been proposed to transfer £438,000 of the Public Health Grant underspend to a Public Health reserves and £1,598,000 of the Adult Social Care underspend to an Adult Social Care Covid Recovery Reserve, in order to help to fund future costs arising from Covid-19 recovery in these areas. Executive had approved these transfers to reserves on 15 June 2021.

- Paragraphs 74-81 detailed the revenue budget spending controls, which included a vacancy control process; checks against expenditure over £5,000; and strong controls over staff travel, stationery and first class post. Agency staff were also being looked at, but this had been difficult to implement fully (although was being minimised). The predominant area for agency staff was Children's Services, which was due to difficulties in recruiting staff.

- Paragraph 7 provided a breakdown of spend per directorate with Children's Care having the greatest overspend of £4,233 million (excluding Covid-19). Savings in other areas of the Council had resulted in a net underspend overall.

- The £355,000 underspend on non-Covid-19 elements had been transferred to the General Fund Reserve.

- The financial impact of the Covid-19 pandemic in 2020/21 was summarised in a table at paragraph 83, which showed that there had been a financial pressure due to Covid-19 of £416,000 in 2020/21. A breakdown of the funding split between the Government grant funding and the Council was also provided.

- Due to delays on major schemes resulting from the COVID-19 pandemic, the 2020/21 capital budget final outturn was £42.078m against a revised budget of £45.195m. Full details were provided in the report.

- Regarding borrowing and reserves, the Council's balance of borrowing had decreased from £242.7m at 31st March 2020 to £218.8m at 31st March 2021. This decrease reflected the repayment of £20m of short-term borrowing taken out in the early weeks of the Covid-19 pandemic in March 2020 to ensure sufficient liquidity on emergency business grants. The remaining decrease of £3.9m related to the repayment of principal on annuity loans held by the Council. No external borrowing had been needed for Investment Strategy purposes due to much of the Covid-19 funding being paid in advance of need by central government and cash balances being healthy. This position was expected to unwind during the 2021/22 financial year.

- The table shown at paragraph 123 set out a summary of the balance of reserves and provisions at the start of 2020/2021 and at Year-End.

A Member of the Board commented that the Finance Officers had performed a remarkable job throughout 2019/20 and it was fantastic that the Council's budget had been underspent at the year end. However, it was emphasised that borrowing needed to further reduced and the interest rates payable needed to be brought down.

A Member of the Board commented that the report was particularly comprehensive and it was encouraging to see that the number of looked after children in Middlesbrough had reduced. However, further emphasis needed to be placed on the importance of using internal provision to ensure the cost effectiveness of placements.

A Member of the Board queried the £538,000 repairs to the Captain Cook Pub and it was explained that the Council's plans had always been to renovate the building prior to work commencing on the adjacent housing development. The Director of Regeneration advised that a breakdown of the costs would be provided.

A Member of the Board made reference to the Council's balance of borrowing and the weekly interest accrued. The Head of Financial Planning appreciated the concerns raised but reassured the Board that the Council's current debt level was both affordable and manageable.

**AGREED** the information provided be noted and more detailed information in respect of the financial pressures facing Children's Care Services be provided at the next meeting.

20/17 **AD-HOC SCRUTINY PANEL - FINAL REPORT - MEMBERS COMMUNICATIONS**

The recommendations to be submitted to the Executive were:

1. That a communications plan be implemented that aligns with the refreshed Strategic Plan 2021-2024 to ensure consistency and direction of council communications.
2. To ensure Members are well versed on social media etiquette; a training package be delivered to Members on the appropriate use of social media. Training should be carried out as a mandatory requirement on an annual basis (minimum).
3. That the principles of proper behaviour on social media be reflected in the revised Member Code of Conduct; and
4. As a corollary of recommendations one and two; a framework be developed to provide clarity to all Members on the appropriate use of social media.

**AGREED** that the findings and recommendations of the Ad Hoc Scrutiny Panel be endorsed and referred to the Executive.

20/18 **SCRUTINY CHAIRS UPDATE**

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

**NOTED**

20/19 **ANY OTHER URGENT ITEMS WHICH, IN THE OPINION OF THE CHAIR, MAY BE CONSIDERED.**

<b>Report of:</b>	Chief Executive
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<b>Submitted to:</b>	Overview and Scrutiny Board – 29 July 2021
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<b>Subject:</b>	Executive Forward Work Programme
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**Summary**

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

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

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

Ward(s) affected
All Wards affected equally

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

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

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

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

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

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

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

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

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

No other options were considered.

