

OVERVIEW AND SCRUTINY BOARD

Date: Tuesday 18th January, 2022
Time: 10.00 am
Venue: Virtual Meeting

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
To receive any declarations of interest.
3. Minutes - Overview and Scrutiny Board - 7 December 2021 3 - 8
4. Executive Forward Work Programme 9 - 18
5. Chief Executive's Update 19 - 34
Presentation
6. Scrutiny Chairs Update
Adult Social Care and Services Scrutiny Panel
Councillor J. Platt (Chair)
Children & Young People's Learning Scrutiny Panel
Councillor D. McCabe (Chair)
Children & Young People's Social Care and Scrutiny Panel

Councillor D. Davison (Chair)

Culture and Communities Scrutiny Panel
Councillor C. McIntyre (Chair)

Economic Development, Environment and Infrastructure
Scrutiny Panel
Councillor S. Walker (Chair)

Health Scrutiny Panel
Councillor D. Coupe (Chair)

- | | | |
|-----|--|---------|
| 7. | The Adult Social Care and Services Scrutiny Panel - Final Report - The Recruitment and Retention of Staff within Adult Social Care | 35 - 54 |
| 8. | Medium Term Financial Plan / Budget Consultation Presentation | 55 - 68 |
| 9. | Any other urgent items which, in the opinion of the Chair, may be considered. | |
| 9.1 | Corporate Performance Report - Quarter 2 | 69 - 92 |
| 10. | Date of next meeting - Tuesday 22 February 2022 at 10.00 am | |

Charlotte Benjamin
Director of Legal and Governance Services

Town Hall
Middlesbrough
Monday 10 January 2022

MEMBERSHIP

Councillors M Saunders (Chair), T Mawston (Vice-Chair), A Bell, D Coupe, D Davison, A Hellaoui, C Hobson, D McCabe, 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

OVERVIEW AND SCRUTINY BOARD

A meeting of the Overview and Scrutiny Board was held on Tuesday 7 December 2021.

PRESENT: Councillors M Saunders (Chair), D Coupe, D Davison, A Hellaoui, C Hobson, C McIntyre, J Platt, J Thompson, S Walker, J Walker (Substitute for M Storey) and L Mason (Substitute for D McCabe)

ALSO IN ATTENDANCE: M Smiles (Deputy Mayor and Executive Member for Children's Services)

OFFICERS: C Breheny, T Parkinson, G Cooper, J McNally, I Wright and G Field

APOLOGIES FOR ABSENCE: Councillors T Mawston, A Bell, D McCabe and M Storey

20/51 **DECLARATIONS OF INTEREST**

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

20/52 **MINUTES - OVERVIEW AND SCRUTINY BOARD - 9 NOVEMBER 2021**

The minutes of the Overview and Scrutiny Board meeting held on 9 November were submitted and approved as a correct record.

20/53 **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

20/54 **EXECUTIVE MEMBER UPDATE: DEPUTY MAYOR AND EXECUTIVE MEMBER FOR CULTURE AND COMMUNITIES**

The Deputy Mayor and Executive Member for Culture and Communities, Cllr Mieka Smiles, was in attendance to update the Board on her aims and aspirations, progress made to date and to highlight any emerging issues relating to her portfolio. The Director of Environment and Community Services was also in attendance.

It was advised that in the last presentation to OSB the Deputy Mayor and Executive Member for Culture and Communities had provided a general overview of the different areas of her portfolio and focussed on the Community Safety aspect. On this occasion the focus would be on her aims, aspirations and progress to date. Community Safety had been a strong focus during the last presentation and this time Creating Stronger Communities and Culture would be the main area of focus.

In terms of Communities the portfolio covered a vast amount, the main strands included: community hubs and libraries (located across the whole of the town); community safety, which included the Street Wardens (the numbers had increased from approximately 12 to 60) and now incorporated a range of responsibilities including community safety, environmental enforcement, car parking; CCTV; locality working; empowering communities through a wide range of schemes including the community growing projects to the amazing alleyways project.

The Deputy Mayor and Executive Member for Culture and Communities stated that the overarching aim was to create a safer Middlesbrough and support our local communities. With regard to her priorities reference was made to the new Southlands building and it was

emphasised that one of her priorities was to improve the community hubs and develop new ones. It was anticipated that there would hopefully be some action on the Southlands site in the spring and the Deputy Mayor advised that she had been on the Town's Fund Board and had advocated for the Southlands site to be included in that deal. As a result £500,000 of extra funding had been secured. Originally, it was proposed that the Southlands building would simply be a community hub style building but following work with ward Councillors and residents it was evident that their aspirations were to replicate the original Southlands Centre. A modular approach would therefore be taken and as more funding became available it was hoped that a sports hall and other facilities would be provided on the site. At the beginning of the process there was a requirement to find an organisation that would be able to manage the centre and the Tees Valley Asset Preservation Trust had been chosen to undertake that role.

Reference was made to Nunthorpe Community Hub, which was also in the pipeline and it was emphasised that the money received via the Towns Fund needed to be spread throughout the whole of the town. The majority of funding had been secured and two community groups had put their names forward to manage the centre and an independent scoring process would be undertaken to determine where it would be located and the type of services that would be provided. It was anticipated that Nunthorpe Community Hub would be built in 2022/2023.

In addition the Board was advised that the department had applied for £5million of funding from the Arts Council and part of that funding would be used to redevelop central library. Reference was made to Seven Stories in Newcastle and the Deputy Mayor advised that it was hoped that Central Library in Middlesbrough could be developed as a hub for children's literacy and also offer fun puzzle rooms and adventures that children could complete. It was anticipated that the Arts Council would make a decision in the New Year and it would be fantastic for Middlesbrough if the funding could be secured.

The Deputy Mayor advised that another one of her aims included investing in communities and enhancing the work that was already undertaken in communities. Reference was made to the communities grant programme and how effective relatively small amounts of funding could be in helping community groups and organisations to make a difference in their communities. The amazing alleys initiative had been part of that programme and this had been particularly effective in Newport and North Ormesby. Approximately 20 alleyway projects had been completed and it was really good for local communities and people's overall well-being. In addition reference was made to the Keep Boro Tidy initiative, which included investment in litter picking equipment.

In terms of further investment in communities, there was also a new initiative whereby if a community asset was sold three per cent of the value of the asset, as long as it achieved its valuation price, would be invested back into that particular community. In Nunthorpe £60,000 had been raised to date via this initiative and similarly a community asset had recently been sold in North Ormesby, which had generated approximately £10,000 worth of funding for the community. The funding had since been awarded to the White Feather Project, which was undertaking fantastic work in the community.

In terms of culture it was advised that this aspect of the portfolio covered all of the Council's leisure venues, parks, museums, the town hall and theatre, as well as events and festivals. The Council also had a key role to play in supporting culture more generally throughout the town. Reference was made to a recent visit to King's Academy, where all students in Year 7 had recently been given the opportunity to learn to play the violin. The Deputy Mayor explained that the Council had partnered with Music in Secondary Schools Trust (MiSST) to introduce the initiative and it was hoped that this could be rolled out to all seven secondary schools across the town.

Reference was made to the recently launched Middlesbrough Lottery and the Board was advised that the scheme was currently on track to generate £40,000 in its first year for local charities and organisations, as well as supporting cultural activity. It was explained that the tickets could be purchased online for £1 per ticket and 60p from each ticket sold went directly to good causes.

Finally, the Deputy Mayor made reference to her final priority in respect of the culture element on her portfolio and advised that she was particularly keen to further develop the town's event programme. Reference was made to 'Nightfall', a new held in Stewart Park over the weekend and the Deputy Mayor advised that she would be very keen to hear feedback from members

of the Board about the event. It was advised that £200,000 of additional funding had been secured for the Council's 2022/2023 events programme and it was hoped that the programme would generate additional footfall into the town centre. The recent Diwali event, which had been held in the town centre had been very successful and it was hoped that this could be further built on in 2022/2023.

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

A Member of the Board queried the amount of future additional investment that was proposed for Teessaurus Park. In response it was advised that £250,000 had been approved and it was anticipated that the works would hopefully be completed by Easter and would include a zip wire, new play equipment, light installations and an augmented reality trail.

Reference was made to the 'Nightfall Event' and the fantastic response received from residents and it was queried whether the Council had funded the event. It was advised that in terms of hosting the event it had been a collaboration and the company organising the event had received some funding from the Arts Council, the Council had contributed some funding and the ticket sales had also enabled the event to be held. It was hoped that the event would return in 2022/23, as it had been a sell out and the response had been fantastic.

Reference was made to Middlesbrough's archives and whether any progress had been made in respect of digitising records for bringing them up to date and help people in tracing their family history. In response it was advised that a digitisation was currently being undertaken and it was a huge task as the Council had responsibility for the whole of the Tees Valley.

A Member of the Board queried whether any decision had been taken in respect of a name for the new East Middlesbrough Community Hub, as reference had been made during the presentation to the Southlands Centre but the Centre was no longer in existence. In response it was advised that ultimately it should be a community decision and representation would be needed from local councillors and local residents. It was emphasised that it was very much the working title, as the Southlands Centre had been loved by so many people.

It was queried whether any progress had been made in respect of arranging racial awareness training for Members that had been agreed in 2020. In response it was advised that clarification would be sought on this issue and a response provided.

Reference was made to the different funding streams being used in respect of developing a new community hub on the former Southlands site and it was queried whether further information could be provided. In response it was advised that £1.2m was to be invested from the Council's capital budget and £500,000 would be invested from the Towns Fund.

In terms of the new community centres it was queried how these would be managed. It was advised that the Tees Valley Asset Preservation Trust would take on board the running of the Southlands Centre. Similarly a community organisation would be appointed to manage the Community Hub at Nunthorpe.

Reference was made to what work that was currently being undertaken by the Council to blend communities together, to create community cohesion and build a better Middlesbrough. In response it was advised that this was a really important point and a substantial amount of work was undertaken by the Council in respect of this agenda.

In response to the news that the Cleveland Show had now finished the Chair wished to extend his thanks to all of the volunteers who had successfully run the event for over 73 years.

Reference was made to the possibility of developing an arena in Middlesbrough and the Deputy Mayor expressed the view that this was definitely something that was on the wish list and there was a real need to maximise the events programme throughout the town.

The Chair thanked the Deputy Mayor and Executive Member for Culture and Communities and the Director of Environment and Communities for their attendance and contributions to the meeting.

AGREED that the information provided be noted.

20/55

CHIEF EXECUTIVE'S UPDATE

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

- COVID-19 update
- Executive update
- Strategic Plan

In terms of the latest local COVID-19 data, as at 5 December 2021 the rolling seven-day rate of cases per 100k of the Middlesbrough population was as follows:

- 82 new cases had been added to the system on 8 November 2021;
- 390 new cases had been diagnosed in the last seven days;
- 276.6 rate per 100k of population (last seven days); and
- 309.30 COVID-19 deaths per 100k population.

Reference was made to the COVID case rate by age group and it was advised that the highest number of cases were amongst young people aged 0-19. With regard to the number of COVID patients in South Tees Hospitals it was noted that there were currently 56 inpatients, with 7 of those in critical care. In terms of vaccination rates it was advised that 74 per cent of Middlesbrough's population had received their first vaccination, 67 per cent had received their second vaccination and 32.1 per cent had received their booster.

In relation to the Executive decisions taken recently it was noted that a number of reports had been considered. These included; an annual update on the work undertaken by the Standing Advisory Council on Religious Education (SACRE), a report on the findings of the Virtual School Peer Review; the Calculation of Council Tax Base for 2022/23; the Corporate Debt write-off policy and a report on the transfer of the International Centre to a community organisation.

A number of reports were expected to be considered by Executive in January 2022 and these included; Whortlton Road Industrial Estate Disposal; PSPO and CCTV Provision; Metz Bridge – Site Management Arrangements; Members Small Schemes Allocation; Digital Inclusion; Response to Scrutiny: Cultural Events; Response to Scrutiny: Middlesbrough Regeneration Post COVID-19: PSEA Timetable; BOHO X Audit Feedback; Council Tax Support Scheme for 22/23; Holiday Activities and Food Programme and Social Care White Paper.

Reference was made to Council's Strategic Plan and the current process for the drafting of the plan was outlined. It was advised that some changes to the format had been proposed and that a presentation had been given to the Executive on 7 December 2021 with any confirmed changes to current priorities and initiatives to be agreed by 21 December 2021. With a view to any follow up work and any revisions being undertaken by 18 January 2022. A report on the Strategic Plan was scheduled to be considered by Executive on 14 February 2022 and subsequently by Council on 23 February 2022. It was noted that where significant revisions / additions to the Strategic Plan were required it was likely that the new plan would be submitted to Council for approval on Summer 2022, to take into account timescales for public consultation.

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

NOTED

20/56

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

20/57

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

The Director of Finance and the Head of Financial Planning and Support provided an update to the Board; the following points were highlighted:

- The information detailed in the report was separated into two elements: COVID-19 related and non-COVID-19 related;
- The 2021/22 Revenue budget for the Council was £116,492,035. The Council's outturn position for 2021/22 for non-Covid-19 elements was projected to be an overspend of £2.605m (2.2%). It was anticipated that there would be a potential financial pressure due to COVID-19 of £1.550m in 2021/22. The total projected outturn at the end of the year was £4.155m;
- The total projected overspend in 2021/22 would 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. The remaining £2.923m of the total projected outturn pressure would 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;
- Paragraphs 80-100 of the report detailed expenditure against the Investment Strategy, which had a revised budget of £82.029m. The current latest estimated outturn for 2021/2022 was £64.814m;
- Paragraph 101 of the report indicated that borrowing had reduced by £11.6m in Q2 to £206.2m;
- Total reserves were detailed in paragraph 108, which showed projections for 2021/22 to be £32.3m.
- Appendix 1 showed the revised Investment Strategy which would be used from this point onwards.

The Chair thanked the Director of Finance for his attendance and contributions to the meeting.

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

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Report of:	Chief Executive
Submitted to:	Overview and Scrutiny Board – 18 January 2022
Subject:	Executive Forward Work Programme

Summary

Proposed decision(s)
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
Deputy Mayor and Executive Member for Culture and Communities							
1009413 All Wards	PSPO and CCTV Provision Supports the proposals to extend the existing town wide PSPO (previously known as gating orders) for a further 3 years.	Executive 14 Feb 2022		KEY	Public		Councillor Tony Alan Grainge, Executive Member for Neighbourhood Safety <i>Marion Walker, Head of Stronger Communities</i> <i>marion_walker@middlesbrough.gov.uk</i>
1011919 All Wards	Children's Services - update on Progress To update Executive on the progress to date within Children's Services	Executive 14 Feb 2022			Public		Deputy Mayor and Executive Member for Children's Services <i>Sue Butcher, Executive Director of Children's Services</i> <i>sue_butcher@middlesbrough.gov.uk</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Council Strategy	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
I011897 All Wards	NAVSH Peer Review of Middlesbrough's Virtual School The report outlines the findings of the recent Peer Review carried out of Middlesbrough's Virtual School. It acknowledges the excellent practice demonstrated by the VS, and gives a number of suggestions for improvement and development of the Service.	Executive 14 Feb 2022			Public		Executive Member for Education <i>Trevor Dunn, Head of Access to Education</i> <i>trevor_dunn@middlesbrough.gov.uk</i>
I011316 Central	EXEMPT - Metz Bridge - Site Management Arrangements That Executive agree to the procurement of an external supplier to manage Metz Bridge Traveller site.	Executive 14 Feb 2022		KEY	Fully exempt		Executive Member for Environment, Finance and Governance <i>David Jamison</i> <i>david_jamison@middlesbrough.gov.uk</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Council Strategy	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
I010704 All Wards	Highways Asset Infrastructure Executive approval is required for the ECS Capital Highways Infrastructure Asset.	Executive 14 Feb 2022		KEY	Public		Executive Member for Environment, Finance and Governance <i>Chris Bates</i> <i>Chris_Bates@middlesbrough.gov.uk</i>
I011678 All Wards	Transporter Bridge Update The purpose of the report is to inform Executive of the current status of the Transporter Bridge, highlight what works have been carried and to seek approval/endorsement to identify funds and to carry out further repairs to the Transporter Bridge as identified in the Special Inspection carried out by Rapid Consultants and the follow up Principal Inspection carried out by Atkins Global.	Executive 14 Feb 2022		KEY	Public		Executive Member for Environment, Finance and Governance <i>Chris Bates</i> <i>Chris_Bates@middlesbrough.gov.uk</i>
I009724	Strategic Plan 2021-24 – Progress	Executive 14 Feb 2022			Public		Executive Member - Finance and Governance

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Council Strategy	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
	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 for Environment, Finance and Governance <i>Keely Trainor Keely_Trainor@middlesbrough.gov.uk</i>
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 for Environment, Finance and Governance <i>Keely Trainor Keely_Trainor@middlesbrough.gov.uk</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Council Strategy	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
Executive Member for Regeneration							
I009248 Ayresome; Kader; Trimdon	'This item is to be deferred to a future meeting of the Executive. The revised date of the meeting at which this item will be considered, will be published on the Forward Work Plan in due course.' Stainsby Country Park and Masterplan To adopt the Stainsby Country Park and Masterplan.	Executive Not before 26th Oct 2021		KEY	Public		Executive Member for Regeneration Paul Clarke paul_clarke@middlesbrough.gov.uk
I010965 Nunthorpe	Nunthorpe Grange Development Overview The report details the current situation regarding the Community centre development work, partnered infrastructure works	Executive 8 Mar 2022		KEY	Public		Deputy Mayor and Executive Member for Children's Services <i>Steve Fletcher, Head of Development</i> <i>Steve_Fletcher@middlesbrough.gov.uk</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Council Strategy	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
	and housing delivery schemes including the Persimmon and Taylor Wimpey sites. Alongside of this is an update on the Nunthorpe commitments.						
1010966 Coulby Newham	Newham Grange Development Overview The report will document the process of securing options for the marketing and delivery of the site and will include the key infrastructure phasing strategy.	Executive 8 Mar 2022		KEY	Public		Councillor David Branson <i>Steve Fletcher, Head of Development</i> <i>Steve_Fletcher@middlesbrough.gov.uk</i>
1011647 Central	Tees AMP Next Phase To present the business case for additional investment in Tees Advanced Manufacturing Park (Tees AMP).	Executive 14 Feb 2022		KEY	Public		Executive Member for Regeneration <i>Sam Gilmore, Head of Economic Growth</i> <i>Sam_Gilmore@middlesbrough.gov.uk</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Council Strategy	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
I011649 Central	Wood Street Seeking approval for the redevelopment of the Wood Street area in partnership with the private sector.	Executive 8 Mar 2022		KEY	Public		Executive Member for Regeneration <i>Richard Horniman, Director of Regeneration</i> <i>Richard_Horniman@middlesbrough.gov.uk</i>

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Overview and Scrutiny Board: Chief Executive update