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

### ***Legal***

Not Applicable

### ***Financial***

Not Applicable

### ***Policy Framework***

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

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

Not Applicable

### ***Risk***

Not Applicable

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

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

## **Appendices**

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

## **Background papers**

Executive Forward Work Plan

**Contact:** Caroline Breheny  
**Email:** caroline\_breheny@middlesbrough.gov.uk



## Appendix 1

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Council Strategy	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
1009965 All Wards Page 11	The South Tees Carers Strategy and the model for future commissioning That Executive approves the model for the commissioning of the South Tees Carers offer and that Executive approves the South Tees Carers Strategy and action plan.	Executive 13 Jul 2021		KEY	Public		The Mayor - Executive Member for Children's Safeguarding and Adult Social Care and Public Protection <i>Lynn Beevers</i> <i>lynn_beevers@middlesbrough.gov.uk</i>
<b>Executive Member - Communities and Education</b>							
1009413 All Wards	PSPO Supports the proposals to extend the existing town	Executive 7 Sep 2021		KEY	Public		Executive Member - Communities and Education <i>Marion Walker, Head of Stronger Communities</i>

	wide PSPO (previously known as gating orders) for a further 3 years.						
<b>Executive Member - Environment</b>							
1009420 All Wards	ECS Capital Infrastructure Investment Executive approval is required for the ECS Capital Asset Strategy.	Executive 7 Sep 2021		KEY	Public		Executive Member - Environment <i>Chris Bates</i> <i>Chris_Bates@middlesbrough.gov.uk</i>
1008176 All Wards	Proposed School Cleaning Price Increase 20/21 That Executive considers the proposed school cleaning price increase for financial year 2020/2021 and approves the proposed recommendations.	Executive 14 Sep 2021		KEY	Public		Executive Member - Environment <i>Martin Shepherd</i> <i>martin_shepherd@middlesbrough.gov.uk</i>
1009939 All Wards	ECS Capital Infrastructure Investment Decision required on agreeing to allocate Capital Funding.	Executive 13 Jul 2021		KEY			Executive Member - Environment, Finance & Governance <i>David Jamison</i> <i>david_jamison@middlesbrough.gov.uk</i>

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<b>Executive Member - Finance and Governance</b>							
Page 13	I009601 All Wards	Change to telephony opening hours for Revenues and Benefits An amendment to the telephony opening hours for Revenues and Benefits from 8.30am until 5.00pm (Friday 4.30pm) to the new opening hours of 10.00am until 4.00pm Monday to Friday effective from Monday 5 July 2021.	Executive Member - Finance and Governance Date TBC		KEY	Public	Executive Member - Finance and Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>
	I009402	Annual Equality and Inclusion Report	Executive 13 Jul 2021			Public	Executive Member - Finance and Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>
	I008210	Surveillance Policy Surveillance Policy sets the governance framework for decisions to undertake covert directed surveillance where	Executive 13 Jul 2021			Public	Executive Member - Environment, Finance & Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>

	there is a legitimate reason to do so.						
1009403	Community Engagement Policy	Executive 13 Jul 2021			Public		Executive Member - Finance and Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>
1009573	Early Payment Scheme This will be a report to Executive in order to agree to call off the NEPO Early Payment Framework to award a contract to Oxygen Finance in order to implement an early payment scheme. In implementing this contract it will result in policy changes for the Council which will be clearly detailed in the report for approval. The ultimate aim is to pay suppliers as early as possible and where appropriate receive a payment for doing this.	Executive 13 Jul 2021			Public		Executive Member - Finance and Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>

1009690 All Wards	CIPFA Financial Resilience / Management Code To provide Executive with an assessment of the results of the CIPFA Financial Resilience Index 2021, and also to provide Executive with details of the CIPFA Financial Management Code and an assessment of compliance and the next steps.	Executive 13 Jul 2021					Executive Member - Finance and Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>
1009949 All Wards	Corporate Debt Management Policy The purpose of this new policy is to provide clear guidance on the recording, reporting, recovering and monitoring of the Council's debt and income.	Executive 13 Jul 2021		KEY	Public		Executive Member - Environment, Finance & Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>
1009779 Nunthorpe	Nunthorpe Grange Farmhouse, Yard & Barns - Proposed Freehold Disposal Proposal to dispose of Council owned property	Executive 10 Aug 2021		KEY	Public		Executive Member - Environment, Finance & Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>

<p>1008778 All Wards</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 16</p>	<p>Process to Administer Grant Funding This report seeks support for implementing a Policy for the Council receiving and managing grant funding received from the Government and other third parties.</p> <p>It also requests approval for the delegation to officers of decisions relating to the distribution and expenditure of any such funding in consultation with the Section 151 Officer. Where there is an element of discretion with regard to the allocation of funding, that officers have delegated authority to make amendments to the scheme and the criteria for receiving grants, in</p>	<p>Executive 7 Sep 2021</p>		<p>KEY</p>	<p>Public</p>		<p>Executive Member - Finance and Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i></p>

	consultation with the Section 151 Officer.						
I009721	Strategic Plan 2021-24 – Progress at Quarter One 2021/22 Report outlining performance against the Strategic Plan at Quarter One 2021/22	Executive 7 Sep 2021					Executive Member - Finance and Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>
I009948 All Wards	Supplier Incentive Programme Proposal to commission an early payment scheme system for payment of invoices earlier than the standard 30 days and bring associated change in practice and anticipated efficiencies in process.	Executive 7 Sep 2021		KEY			Executive Member - Environment, Finance & Governance <i>Keely Trainor</i> <i>Keely_Trainor@middlesbrough.gov.uk</i>
I010194 All Wards	Revenue and Capital Budget - Projected Outturn Position as at Quarter One	Executive 7 Sep 2021		KEY	Public		Executive Member - Environment, Finance & Governance Keely Trainor <i>Keely_Trainor@middlesbrough.gov.uk</i>