18 January 2022

Agenda

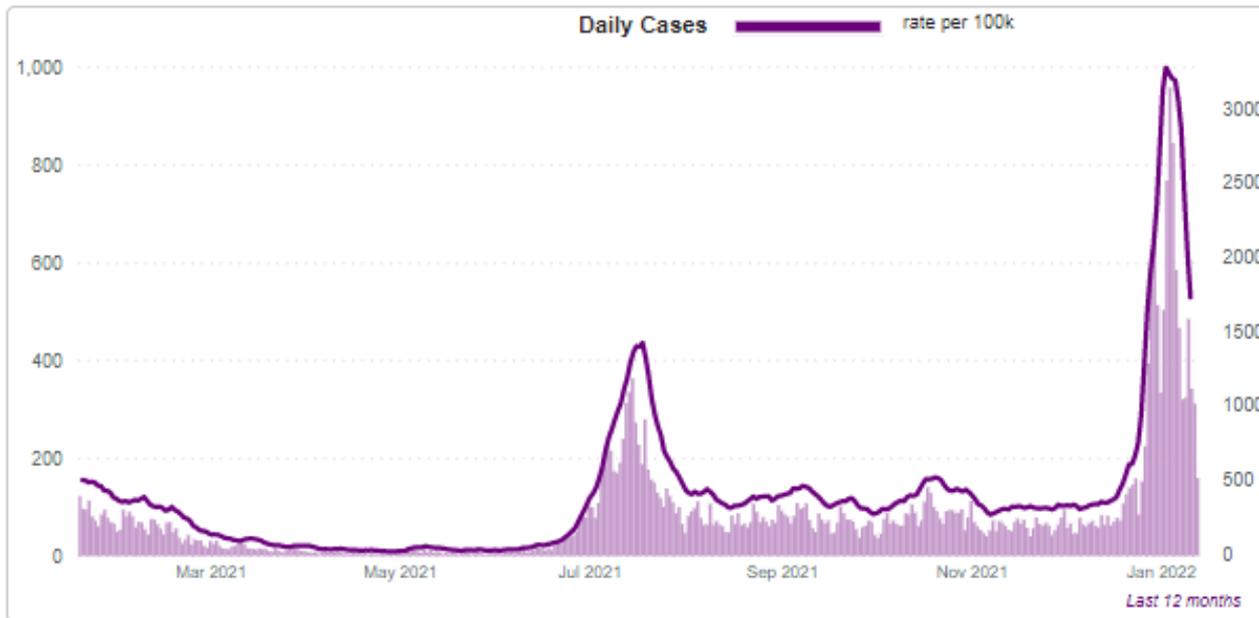
- COVID-19
 - Case rates
 - Vaccine / booster uptake
 - Staff sickness / self-isolation

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Resident and business grant support update

- Executive update
- Questions

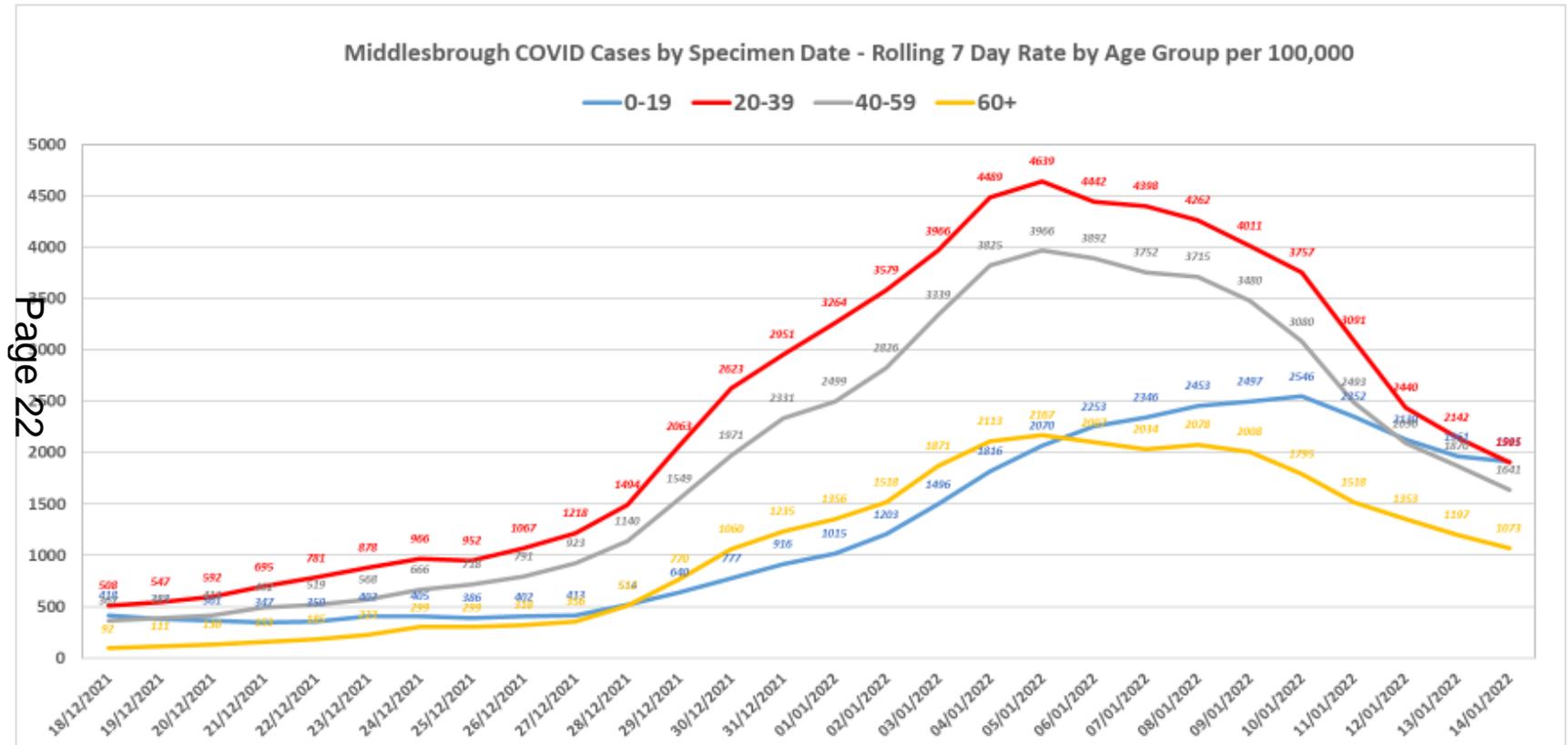
COVID-19 overview



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Last updated 16/01

COVID case rate by age group



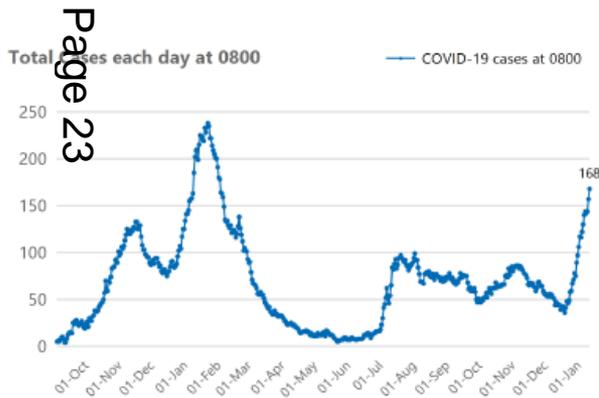
Last updated 17/01

South Tees COVID patients

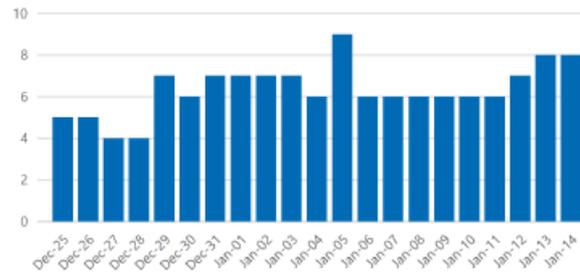
Daily SitRep Totals : 14-Jan-22

Outbreak Totals: Spells : 5176 Unique patients : 4645

(self/household isolation/carers leave/track & trace)



Daily number of COVID-19 patients in critical care: last 21 days



Staff absences associated with COVID-19: last 21 days

All reasons : Self/Household isolation, childcare/carers leave, track and trace etc.



Vaccination uptake rates (by age groups, 12+)

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	Cohort	Unvaccinated		Dose 1 Only		Dose 2 (Booster Eligible)		Booster Given		Booster Remaining		
		No.	%	No.	%	No.	%	No.	%	No.	%	
	12 - 15	8,156	4,946	60.6%	2,832	34.7%	378	4.6%	1	0.3%	377	99.7%
	16 - 17	3,861	1,619	41.9%	899	23.3%	1,343	34.8%	117	8.7%	1,226	91.3%
	18 - 19	3,436	1,207	35.1%	395	11.5%	1,834	53.4%	733	40.0%	1,101	60.0%
	20 - 24	11,300	3,936	34.8%	1,036	9.2%	6,328	56.0%	2,585	40.9%	3,743	59.1%
	25 - 29	13,389	4,834	36.1%	1,129	8.4%	7,426	55.5%	3,195	43.0%	4,231	57.0%
	30 - 34	13,217	4,471	33.8%	910	6.9%	7,836	59.3%	4,007	51.1%	3,829	48.9%
	35 - 39	12,034	3,542	29.4%	690	5.7%	7,802	64.8%	4,608	59.1%	3,194	40.9%
	40 - 44	9,792	2,351	24.0%	499	5.1%	6,942	70.9%	4,655	67.1%	2,287	32.9%
	45 - 49	9,035	1,703	18.8%	333	3.7%	6,999	77.5%	5,215	74.5%	1,784	25.5%
	50 - 54	9,534	1,258	13.2%	218	2.3%	8,058	84.5%	6,556	81.4%	1,502	18.6%
	55 - 59	9,994	909	9.1%	168	1.7%	8,917	89.2%	7,632	85.6%	1,285	14.4%
	60 - 64	9,196	646	7.0%	126	1.4%	8,424	91.6%	7,544	89.6%	880	10.4%
	65 - 69	7,494	424	5.7%	78	1.0%	6,992	93.3%	6,560	93.8%	432	6.2%
	70 - 74	6,474	288	4.4%	65	1.0%	6,121	94.5%	5,844	95.5%	277	4.5%
	75 - 79	4,426	116	2.6%	31	0.7%	4,279	96.7%	4,074	95.2%	205	4.8%
	80+	5,998	215	3.6%	38	0.6%	5,745	95.8%	5,443	94.7%	302	5.3%
	Total	137,336	32,465	23.6%	9,447	6.9%	95,424	69.5%	68,769	72.1%	26,655	27.9%

Last updated 17/01

Vaccination uptake rates (by MSOA)

MSOA	12-15	16-17	18-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80+	Grand Total
Ayresome	16%	29%	30%	46%	46%	37%	39%	44%	51%	64%	73%	82%	77%	88%	94%	85%	48%
Middlesbrough Central	26%	38%	58%	54%	50%	43%	49%	56%	59%	68%	77%	76%	83%	90%	91%	89%	55%
North Ormesby & Brambles	24%	44%	54%	56%	55%	59%	58%	67%	72%	79%	87%	91%	93%	91%	98%	91%	67%
Linthorpe East & Albert Park	42%	56%	70%	68%	65%	67%	71%	73%	79%	83%	88%	90%	95%	92%	92%	96%	76%
Park End	38%	53%	61%	66%	66%	70%	71%	82%	83%	90%	93%	95%	92%	96%	99%	96%	77%
Beechwood & James Cook	33%	55%	62%	68%	68%	75%	73%	79%	84%	84%	87%	95%	95%	95%	94%	95%	77%
Park Vale	39%	59%	56%	65%	68%	71%	73%	79%	85%	87%	90%	93%	96%	93%	97%	93%	77%
Berwick Hills	40%	53%	62%	68%	67%	74%	79%	81%	82%	90%	92%	95%	96%	95%	98%	97%	78%
Thorntree	29%	54%	67%	66%	67%	74%	74%	80%	84%	90%	91%	93%	96%	94%	98%	97%	78%
Newport & Maze Park	35%	54%	57%	74%	71%	73%	80%	80%	84%	92%	92%	95%	94%	96%	96%	95%	78%
Linthorpe West	42%	62%	65%	70%	69%	72%	75%	78%	85%	88%	91%	91%	93%	94%	97%	95%	79%
Easterside	42%	60%	67%	75%	71%	74%	81%	85%	88%	88%	95%	97%	96%	95%	98%	98%	83%
Stainton & Hemlington	47%	65%	71%	77%	77%	81%	82%	85%	89%	91%	94%	94%	96%	98%	99%	99%	85%
Coulby Newham	54%	78%	79%	80%	81%	81%	85%	88%	90%	91%	95%	96%	97%	96%	97%	98%	88%
Acklam	51%	70%	84%	81%	76%	87%	86%	87%	92%	95%	95%	96%	97%	96%	98%	98%	88%
Kader	48%	66%	73%	84%	82%	85%	90%	87%	93%	92%	95%	97%	95%	98%	99%	98%	88%
Nunthorpe & Marton East	62%	76%	84%	84%	85%	86%	91%	92%	91%	93%	96%	96%	97%	97%	98%	97%	90%
Trimdon	61%	83%	88%	84%	84%	89%	89%	92%	91%	95%	95%	96%	96%	99%	99%	99%	91%
Marton West	57%	79%	89%	88%	84%	82%	91%	95%	94%	95%	96%	97%	98%	99%	99%	100%	92%
Grand Total	39%	58%	65%	65%	64%	66%	71%	76%	81%	87%	91%	93%	94%	96%	97%	96%	76%

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MSOA	Dose 1	Dose 2	Booster
Ayresome	48%	41%	22%
Middlesbrough Central	55%	46%	24%
North Ormesby & Brambles	67%	59%	40%
Linthorpe East & Albert Park	76%	69%	50%
Park End	77%	68%	46%
Beechwood & James Cook	77%	69%	48%
Park Vale	77%	70%	49%
Berwick Hills	78%	69%	47%
Thorntree	78%	71%	50%
Newport & Maze Park	78%	71%	49%
Linthorpe West	79%	71%	51%
Easterside	83%	77%	59%
Stainton & Hemlington	85%	79%	60%
Coulby Newham	88%	82%	65%
Acklam	88%	82%	64%
Kader	88%	83%	65%
Nunthorpe & Marton East	90%	85%	69%
Trimdon	91%	86%	69%
Marton West	92%	87%	73%
Total	76%	69%	50%

Last updated 17/01



COVID vaccination / booster uptake rate (12+)

National & Tees Local Authority COVID Vaccination Rates - 12th January 2022 (12+ years)

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	Local Authority	Dose 1 %
1	Northumberland	89.9
2	East Riding of Yorkshire	89.7
3	Wiltshire	89.5
4	Dorset	89.4
5	Shropshire	89.2
6	Hampshire	89.1
7	North Yorkshire	89.0
8	Derbyshire	88.9
9	Rutland	88.7
10	Cumbria	88.5
11	West Berkshire	88.4
12	Gloucestershire	88.1
13	North Somerset	88.0
14	Devon	87.8
15	Herefordshire, County of	87.7
15	North Tyneside	87.7
17	Somerset	87.4
18	Wokingham	87.2
19	Cheshire East	87.0
19	Staffordshire	87.0

30	Redcar and Cleveland	86.1
42	Darlington	84.9
45	Stockton-on-Tees	84.6
65	Hartlepool	82.6
104	Middlesbrough	76.2

England Average	79.4
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North East Average	83.9
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	Local Authority	Dose 2 %
1	Northumberland	84.5
2	East Riding of Yorkshire	84.4
2	Dorset	84.4
4	Derbyshire	83.7
4	Wiltshire	83.7
4	Shropshire	83.7
7	North Yorkshire	83.6
8	Cumbria	83.5
8	Hampshire	83.5
10	Rutland	83.4
11	North Somerset	82.7
12	Gloucestershire	82.6
12	West Berkshire	82.6
14	Herefordshire, County of	82.5
14	Devon	82.5
16	Somerset	82.0
17	North Tyneside	81.9
18	Cheshire East	81.5
18	Leicestershire	81.5
20	Staffordshire	81.4

30	Redcar and Cleveland	80.3
43	Darlington	78.9
56	Stockton-on-Tees	77.9
70	Hartlepool	76.3
105	Middlesbrough	69.3

England Average	73.3
-----------------	------

North East Average	77.9
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	Local Authority	Booster/ 3rd Dose %
1	Dorset	72.4
2	North Yorkshire	69.9
3	Shropshire	69.7
4	East Riding of Yorkshire	69.5
4	North Somerset	69.5
6	Northumberland	69.1
7	Hampshire	68.9
7	Gloucestershire	68.9
9	Wiltshire	68.5
10	Rutland	68.4
11	Devon	68.3
12	Herefordshire, County of	68.2
13	Derbyshire	68.1
14	Cumbria	67.8
15	West Berkshire	67.2
16	Isle of Wight	67.0
17	Suffolk	66.8
18	Somerset	66.7
18	Worcestershire	66.7
20	Cheshire East	66.6

44	Darlington	61.8
50	Redcar and Cleveland	61.0
55	Stockton-on-Tees	60.4
78	Hartlepool	56.2
101	Middlesbrough	49.7

England Average	55.4
-----------------	------

North East Average	59.9
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COVID vaccination / booster uptake rate (12+)

Cohort	Unvaccinated		Dose 1 Only		Dose 2 (Booster Eligible)		Booster Given		Booster Remaining		
	No.	%	No.	%	No.	%	No.	%	No.	%	
12 - 15	8,156	4,946	60.6%	2,832	34.7%	378	4.6%	1	0.3%	377	99.7%
16 - 17	3,861	1,619	41.9%	899	23.3%	1,343	34.8%	117	8.7%	1,226	91.3%
18 - 19	3,436	1,207	35.1%	395	11.5%	1,834	53.4%	733	40.0%	1,101	60.0%
20 - 24	11,300	3,936	34.8%	1,036	9.2%	6,328	56.0%	2,585	40.9%	3,743	59.1%
25 - 29	13,389	4,834	36.1%	1,129	8.4%	7,426	55.5%	3,195	43.0%	4,231	57.0%
30 - 34	13,217	4,471	33.8%	910	6.9%	7,836	59.3%	4,007	51.1%	3,829	48.9%
35 - 39	12,034	3,542	29.4%	690	5.7%	7,802	64.8%	4,608	59.1%	3,194	40.9%
40 - 44	9,792	2,351	24.0%	499	5.1%	6,942	70.9%	4,655	67.1%	2,287	32.9%
45 - 49	9,035	1,703	18.8%	333	3.7%	6,999	77.5%	5,215	74.5%	1,784	25.5%
50 - 54	9,534	1,258	13.2%	218	2.3%	8,058	84.5%	6,556	81.4%	1,502	18.6%
55 - 59	9,994	909	9.1%	168	1.7%	8,917	89.2%	7,632	85.6%	1,285	14.4%
60 - 64	9,196	646	7.0%	126	1.4%	8,424	91.6%	7,544	89.6%	880	10.4%
65 - 69	7,494	424	5.7%	78	1.0%	6,992	93.3%	6,560	93.8%	432	6.2%
70 - 74	6,474	288	4.4%	65	1.0%	6,121	94.5%	5,844	95.5%	277	4.5%
75 - 79	4,426	116	2.6%	31	0.7%	4,279	96.7%	4,074	95.2%	205	4.8%
80+	5,998	215	3.6%	38	0.6%	5,745	95.8%	5,443	94.7%	302	5.3%
Total	137,336	32,465	23.6%	9,447	6.9%	95,424	69.5%	68,769	72.1%	26,655	27.9%