	2021/22 To advise the Executive of the Council's financial position at Quarter One 2021/22						
I009723	Strategic Plan 2021-24 – Progress at Quarter Two 2021/22 Report outlining performance against the Strategic Plan at Quarter Two 2021/22	Executive 9 Nov 2021					Executive Member - Finance and Governance Keely Trainor Keely_Trainor@middlesbrough.gov.uk
I010195 All Wards	Revenue and Capital Budget - Projected Outturn Position as at Quarter Two 2021/22 To advise the Executive of the Council's financial position at Quarter Two 2021/22.	Executive 9 Nov 2021		KEY	Public		Executive Member - Environment, Finance & Governance Keely Trainor Keely_Trainor@middlesbrough.gov.uk
I010197 All Wards	Council Tax Support Scheme for 22/23 That the Executive approves the Council Tax Support Scheme for 22/23	Executive 11 Jan 2022		KEY	Public		Executive Member - Environment, Finance & Governance Keely Trainor Keely_Trainor@middlesbrough.gov.uk
I009724	Strategic Plan 2021-24 – Progress	Executive 14 Feb 2022		KEY	Public		Executive Member - Finance and Governance

	at Quarter Three 2021/22 Report outlining performance against the Strategic Plan at Quarter Three 2021/22						<i>Keely Trainor Keely_Trainor@middlesbrough.gov.uk</i>
I010199 All Wards	Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2022/23 The setting of the Revenue Budget, Council Tax, Capital Strategy for 2022/23.	Executive 14 Feb 2022		KEY	Public		Executive Member - Environment, Finance & Governance Keely Trainor Keely_Trainor@middlesbrough.gov.uk
I010198 All Wards	Revenue and Capital Budget - Projected Outturn Position as at Quarter Three 2021/22 To advise the Executive of the Council's financial position at Quarter Three 2021/22.	Executive 14 Feb 2022		KEY	Public		Executive Member - Environment, Finance & Governance Keely Trainor Keely_Trainor@middlesbrough.gov.uk
<b>Executive Member - Regeneration</b>							
I009248 Ayresome;	Stainsby Country Park and Masterplan	Executive 28 Jun 2021		KEY	Public		Executive Member - Regeneration <i>Paul Clarke</i>

Kader; Trimdon	To adopt the Stainsby Country Park and Masterplan.						<i>paul_clarke@middlesbrough.gov.uk</i>
I009678 Stainton and Thornton	Hemlington Grange North Development Guidance Withdrawal of Hemlington Grange North design guidance.	Executive 13 Jul 2021					<i>Paul Clarke paul_clarke@middlesbrough.gov.uk</i>
I008779 All wards	2021/22 Transport and Infrastructure Capital Programme That Executive approves the proposals to allocate funding to deliver infrastructure as identified within the report.	Executive 13 Jul 2021		KEY	Public		Executive Member - Regeneration, Executive Member - Environment <i>Chris Orr Chris_Orr@middlesbrough.gov.uk</i>
I009969 Central	Middlehaven Option Agreement The granting of an option agreement development of Middlehaven and in line with an agreed masterplan.	Executive 7 Sep 2021		KEY			Executive Member - Regeneration <i>Richard Horniman, Director of Regeneration Richard_Horniman@middlesbrough.gov.uk</i>
I009598 Ayresome; Berwick	MDC Empty Homes Partnership To confirm the financial	Executive 7 Sep 2021		KEY			Executive Member - Regeneration <i>Richard Horniman, Director of Regeneration</i>

Hills and Pallister; Brambles and Thorntree; Central; Linthorpe; Newport; North Ormesby; Park; Park End and Beckfield	arrangements to enable Middlesbrough Development Company to enter into a partnership with The Ethical Housing Company to invest in the refurbishment of empty and poor quality properties in the TS1 and TS3 areas.						<i>Richard_Horniman@middlesbrough.gov.uk</i>
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# Overview and Scrutiny Board: Chief Executive update

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## 28 July 2021

Agenda Item 5

# Agenda

- COVID-19 update
- Executive decisions, July
- Upcoming Executive decisions, August
- Staff communications
- Children's Proxy Indicators
- Middlesbrough Children Matters priorities

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# COVID-19 overview

**134**

new cases added to the system today

**1205**

new cases diagnosed (in last 7 days)

**854.7**

rate per 100k pop (last 7 days)