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COVID: staff sickness and self-isolation rates

	11/01/2022		04/01/2022		28/12/2021		Difference (11/01 to 04/01)		
Trend	Number of staff	%	Number of staff	%	Number of staff	%	Number of staff	%	
All staff sickness	↓	252	7.8%	372	11.5%	407	12.6%	-120	-3.7%
COVID-related staff sickness	↓	111	3.4%	194	6.0%	209	6.4%	-83	-2.6%
All other staff sickness	↓	141	4.3%	178	5.5%	198	6.1%	-37	-1.1%

	11/01/2022		04/01/2022		28/12/2021		Difference (11/01 to 04/01)		
Trend	Number of staff	%	Number of staff	%	Number of staff	%	Number of staff	%	
Self-isolating: working from home	↓	33	1.0%	56	1.7%	5	0.2%	-23	-0.7%
Self-isolating: unable to work	→	31	1.0%	31	1.0%	7	0.2%	0	0.0%
Self-isolating: status not known	→	1	0.0%	1	0.0%	0	0.0%	0	0.0%
Self-isolating : total	↓	65	2.0%	88	2.7%	12	0.4%	-23	-0.7%
Shielding	→	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Self-isolating / shielding: total	↓	65	2.0%	88	2.7%	12	0.4%	-23	-0.7%

Last updated 11/01

Total staff headcount: **3,243**

COVID-related sickness accounts for **44%** of all staff sickness

2% of staff are currently either self-isolating or shielding

COVID: Resident and business support response and collection rates 2021/22

Collection remains extremely challenging with an increased number of residents who 'can't / won't pay' alongside a strong reluctance to engage with the service.

Impacting factors:

- Increased number of wards where payment problems and non-payers have worsened.
- Increased number of high-profile businesses experiencing payment problems, which is resource-intensive to resolve.
- High proportion of residents only respond upon receipt of a summons which sees payment opportunities significantly reduced.
- Change in resident behavior to apathy following £2.8m support in 2020/21 and approximately 10k of Middlesbrough residents who didn't have to pay but are now expected to do so.
- Ongoing commitment to supporting Central Government and DWP Grant Distribution (5 schemes open currently; Self-isolation, Household, ARG, Omicron and Discretionary Relief).

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COVID: Resident and business support response and collection rates 2021/22

Also to consider:

- Approximately 30% of Revenues Services staff have been redirected to administer grants over the year.
- The collections team has been significantly reduced with more experienced officers being utilised to deliver grants.
- The service has been working at pace for 2 years, overseeing 25+ grants and variations, paying out £50m+ to approximately 3,500 businesses and 50,000 residents, all alongside numerous regulatory changes.
- Staff fatigue, COVID and stress-related sickness and other factors have all impacted the service.
- Collection continues to be the highest priority with additional staff recruited, though 50% of Revenues Services staff have less than 18 months experience.

Executive update: January reports

Digital Inclusion Strategy: Approval of the strategy which seeks to help shape the future of digital inclusion in the borough, ensuring that all residents are supported to overcome digital barriers whilst maximising the social, health, education and economic benefits of enhanced digital access.

Corporate Crisis Policy: To ensure a professional, consistent and timely approach to dealing with crisis and its associated support across all of the Council's functions.

Elected Members Small Scheme Allocation: Confirmation of capital programme for the Elected Members Small Scheme (EMSS).

Whorlton Road Disposal: Consideration of the proposal to dispose of the Council's freehold interest in Whorlton Road Industrial Estate.

Executive update: expected February reports

Children's Services Progress: To update Executive on the progress to date within Children's Services.

PSPO and CCTV Provision: Proposal to extend existing town-wide PSPO (previously known as gating orders) for a further three years.

Demolition of Slam Nightclub: Request for Executive approval for demolition of the building.

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Strategic Plan Refresh: Request for Executive approval of proposed revisions to the Council's strategic priorities for the 2024-25 period.

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 update: expected February reports

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.

Strategic Plan 2021-24 Progress at Quarter Three 2021/22: Update on corporate performance and the Strategic Plan at Quarter Three 2021/22.

NAVSH Peer Review of Middlesbrough's Virtual School: Findings of the recent Peer Review carried out of Middlesbrough's Virtual School.

Amends to Taxi Licensing Policy: Seeking Executive approval for amendments to the taxi licensing conditions.

Questions?

MIDDLESBROUGH COUNCIL

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

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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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Medium Term Financial Plan Update / Budget Setting 2022-23

Page 55
Ian Wright – Director of Finance
Andrew Humble – Head of Financial Planning & Support

January 2022

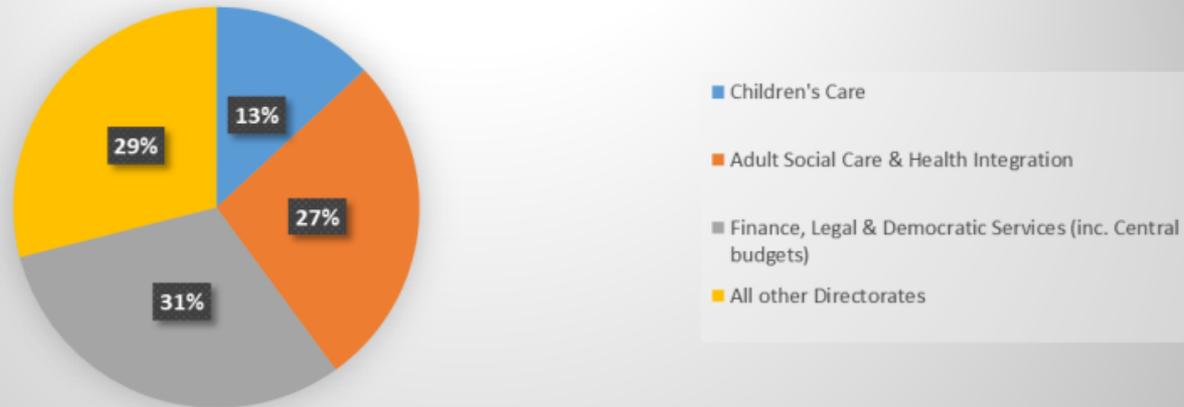
Agenda Item 8

Purpose

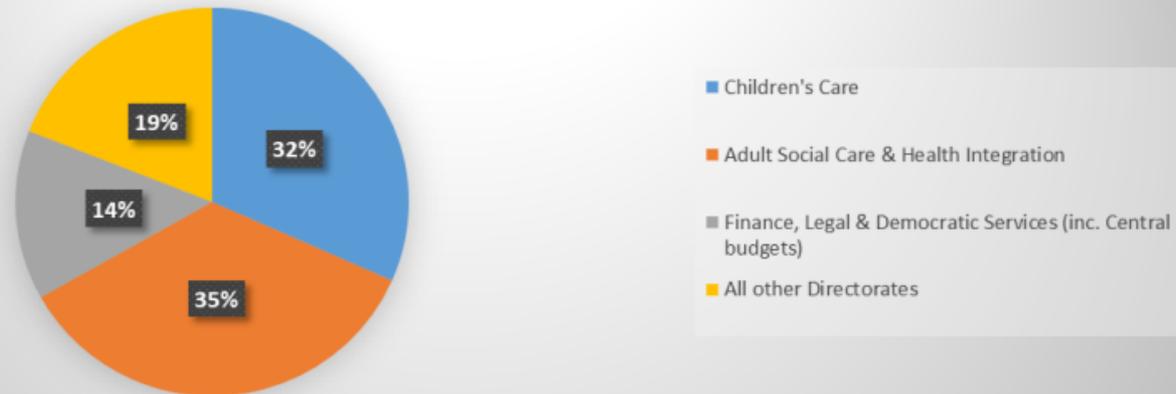
- To brief OSB on the latest MTFP position, including the effects of the Provisional Local Government Finance Settlement, and other changes since the last reported position, which will form the basis for the Budget Report.

Change in composition of budget

Middlesbrough Council net budget shares 2010/11



Middlesbrough Council net budget shares 2021/22



Key points – 2022/23 Budget

- Proposals for spending and income for 2022/23 have been developed to support continued delivery of the Mayor's strategic priorities
- To deliver these priorities, we need to protect frontline services and preserve our capacity to deliver major improvement programmes and projects
- Investment provided, including for increased employers NI costs, ongoing Covid-19 effects, Children's Care, Adult Social Care Living Wage, car parking & crematorium income shortfalls, energy inflation, Street Wardens, and borrowing costs for capital investment
- No service cuts or budget savings assumed
- Previous years saving target re: reducing staff mileage paid fully removed
- Proposed total Council Tax rise of 2.99% (within Government referendum limits) proposed, comprising a 1.99% general increase, and a 1.00% Adult Social Care precept, (precept applied to Council Tax as per Government recommendation to help to pay for the increased costs of Adult Social Care services). Currently out to public consultation
- A lower Council Tax increase would require service cuts and/or reduced investment, a higher increase would mean potentially more funding available for additional investment