**280.90**

COVID deaths per 100k pop

New cases by testing Pillar

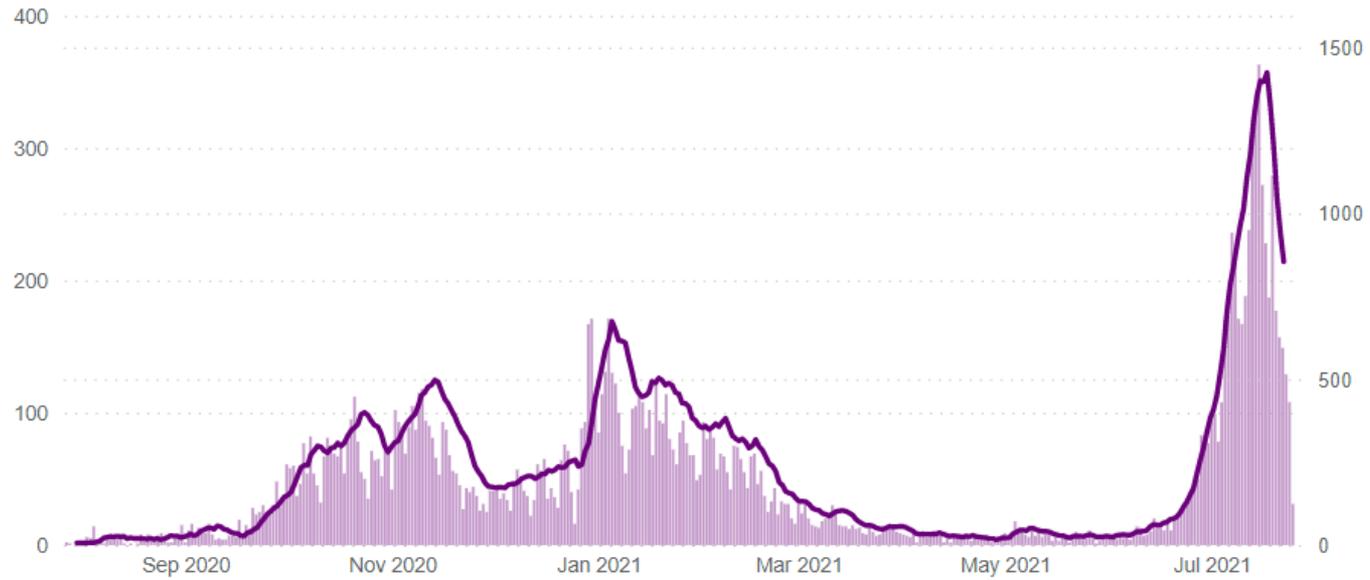
PILLAR 2

**124**

PILLAR 1

**10**

Daily Cases  rate per 100k



Last updated 26/07

Last 12 months

# North East and national vaccination summary (18+)

Local Authority	Dose 1 %
1 Northumberland	89.0
1 Rutland	89.0
3 Dorset	88.6
4 East Riding of Yorkshire	88.1
5 Derbyshire	87.6
6 Cumbria	87.5
7 North Yorkshire	87.3
8 Wiltshire	87.2
9 North Somerset	87.1
9 Hampshire	87.1
11 North Tyneside	86.5
11 West Berkshire	86.5
13 Devon	86.2
14 Shropshire	86.1
15 Somerset	86.0
16 Gloucestershire	85.7
17 Cheshire East	85.5
18 Leicestershire	85.4
18 Staffordshire	85.4
18 Cornwall and Isles of Scilly	85.4

Local Authority	Dose 2 %
1 Dorset	76.1
2 Northumberland	74.5
3 Rutland	74.3
4 Derbyshire	73.9
5 Isle of Wight	73.6
6 North Yorkshire	73.0
7 East Riding of Yorkshire	72.8
7 Cumbria	72.8
9 Rotherham	72.3
10 Torbay	71.3
11 Redcar and Cleveland	71.2
12 North Somerset	71.1
13 Shropshire	71.0
14 Hampshire	70.5
15 Suffolk	70.2
16 Worcestershire	70.1
17 Somerset	69.9
17 Barnsley	69.9
19 Cheshire East	69.8
20 Leicestershire	69.6

NE Local Authority	Dose 1 %	Population 50+ %
1 Northumberland	89.0	47.8
11 North Tyneside	86.5	41
35 County Durham	84.1	41.9
36 Redcar and Cleveland	84.0	44
41 Sunderland	83.3	39.6
45 Darlington	83.0	40.6
49 Gateshead	82.7	41.1
56 Stockton-on-Tees	82.1	38.7
60 South Tyneside	81.6	42
66 Hartlepool	80.8	40.3
102 Middlesbrough	74.0	34.7
112 Newcastle upon Tyne	70.7	30.2

NE Local Authority	Dose 2 %
2 Northumberland	74.5
11 Redcar and Cleveland	71.2
30 North Tyneside	68.5
39 County Durham	67.2
39 South Tyneside	67.2
49 Sunderland	66.5
55 Stockton-on-Tees	65.7
58 Gateshead	65.5
60 Darlington	65.4
65 Hartlepool	65.0
98 Middlesbrough	58.4
122 Newcastle upon Tyne	49.5

*Last updated 20/07*

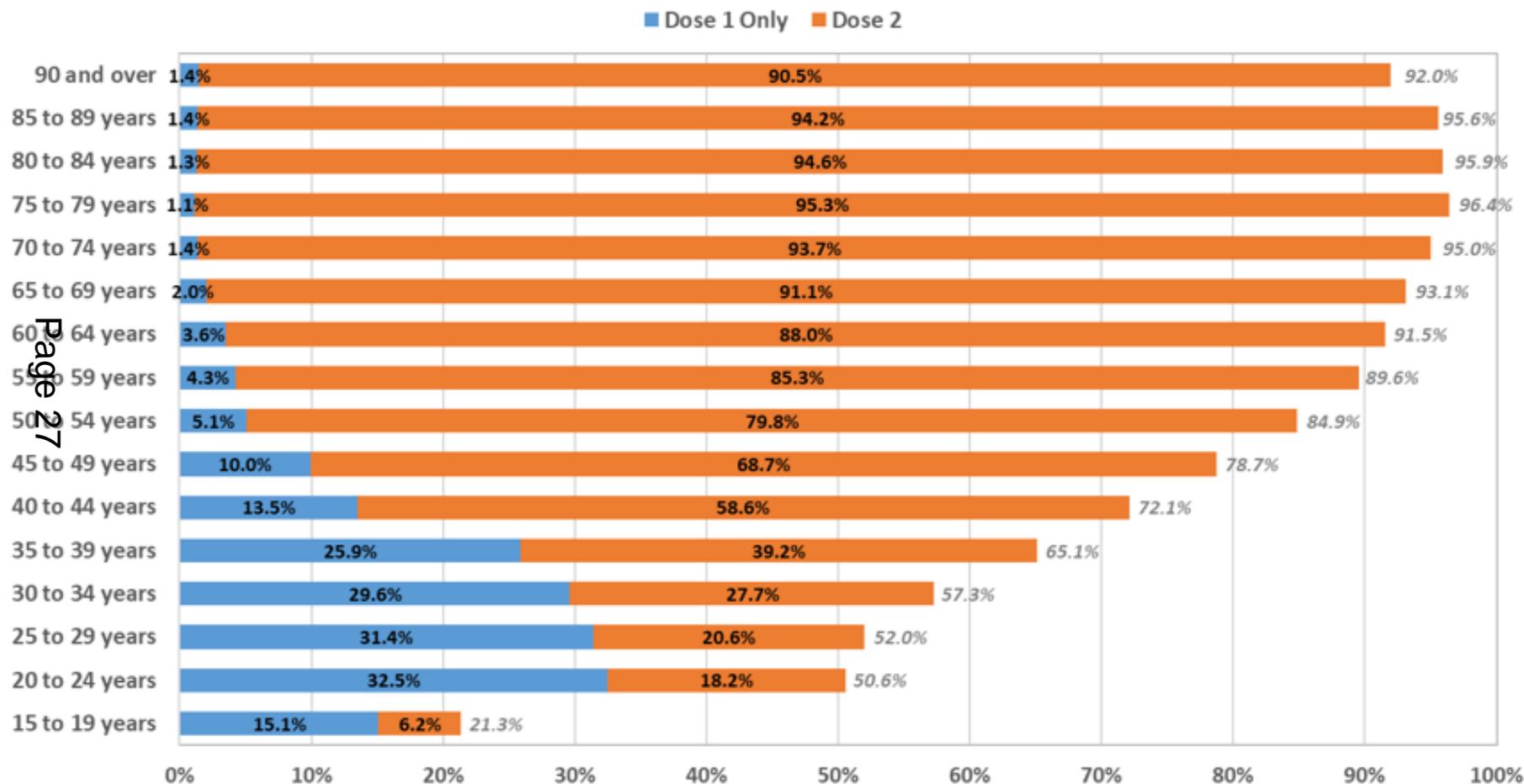
102 Middlesbrough	74.0
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98 Middlesbrough	58.4
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Uptake rates by Council area don't take account of the age demographics.

The third table shows the differences in proportion of 50+ (47.8% in Northumberland to 34.7% for Middlesbrough). Once deprivation and BAME is considered, it becomes more difficult for Middlesbrough to match Northumberland.

# Vaccination rates by age band (15+)



# Recent Executive decisions (July)

**Community Safety Plan 2020-22:** summary of the priorities within Middlesbrough's Community Safety Plan and set out its delivery plan

**Green and Blue Infrastructure Strategy 2021-37:** to ensure that new and existing communities lived in quality places, accessible to green and blue infrastructure whilst addressing emerging issues such as achieving biodiversity net gain and climate change prevention / mitigation.

**ECS Town-Wide Lighting Scheme:** Request for capital investment to achieve and enable delivery of the associated Strategic Priority.

# Upcoming Executive decisions (August)

**Community Engagement:** setting out a new approach to how we formally consult *and* the approach we will take to better engage our public, to promote understanding and collaboration.

**Children's Improvement Journey:** update on our progress against Ofsted recommendations

**Public Space Protection Orders:** extension of PSPO boundaries to enable us to tackle Anti Social Behaviours

**Middle haven option agreement:** significant development of area

**Land disposals:** key part of our Medium Term Financial Plan and social regeneration strategies

# Staff communication and engagement

In 2019, we asked how valued and connected you felt to the organisation and we found that:

- almost half of the staff that responded felt undervalued;
  - almost a quarter of staff didn't meet with or receive communications from their managers; and
- generally, there wasn't a consistent understanding of our strategic aims and priorities across the organisation.

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In January 2020, plans were developed and implemented to address those issues but before any real change could take effect... COVID happened.

# Staff communication and engagement

We will develop a consistent set of tools to share corporate communications with the wider staff audience, regardless of their role with practical templates, materials and methods, suggested key messages for specific audiences and set of minimum standards of engagement.

Timeline	Start	End
Staff survey window	30/07	06/09
Analysis of survey responses	07/09	10/09
Design of toolkit content	13/09	08/10
CE / LMT sign-off	14/10	21/10
Toolkit live	21/10	30/11

Communications will be issued soon, advising how to get involved and have your say.