Last reported MTFP position as at November 2021

	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>Total 2022-2025</u>
		(indicative only)	(indicative only)	
	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Budget gap - February 2021	0.000	3.103	0.000	3.103
<i>Add:</i>				
Covid-19 Ongoing Pressures	1.602	(0.934)	(0.046)	0.622
Spending Pressures	4.024	0.160	4.672	8.856
Additional Income	(0.248)	0.000	0.000	(0.248)
Additional Investment	0.934	0.674	0.237	1.845
Technical Changes	(1.400)	0.000	0.000	(1.400)
Other Changes	(1.029)	(0.612)	(0.235)	(1.876)
	3.883	2.391	4.627	10.901
<i>Add:</i>				
Previous Years' Saving Removed (reduction in staff mileage rate)	0.180	0.000	0.000	0.180
Change to planned use of Reserves	0.593	(0.593)	0.000	0.000
Budget (surplus) / gap	4.656	1.798	4.627	11.081
Estimated additional local government funding (as announced in Autumn Budget & Spending Review October 2021)	(4.050)	0.000	0.000	(4.050)
Council Tax - Adult Social Care Precept of 1.00% applied in 2022/23 (making total Council Tax increase of 2.99%)	(0.606)	(0.012)	(0.012)	(0.630)
REVISED POSITION (SURPLUS) / GAP	0.000	1.786	4.615	6.401

Changes since November position built into latest version of MTFP (1) - From Provisional LGFS (Local Government Finance Settlement):

- One off Services grant (£3.172m for Middlesbrough)
- Continuation of Adult & Children's Social Care grant funding, and also additional grant for 2022/23 of £2.204m for Middlesbrough
- Market Sustainability & Fair Cost of Care grant (£512k for Middlesbrough)
- New Homes Bonus Grant for 2022/23 only (£773k for Middlesbrough)
- Lower Tier Services Grant for 2022/23 only (£300k for Middlesbrough)
- Improved Better Care Fund grant increased by inflation
- Revenue Support Grant increased by inflation
- Increased NNDR Section 31 grant income
- Troubled Families grant assumed now to continue rather than 'fall off' (not part of provisional LGFS, but based on Government indications)

Changes since November position built into latest version of MTFP (2) - Other:

- Creation of additional inflation contingencies (see separate slide)
 - Amendment to MTFP amounts for Kerbside Recycling Contract re-tender
 - Creation of £495k budget for Funding available for Service Investment
 - Removal of remainder of Covid Scarring budget from 2023/24 as funding now provided elsewhere
 - £300k of Children's Services additional MTFP support b/fwd from 2024/25 to 2022/23
- Contingency for future Council Tax/Business Rates losses from 2022/23
- Changes to planned use of Reserves

LGFS – inflation contingencies

Additional funding provided within the LGFS over and above that anticipated has been used to create contingencies to address potential inflation pressures in the following areas of expenditure:

- Pay award - £450k contingency to provide for pay award up to a maximum of overall of 2.5% (MTFP already includes provision for 2% assumed pay award). Every 1% of pay award costs approximately £900k
- Energy - contingency of further £215k (this is in addition to £371k already provided for in MTFP)
- General supplies and services – contingency of £459k (this is on top of £1.4m already provided for in MTFP for contractual inflation)
- Vehicle fuel – contingency of £51k
- Food – contingency of £53k
- Agency staff – contingency of £123k
- Increased Adult Social Care Costs – contingency of £1,604k
- Increased Children’s Care costs – contingency of £545k

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Increased Reserves - rationale

Prudent financial planning, to create sufficient contingency to cover:

- Increasing inflation
- Uncertainty around level of pay award
- Local Government Finance Reform due – but little detail provided so far
- Lack of clarity around level of Government grant provision going forward
- Health & Social Care Reform – detail/impact still not fully known
- Ongoing effects of Covid-19, both on Council and wider economy
- Smoothing of available budget across the MTFP period

Local Government Finance Reform

- New Government department created (DLUHC) – tasked with Local Government Finance Reform
- No detail provided as yet, so likely effects not yet known
- Likely to be implemented from 2023/24, so no effect on 2022/23 budget setting
- Need to ascertain what ‘Levelling Up’ will actually mean
- Smoothing / transitional arrangements / redistribution of funding methods to be clarified
- Business Rates reset – what will this mean?
- Adult Social Care / Health & Social Care Bill reforms – support/impact to be clarified
- More clarity around ongoing grant support to aid budget planning – e.g. continuation of Troubled Families/New Homes Bonus etc.?
- Multi year settlements / earlier settlements in future?

Capital projects

Capital Programme for the period 2020/21 to 2023/24 totals £240m, of which £118m is Council investment and £122m of external funding. Major schemes include:

Acquisition by Council of key commercial and retail town centre properties, including Captain Cook Shopping Precinct, Cleveland Centre and House of Fraser, £25m total investment

Boho 8 and Boho X – Boho 8 is fully occupied, Boho X is expected to be complete in December 2022. £28.5m total investment (£600k refers to 19/20)

£21.9m confirmed grant funding from the Towns Fund

£14.1m confirmed grant funding from the Future High Streets Fund

£8.9m for the acquisition and refurbishment of the Council's new Civic Centre, Fountain Court

£7.9m of grant awarded from the Government's Brownfield Housing Fund for the remediation of land within Middlehaven to facilitate the construction of 634 new dwellings

£25.1m invested in Middlesbrough Development Company, an arms length housing company owned entirely by the Council. Projects include the construction of 61 houses in Middlehaven, the demolition of Tollesby Shops and building 24 apartments and 3 retail units, construction of a high rise apartment block on the old Cleveland Scientific Institute site, creating 131 new dwellings (subject to confirmation of Homes England funding) and funds for the acquisition of eyesore sights across the Town

£7.6m of grants provided for use on the Council's road network

£8.0m of investment in Council owned assets, including essential repairs to the Town Hall roof and Resolution House

£5.7m for adaptations of disabled people's homes

£20.6m of funding for schools

£1.7m Council contribution to the new school at Middlehaven

Tees Amp - 13 of the 14 units let, all on minimum 5 year leases

Centre Square Building 1 is 92% let and Centre Square Building 2 is 84% let (89% let combined).

Members responsibilities

- Section 30(6) of the Local Government Finance Act 1992 (LGFA 1992) requires the Council to set a balanced budget for the next financial year before 11 March 2022
- The Mayor's draft budget must be proposed by the Executive, with regard to the advice of the Chief Finance (Section 151) Officer, and set by full Council
- Elected members (individually and collectively) have a fiduciary duty to local taxpayers and so duty to facilitate, rather than frustrate, the setting of a lawful budget
- It may also give rise to personal liability for individual members for misfeasance in public office, negligence or breach of statutory duty, should they be found to be purposely failing to set a lawful budget
- Approval of the budget, which in the proposed timeline will be presented to full Council on 23 February, requires a simple majority vote of those members present
- If members object to the proposed budget (again, by simple majority), it must go back to the Mayor and Executive for consideration
- At a second vote, Council may either adopt the budget by simple majority, or reject it (by two thirds majority)

Timeline – 2022/23 Budget Setting

- 9th November 2021 - 2022/23 MTFP Update Report presented to Executive
- 24th November 2021 - 2022/23 MTFP Update Report presented to Council
- Throughout November – briefings to political groups
- 25th November 2021 – 2022/23 Budget Consultation process commenced – covering proposed budget set and level of Council Tax increase only, there are no budget savings to consider
- 23rd January - 2022/23 Budget Consultation process ends
- 14th February 2022 – Outcome of Consultation process reported to Executive along with 2022/23 Revenue Budget, Council Tax, MTFP and Capital Strategy Report
- 23rd February 2022 – Outcome of Consultation process reported to Council along with 2022/23 Revenue Budget, Council Tax, MTFP and Capital Strategy Report
- In addition the Council Tax Base report was presented to Executive on 7th December 2021 and will be presented to Council on 26th January 2022

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MIDDLESBROUGH COUNCIL	
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Report of:	Andy Preston - The Mayor and Lead Member for Children’s Social Care, Adult Social Care and Public Health Tony Parkinson - Chief Executive
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Submitted to:	Overview & Scrutiny Board - 18 January 2022
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Subject:	Corporate Performance Update: Quarter Two 2021/22
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Summary

Proposed decision(s)

- That OSB notes the proposed amendments to Executive actions outlined at Appendix 1.
- That OSB notes progress in implementing the Strategic Plan 2021-24 at Quarter One 2021/22 (Appendix 2) and the revised deadlines for the action at paragraph 20.
- That in light of the position outlined in the report, OSB notes the Council’s updated Strategic Risk Register at Appendix 3.
- That OSB notes progress in implementing 2021/22 Directorate priorities, which are set out at Appendix 4.

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

Contribution to delivery of the 2021-24 Strategic Plan

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

Ward(s) affected

None.

What is the purpose of this report?

1. This report advises OSB of corporate performance at the end of Quarter Two 2021/22.

Why does this report require a member decision?

2. The Council's Scheme of Delegation gives OSB collective responsibility for monitoring corporate strategic performance, together with associated action.
3. This report provides the necessary information to enable OSB to discharge its performance monitoring responsibilities, setting out progress against Executive action, the Strategic Plan and other key associated items, together with actions to be taken to address any issued identified.
4. The projected 2021/22 financial outturns for Quarter Two were presented separately to OSB at its meeting of 7 December 2021, and so are not repeated here. Where performance has had a significant impact on finances this is highlighted within the body of the report.

Report Background

5. As part of continuous improvement in performance and risk management, the Council's Leadership Management Team (LMT) has implemented monthly reviews of corporate performance utilising a Directorate Performance dashboard, drawing data from a range of performance systems.
6. The output from these sessions is reflected through quarterly updates to the Executive and Overview and Scrutiny Board and covering in addition, progress in delivering actions agreed by the Executive, key Directorate performance issues and other performance-related matters.

Overall progress at Quarter Two 2021/22

7. The Council's performance overall at the end of Quarter Two was largely positive, with expected performance standards as set out in the Council's risk appetite being achieved and further improving from the Quarter One reported position in the majority of areas.