# Children's Proxy Indicators / Scorecard

Indicator	Jun 2020 (Baseline)	Jun 2021 (Current)	Mar 2022 (Target)	Mar 2023 (Target)	Mar 2024 (Target)	Target justification
No. substantive posts filled with agency social workers	64	50	48	30	23	Reduce to national average (15%)
No. children in care (number / rate)	670 / 202.2	545 / 164.5	502	459	416 / 125.5	Reduce to SN average
No. children placed in ext. residential placements	74	58	47	37	35	Reduce to modelled M'brough target
No. children placed in in house residential provision	9	19	21	22	23	Increase to modelled M'brough target
No. children placed with in-house foster carers	160	170	169	175	185	Increase to modelled M'brough target
No. children placed with IFA carers	168	164	159	143	121	Reduce to modelled M'brough target
% of placement moves in reporting period incurring less cost	64.6% (Q1, 20-21)	66.7% (Q1, 21-22)	68.8%	70.9%	73.0%	Incremental increase

# Middlesbrough Children Matter: 10 Priorities

Whilst the recent Ofsted monitoring visit offers significant assurance, we are now looking at our commitment / ambition for ALL children and young people.

Priority	Descriptor
Place	We feel safe, proud of where we live, and have a chance to do well
Work	We have help to find work opportunities
Community	Making Middlesbrough a community that we feel a part of and we are proud of
Family and Relationships	We are important and deserve to be supported to have healthy and safe relationships with the people that are important to us
Wellbeing	We will be given opportunities to be healthy, physically and emotionally
Activities and Leisure	Middlesbrough has lots of things that we want to do
Communication and Connectivity	Our voice is important, and we feel that we are heard
Learn and Achieve	We have a mix of opportunities for education and training
Best Start in Life	Our families are supported to give us the best start in life

# Questions

# **Children's Services Finance and Performance**

## **Overview and Scrutiny Board 28<sup>th</sup> July 2021.**

**Sue Butcher  
Executive Director Children's Services**



MIDDLESBROUGH  
**CHILDREN**  
M A T T E R

# Progress to date – JULY 2021

- We are continuing to evidence systemic improvements to outcomes for children, and more effective use of **our collective resources**, with strong corporate and whole-Council support
- This positive analysis of **our collective impact** for local people in Middlesbrough is supported by the rigorous scrutiny of our regulators (Ofsted; DfE; Commissioner)
- The implementation of **robust performance management** and the use of data to inform our decision-making is an identified strength of our local arrangements
- We are increasingly well-positioned to **understand, evaluate and forecast** the impact of our services to inform medium and longer-term financial and resource planning

Leaders have introduced and built on a comprehensive audit to excellence programme, enhanced performance management, and demand forecasting. There are also new practice standards to provide clearer expectations or 'non-negotiables' about the quality of social work practice.

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Commissioner's Comment →

← Ofsted Report

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 Children's services.

## Summary of Placement Demand Led Budgets

Actual Figures

Category

Numbers

Demand

Latest

Figure at 31st  
March 2021

Change in  
year

2021/22 Projected  
Outturn

Average cost per  
young person per  
week

External Residential

57

65

-8

£ 12,141,042

£ 3,874

Internal Residential

19

11

8

£ 2,692,500

£ 2,718

IFA

158

163

-5

£ 6,417,860

£ 753

Internal Fostering

173

164

9

£ 2,692,882

£ 299

Friends & Family \*\*

393

373

20

£ 3,453,310

£ 166

Demand change from  
2019/20 Year-End position

800

776

24

We currently receive £1.2m towards these placements from Health

\*\* Not all looked  
after children

Highest cost in external residential currently £18,002 per week

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.

Commissioner's Comment →

← Ofsted Report

Leaders have appropriately prioritized recruitment and the development of the workforce strategy. Although social workers' workloads are reducing, they remain too high for some social workers. In addition, some children experience too many changes of social worker. Children told inspectors that if they could change anything they would like to have social workers who stayed with them for a long time. Too many changes of social workers affect relationship-building, as well as an understanding of children's circumstances and needs and the progression of children's plans.

## Salary Information - to be added with August Salary information

Directorate	Actual to August	Budget to August	Variance
Prevention & Partnerships	£2,997,476	£3,278,333	£280,857
Children's Care	£5,506,030	£6,192,083	£686,053
Total Children's Services	£8,503,506	£9,470,417	£966,911
Agency Spend	Actual to August		
Actual spend	£1,431,751		
Notes			
Actuals are as per Business World to 31/08/2020			
Agency spend incorporates values attributable to Improvement and Covid			

# FORECASTING & TARGET-SETTING

- We have identified **7 proxy indicators with indicative targets** based on our statistical neighbour averages
- These indicators are built into **a scorecard to support LMT decision-making and scrutiny.** This offers a clear framework for understanding the progressive impact of Children's Services improvements on our combined Council resources
- Our modelling is continuing to evolve to take account of **unknown and emerging factors** in a unique era of national and local pressures for our communities

# OUR METHODOLOGY

- Building on the last 12 months progress we have set an ambition to achieve the statistical neighbour average for the overall rate of looked after children over the next 3 years
- This would bring our children in care population in line with the average for:

Rochdale	Stoke on Trent	Tameside	Salford	Knowsley
Blackpool	Kingston U. Hull	Hartlepool	Halton	South Tyneside

- Our evidence-led target setting is based on:
  - Moving progressively from our current Children in Care population towards the statistical neighbour average over 3 years
  - Forecasting future placement distribution based on established trends between 2020-21
  - Modified to take account of in-depth modelling of projected additional reductions in external residential and increases in internal fostering numbers resulting from improvement plan initiatives
- Identified risks include:
  - Unknown and emerging modifying factors (e.g. Covid19; placement sufficiency)
  - Slow down in rate of improvement & ongoing practice legacy issues
  - Increases in national / regional / statistical neighbour Children in Care averages

## OUR PROPOSED SCORECARD FOR LMT QUARTERLY MONITORING

Indicator	Polarity	June 2020 (Agency baseline Jan 21)	Jun-21	Target 2021/2022	Target 2022 / 2023	Target 2023 / 2024	Target Detail
1. Number of substantive posts filled with agency social workers	Lower is better	64	50	48	30	23	Reduce to National Average of 15%
2. Number of children in care (no/rate)	Lower is better	670 (202.2)	545 (164.5)	502	459	416 (125.5)	Reduce to SN Average
3. Number of children placed in external residential placements	Lower is better	74	58	47	37	35	Reduce to modelled Boro Target
4. Number of children placed in in house residential provision	Higher is better	9	19	21	22	23	Increase to modelled Boro Target
5. Number of children placed with in-house foster carers	Higher is better	160	170	169	175	185	Increase to modelled Boro Target
6. Number of children placed with IFA carers	Lower is better	168	164	159	143	121	Reduce to modelled Boro Target
7. Proportion of placement moves in the reporting period which have incurred less cost (excludes same cost movements)	Higher is better	64.6% (Q1, 20-21)	66.7% (Q1, 21-22)	68.8%	70.9%	73.0%	Incremental Year on Year Increase

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## MIDDLESBROUGH COUNCIL

### OVERVIEW AND SCRUTINY BOARD

<p style="text-align: center;"><b>Setting the Scrutiny Panel's Work Programme 2021/2022</b></p>
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**28 July 2021**

#### **PURPOSE OF THE REPORT**

1. To invite the Overview and Scrutiny Board to consider Individual Scrutiny Panel's work programmes for the 2021/22 Municipal Year.

#### **BACKGROUND**

2. At the start of every Municipal Year, scrutiny panels discuss the topics that they would like to review during the coming year.
3. Work programmes are useful as they provide some structure to a scrutiny panel's activity and allow for the effective planning and preparation of work.
4. As part of the process for establishing the work programme, support officers gather information/views from a number of sources. Below is a list of topics which were agreed at the relevant scrutiny panel.

#### **WORKPLAN FOR 2021-2022**

5. The agreed topics for each Scrutiny Panel for the municipal year 2021/2022 are listed below for the Board's information:

##### Adult Social Care and Services Scrutiny Panel

###### Full Review

- Adult Social Care Finance - Residential Care and ensuring Value for Money
- The Role of the Voluntary Community Sector (VCS) in Supporting Adult Social Care (with a focus on COVID-19 recovery)
- Support for Carers (postponed from 2020-2021; to be recommenced at the end of the Municipal Year if time allows)

###### Updates

- Adult Day Care Services
- Ageing Better Middlesbrough (ABM) – Update and Future / Legacy Planning

## Children and Young People's Learning Scrutiny Panel

### Full Review

- Special Educational Needs and Disabilities (SEND)
- The Impact of COVID-19 on Education and the Council's Recovery Plan

### Short Review

- Post-16 Education

## Children and Young People's Social Care and Services Scrutiny Panel

- The panel is scheduled to meet on 27 July 2021 to determine its work programme and an update will be provided on the topics selected at the OSB meeting.

## Culture and Communities Scrutiny Panel

### Full Review

- Integrated Enforcement and the impact of anti-social behaviour in the Town.
- Middlesbrough's struggling high street

### Updates

- RIPA
- Prevent
- Selective Landlord Licensing

## Economic Development, Environment and Infrastructure Scrutiny Panel

### Full Review

- The Green Strategy and the Council's plans for increasing bio diversity in Middlesbrough

### Short Reviews / Updates

- Regeneration of Captain Cook Shopping Centre and House of Fraser
- Fly tipping and bulky waste collection service
- Empty/derelict commercial properties
- Bus Services
- New Waste Disposal Facility
- Broadband Infrastructure

## Health Scrutiny Panel

### Full Review

- Health Inequalities – accessibility to Health Care
- PFI Schemes at James Cook Hospital
- Women’s Health and Infant Feeding
- Dental Health

#### Short Reviews / Updates

- The impact of the Covid Pandemic on Mental Health.
  - LGBTQ+ accessibility to health care.
6. The topics and updates outlined above have been agreed by the individual Panels. When considering the work programme, the panel was advised to select topics that are of interest to it, as well as topics that the panel feels by considering, could add value to the Local Authority’s work.
  7. In addition to undertaking the agreed work programme, scrutiny panels have also previously responded on an ad-hoc basis to emerging issues - such as considering relevant new legislation, guidance or Government consultation documents. This approach occasionally results in further topics being identified for investigation or review throughout the year.
  8. On occasion, the Ad-Hoc Scrutiny Panel may also be established throughout the year to undertake additional investigations, for example to examine areas of work which overlap more than one scrutiny panel.
  9. Scrutiny panels are also advised that, under the terms of the Local Government Act 2000, local authorities have a responsibility of community leadership and a power to secure the effective promotion of community well-being. Therefore, in addition to the scrutiny panel’s generally recognised powers (of holding the Executive to account, reviewing service provision, developing policy, considering budget plans and performance and financial monitoring), panels also have the power to consider **any** matters which are not the responsibility of the Council but which affect the Local Authority **or** the inhabitants of its area. For example, nationally, Local Authorities have undertaken scrutiny work on issues such as post office closures, rural bus services, policing matters and flood defence schemes to name a few.