Progress in delivering Executive actions

8. Actions agreed by the Executive to deliver approved decisions are tracked by LMT on a monthly basis. If, subsequent to the Executive's approval, any action is found to be no longer feasible or appropriate, or cannot be delivered within the approved timescales, this report will be used to advise the Executive of this and seek approval of alternative actions or amended timescales.
9. At Quarter Two, 59 of 65 live actions (91%) were reported as on target to be delivered by the agreed timescales, down from the 98% reported at Quarter One, but remaining above the 90% standard of achievement of actions, with four proposed amendments for Executive approval set out at Appendix 1.

10. Of the proposed amendments to Executive actions:
 - Three relate to the 'Final Report of the Adult Social Care and Services Scrutiny Panel - Physical Activity for Older People (aged 65 plus) - Service Response', which has seen delays of approximately 12 months as a direct result of the impact on staffing capacity from COVID-19.
 - Consultation on the Local Implementation Plan was delayed due to issues with the production of physical copies of the consultation document, though is now concluded. It is proposed that the plan is put forward for individual Executive decision by 31 December 2021.

Progress in delivering the Strategic Plan 2021-24

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

Outcomes

12. At the end of Quarter Two, six of 24 Strategic Plan outcomes were either improving or static against the Quarter One position, with three worsening. As many measures as updated annually, there is no trend information available for 15 outcome measures at the present time.
13. COVID-19 has resulted in significant fluctuation in some measures and so targets for outcome measures (will largely involve multi-agency working) will be reviewed during Quarter Three and revised targets subsequently presented to the Executive for approval in the Quarter Three performance report.
14. Crime and anti-social behaviour remained of concern at the end of Quarter Two. While anti-social behaviour has remained below pre-pandemic levels, crime has returned broadly to its pre-pandemic state. Discussions are ongoing with Cleveland Police to develop an action plan to bring crime down which includes the need to increase and reinforce police numbers across the town.
15. A new town centre vacancy survey was completed in the quarter, showing a vacancy rate of 22.4% (up from 17.8% in the last survey, August 2018). Bricks and mortar retail has been in significant decline globally for over a decade, with the North East of England suffering the greatest increase in retail vacancies nationally; an average of 21.2% of vacancies across the entire region.
16. Middlesbrough's Town Centre Strategy, recent successful Towns Fund and Future High Street Funds now provide the wherewithal to deliver the actions to rebalance the market. New leisure tenancies in Captain Cook Shopping Centre will occupy in late 2021 and this will have a positive impact on the short term vacancy rates. In the longer term, new leisure uses will drive additional footfall to the Town Centre, both sustaining retained retail businesses and attracting similar leisure provision. Footfall is also stabilising at a rate of 255k (select sites) per week, comparable with pre-COVID levels.

Workplan

17. Current workplan activity in respect of Strategic Plan outcomes has been reviewed and assessed to ensure it is sufficient to recover performance to agreed target. Where required, any additional activities required will be brought forward for approval within future quarterly updates to the Executive.
18. At the end of Quarter Two, performance against Strategic Plan workplan was as set out below, exceeding the corporate target of 90%.

Status	Q1 21/22	Q2 21/22	Expected standard	Standard achieved	Trend
COMPLETED	4.5%	13.4%	90%	Yes	Improving
GREEN	91%	86.6%			
AMBER	0%	0%	N/A	N/A	N/A
RED	4.5%	0.0%	N/A	N/A	N/A

19. Quarter Two saw an additional eight (11.9%) of the 67 Strategic Plan initiatives within the workplan completed (to the three completed in Quarter One), seven of which were COVID-19 Recovery related:

- Maintain cultural participation to pre-COVID levels.
- Maintain 5% tolerance in demand protection modelling within Adult Social Care to address the effects of COVID / long-COVID.
- Maintain sufficient local residential care capacity to meet local demand.
- Increase the uptake of flu vaccinations across Middlesbrough.
- Increase the number of early interventions where domestic abuse is a factor, as a result of COVID-19.
- Increase Early Help assessments across Newport and North Ormesby to mitigate increased levels of deprivation, unemployment and crime, as a result of COVID-19.
- Increase attainment and attendance levels, reducing exclusions for all children across Middlesbrough.
- Provide opportunities and training to support people to move into work / further training.

20. Whilst there were no Red / off-track workplan initiatives at the end of Quarter Two, following review at Directorate Dashboard Performance Reviews, the two set out below were identified as requiring revised dates in order to avoid future slippage, and the Executive is asked to approve proposed deadlines where specified.

Initiative	Owner	Agreed Due Date	Reason for (R) / Impact (I) of delay	Proposed Revised Due Date
QOS 01: Encourage community participation in the development of Council plans and initiatives, increasing community cohesion and resilience	Legal and Governance Services	30/09/21	R) Need to integrate work with Community Governance Review agreed by Council. (I) Positive in provides for comprehensive review of engagement structures and plans	30/09/22

Initiative	Owner	Agreed Due Date	Reason for (R) / Impact (I) of delay	Proposed Revised Due Date
AS04: Develop and maintain appropriate support provision for informal carers.	ASC	31/12/21	(R) Delayed approval of Carers Strategy (I) Delayed delivery of training	30/12/22

Strategic Risk Register

21. Issues raised within this report which impact on the risk profile of the Council are reflected within the Council's Strategic Risk Register (SRR), which was reviewed in the quarter in line with the Council's policy and is set out at Appendix 3.
22. The total number of risks on the SRR reduced to 30 from 35 at Quarter One, comprising 19 high risks and 11 medium risks.
23. Three new risks were added during the quarter:
 - Failure to have a legally compliant approach to CCTV – in particular, the need to have a comprehensive central register of Council-managed CCTV, which the Council's internal auditor has recently identified is not currently in place. Work is now underway to develop this register by end December 2021.
 - Local uptake of the C19 vaccine is poor resulting in increased transmission – Middlesbrough's vaccine uptake of those currently eligible is currently approximately 8% below the North East average, with promotion of uptake being progressed by local COVID-19 response groups.
 - Insufficient funding available to meet demand / costs associated with the Health and Social Care Bill – while the MTFP assumes the Council will be able to cover costs relating to the provisions of the bill, likely costs remain uncertain at this stage and final confirmation of future local authority funding for adult social care is still awaited, so it is therefore prudent to add this risk.
24. During Quarter Two, work commenced on a fundamental review of the SRR to reflect revisions to the Council's strategic priorities outlined in the Strategic Plan 2021-24. This work will be analysed during Quarter Three and the revised SRR presented to the Executive in the Quarter Three report.
25. Eight risks de-escalated or closed off during the quarter:
 - The risk of poor quality of services provided by health partners impacting / increasing demand for Council services has been de-escalated to Directorate level, following improvements within affected NHS trusts.
 - The risks of inadequate safeguarding practices leading to children and young people being at risk, and of increased harm to children and young people due to instability caused by Social Care transformation were closed following external validation of positive progress within Children's Services.
 - The risk that there are insufficient primary school places in central Middlesbrough is now at target score following delivery of all planned actions and so de-escalated to Directorate level.
 - The risk of failure to comply with statutory duties is now at target score following delivery of all planned actions and so de-escalated to Directorate level.

- The risk of failure of staff to complete Data Protection training has reduced following the launch of a revised e-learning programme and supporting compliance dashboard, and so de-escalated to Directorate level.
- The risk of failing to achieve full reimbursement from Government for costs incurred in response to COVID-19 to date was closed, as Government has operated in line with the Council's assumptions.
- The risk of failure to adhere to corporate procurement policies has reduced as the procurement policy has been refreshed and associated training delivered, and so de-escalated to Directorate level.

26. Scoring on the following risks was amended during the quarter:

- The risk to investment in high-quality office space for the digital sector was reduced, as the contract for BOHO X has now been let.
- The risk of failing to comply with the rights of data subject access of customers has been reduced, as a result of improved practice.
- The risk associated with a reduction in frontline policing impacting on crime / community resilience, has been reduced following renewal of the Executive-monitored Community Safety Partnership and agreement of the Community Safety Partnership Plan.

27. Performance in delivering mitigating actions associated with high or medium risks on the SRR has dipped below the expected performance standard of 90% in Quarter Two, to 82%. This will be addressed as part of the SRR review work outlined in paragraph 24.

Progress in delivering Directorate Priorities for 2021/22 and risk mitigations

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

29. At the end of Quarter Two, 98% of Directorate Priorities were rated either Green or Amber (i.e. some milestone slippage but still expected to be delivered in-year), in line with the expected standard of 90%. Performance in delivering mitigating actions associated with high or medium risks on Directorate Risk Registers is 94%, above the expected performance standard of 90%.

30. Quarter Two saw seven (6.5%) of 108 Directorate Priorities completed, as follows:

- Secure and commence delivery of the Future High Streets Fund programme.
- Secure and commence delivery of the Town's Fund programme.
- Complete review of the Occupational Therapy service and implement an improved service model to ensure that provision is in line with demand.
- Review autism provision and implement improved service model.
- Develop and implement an overarching surveillance policy for the Council, communicating the approach to members, employees and customers.
- Encourage all staff to update their equality information.
- Ensure continued provision of legal advice and support to the wider authority to contribute to the implementation and delivery of the Strategic Plan.

Progress in delivering Programmes and Projects

31. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic and directorate priorities. At the end of Quarter Two, 25 (73%) of the 34 programmes were rated Green, six (18%) Amber, together meeting the expected standard of 90%. No programmes or projects required escalation to the Executive at the end of Quarter Two.

Progress in other corporate performance matters

32. In addition to the above performance and risk issues, LMT reviews a range of other performance measures on a monthly basis, including compliance with agreed actions from internal audits, responsiveness to statutory information requests, information security incidents and complaints.
33. At Quarter Two the key points of note were:
 - Performance in responding to Subject Access Requests (requests by individuals for data that the Council holds about them) continues to improve, with the percentage of live SARs that were overdue continuing to reduce. Corporate Affairs and Audit Committee was updated on progress in this matter in October 2021.
 - LMT has now approved a business case to improve the Council's responsiveness to other statutory information requests (under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004) and this will be implemented during Quarter Three.
 - Information security incidents reported increased from 18 in Quarter One to 32 in Quarter Two, likely as a result of increased awareness of data protection issues following the roll out of e-learning training. No incidents were of sufficient seriousness for the Council to report them to the Information Commissioner's Office.
 - Practice changes in the corporate complaints process have begun to have an impact, with the rolling-twelve month average of complaints closed within time increasing from 77% to 79%.