#### **Scrutiny work plan prioritisation aid**

10. In deciding their work programme, Panel’s may have used the aid attached at **Appendix 1** to prioritise issues where scrutiny can make an impact, add value or contribute to policy development.

#### **PURPOSE OF THE REPORT**

11. Overview and Scrutiny Board is asked to consider and agree individual Panel work programmes for the 2021/22 Municipal Year.
12. When considering the work programme, the Board is asked to ensure that topics agreed for inclusion:

- Affect a group of people living within the Middlesbrough area.
- Relate to a service, event or issue in which the Council has a significant stake or over which the Council has an influence.
- Are not issues which the Overview and Scrutiny Board or the scrutiny panels have considered during the last 12 months.
- Do not relate to an individual service complaint.
- Do not relate to matters dealt with by another Council committee, unless the issue deals with procedure.

## **RECOMMENDATION**

13. That in respect of the scrutiny work programme for 2021/2022, the Overview and Scrutiny Board approves the inclusion of those topics put forward by the scrutiny panels.

## **BACKGROUND PAPERS**

14. Scrutiny Panel Work Programme reports 2021/22.

### **Contact Officer**

Caroline Breheny

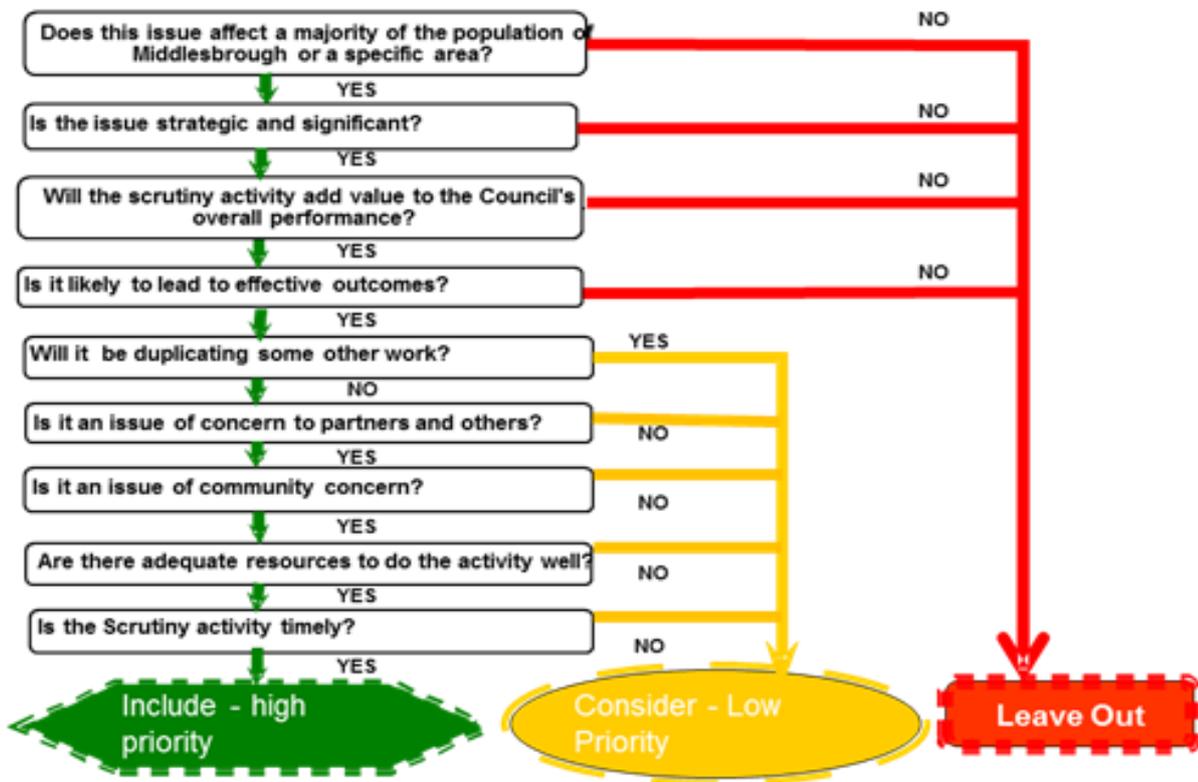
Democratic Services Officer

Democratic Services

Legal, Finance and Governance

Tel: 01642 729711 Email: [caroline\\_breheny@middlesbrough.gov.uk](mailto:caroline_breheny@middlesbrough.gov.uk)

# APPENDIX 1



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