What decisions are being asked for?

34. That OSB notes the proposed amendments to Executive actions outlined at Appendix 1.
35. That OSB notes progress in implementing the Strategic Plan 2021-24 at Quarter One 2021/22 (Appendix 2) and the revised deadlines for the action at paragraph 20.
36. That in light of the position outlined in the report, OSB notes the Council's updated Strategic Risk Register at Appendix 3.
37. That OSB notes progress in implementing 2021/22 Directorate priorities, which are set out at Appendix 4.

Why is this being recommended?

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

Other potential decisions and why these have not been recommended

39. Not applicable.

Impact(s) of recommended decision(s)

Legal

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

Financial

41. Any financial implications relating to issues set out in this report, were summarised in the Revenue and Capital Budget – Projected Outturn Position at Quarter Two 2021/22 report considered by OSB at its meeting of 7 December 2021.

Policy framework

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

Equality and diversity

43. As reported to Council in February 2021, no negative differential impact on diverse groups and communities is anticipated from the direction of travel set out in the Strategic Plan 2021-24.

Risk

44. Risk implications are set out in the main body of the report.

Actions to be taken to implement the decision(s)

45. Mitigating activity set out in the main body of the report will continue to be applied by Directorates as stated and monitored by LMT as part of monthly Performance Dashboard reviews.

Appendices

- | | |
|---|--|
| 1 | Proposed amendments to Executive actions at Quarter Two 2021/22 |
| 2 | Strategic Plan Workplan – progress at Quarter Two 2021/22 |
| 3 | Summary Strategic Risk Register at Quarter Two 2021/22 |
| 4 | Directorate priorities 2021/22 – progress at Quarter Two 2021/22 |

Background papers

24/02/21	Council	Strategic Plan 2021-24
11/05/21	Executive	Strategic Plan 2021-24: approach to delivery
15/06/21	Executive	Strategic Plan 2020-23 – Progress at Year End 2020/21
07/09/21	Executive	Corporate Performance Update: Quarter One 2021/22

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Appendix 1: Proposed amendments to Executive actions at Quarter Two 2021/22

Executive of	Report	Action	Owner	Agreed Due Date	Proposed Revised Due Date
16/02/21	Final Report of the Adult Social Care and Services Scrutiny Panel - Physical Activity for Older People (aged 65 plus) - Service Response	PROPOSED ACTION 2 - A walking guide is produced annually by Middlesbrough Environment City.	PH	31/08/21	30/04/22
		PROPOSED ACTION 7 - Public Health colleagues will facilitate a forum in partnership with Adult Social Care and include opportunities for sharing and invited presentations by relevant experts and case studies.	PH	31/08/21	31/08/22
		PROPOSED ACTION 8 - In consultation with Commissioning Officers, a best practice clause will be developed for future contracts with care providers for physical activity for older people.	PH	31/07/21	31/07/22
16/02/21	Middlesbrough Council Local Implementation Plan (LIP)	Publicise document for consultation; allowing feedback to be received - Collate feedback, and consider responses for altering the document - Provide public comment feedback (where appropriate) - Present final LIP document for Executive endorsement	REG	31/08/21	31/12/21

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Appendix 2: Strategic Plan Workplan – progress at Quarter Two 2021/22

Of the Quarter Two saw an additional 8 (11.9%) of the 67 Strategic Plan initiatives within the workplan completed (to the 3 completed in Quarter One), 7 of which were COVID-19 Recovery related:

We will show Middlesbrough's children that they matter and work to make our town safe and welcoming and to improve outcomes for all children and young people.	Due Date	RAG at Q1	RAG at Q2
Deliver the Children's Services Improvement Plan to achieve OFSTED rating of 'Requires Improvement' by 2023	31/3/2022	Green	Green
Increase attainment and attendance levels and reduce exclusions for all children across Middlesbrough	30/9/2021	Green	Complete
Deliver the Youth Justice Plan to reduce re-offending, safe and effective use of custody and reducing the number of first time entrants	30/04/2022	Green	Green
Ensure high achievement for all from the early years, by closing the gaps for the most vulnerable and focusing on Key Stage 4 outcomes	31/10/2021	Green	Green
Target young people who are NEET and provide support to progress into education, employment and training opportunities	31/12/2021	Green	Green
Ensure the best start in life for Middlesbrough children by reducing early health inequalities, with a focus on the first 1001 days of life	30/06/2022	Green	Green
Develop a universal town-wide Children and Young People's strategy that will aim to improve the lives of all children	31/12/2022	Green	Green

We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support the vulnerable.	Due Date	RAG at Q1	RAG at Q2
Deliver and extend the 50 Futures programme 2020 - 2022 to provide meaningful work experience opportunities for Middlesbrough residents who find it most difficult to gain employment	30/11/2021	Green	Green
Implement Locality Working pilots in Newport and North Ormesby wards, working with partners and services to address key priorities and issues for residents to consider within Council's new operating model	31/08/2022	Green	Green
Further develop the 'Dementia Friendly' Middlesbrough programme to improve the wellbeing of individuals with dementia and their carers, connecting communities and business	31/03/2022	Green	Green
Achieve 'Age Friendly Communities' status, thereby reducing the prevalence and impact of loneliness and isolation in Middlesbrough	31/03/2024	Green	Green
Launch and deliver an integrated model of support for Middlesbrough, bringing together services for domestic abuse, homelessness and substance misuse and development of mental health partnership provision, through the vulnerable persons model	31/03/2024	Green	Green
Create and deliver a strategy to increase digital inclusion for children, young people and adults across Middlesbrough	31/03/2022	Green	Green
Develop and deliver an improved offer of support for addiction recovery through employment, housing and social / community re-integration	31/03/2023	Green	Green

We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.	Due Date	RAG at Q1	RAG at Q2
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Develop and deliver the Community Safety Strategy to reduce crime and anti-social behaviour across Middlesbrough	31/10/2022	Green	Green
We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.	Due Date	RAG at Q1	RAG at Q2
Increase CCTV in public areas / Council facilities to prevent and detect crime and ASB, improving public confidence in the Council	31/03/2023	Green	Green
Increase Street Warden enforcement activity and provision of advice and education to residents to reduce levels of environmental crime and ASB	30/04/2022	Green	Green
Deliver a targeted education and enforcement programme in conjunction with Police and Fire Safety Partners to reduce crime and ASB.	31/01/2023	Green	Green

We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.	Due Date	RAG at Q1	RAG at Q2
Deliver a town-wide programme of education, increasing recycling levels in Middlesbrough	31/12/2022	Green	Green
Deliver the Green Strategy to meet Government targets for greenhouse gas emissions and make Middlesbrough more climate resilient and minimise the environmental impact of Council services in future.	31/03/2022	Green	Green
Work with partners to identify community growing sites, providing skills development to 'Grow Your Own Food', contributing to Middlesbrough's bid for the Sustainable Food Cities Gold Award in 2022	30/09/2023	Green	Green
Work towards achievement of Tree City Status, demonstrating responsibility and management of town tree stock	31/03/2022	Green	Green
Plant an additional trees 20,000 trees across the town by 2023, improving air quality	31/03/2023	Green	Green
Explore the potential to designate sites across the town as a local wildlife / nature reserve, increasing biodiversity in Middlesbrough	31/03/2022	Green	Green
Develop an Urban Farm (in conjunction with Camphill Trust) to improve the physical environment and provide additional training opportunities for vulnerable residents across Middlesbrough	31/05/2022	Green	Green

We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better.	Due Date	RAG at Q1	RAG at Q2
Delivery of the Council's COVID19 Recovery Plan to enable individuals, families, communities and business across Middlesbrough achieve a proper level of functioning, post-Pandemic	31/08/23	Complete	Complete
		Red	Green
Ensure effective Council response to immediate issues of COVID19 impacting upon individuals, families, communities and business	31/08/23	Complete	Complete
		Red	Green

We will work closely with local communities to protect our green spaces and make sure that our roads, streets and open spaces are well-designed, clean and safe.	Due Date	RAG at Q1	RAG at Q2
30,000m2 of wildflower planting across Middlesbrough green spaces and land to benefit local wildlife and improve the physical appearance of the town	31/05/21	Complete	Complete
Implement an annual pothole maintenance programme across the town, consistently improving road conditions	31/03/2024	Green	Green

Introduction of community environmental initiatives improving local environmental standards	30/04/2022	Green	Green
Implement a community grant scheme, providing funding to improve the physical environments of residential alleyways to create a useable community space / asset	28/02/2022	Green	Green

We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.	Due Date	RAG at Q1	RAG at Q2
Development of central Middlehaven for 60,000 sq. ft. of commercial space (Boho X), 400+ housing units and restoration of the Old Town Hall and Captain Cook Pub	31/03/2024	Green	Green
Repurposing of Captain Cook Square and House of Fraser for leisure and commercial use	31/03/2022	Green	Green
Commercial and residential development of west and south side Middlehaven sites	31/03/2024	Green	Green
Installation of a town-wide lighting scheme, highlighting key buildings and landmarks to improve the physical appearance of the town	30/11/2021	Green	Green
Develop new homes and apartments to expand the urban living offer in the town	31/03/2024	Green	Green

We will invest in our existing cultural assets, create new spaces and events and improve access to culture.	Due Date	RAG at Q1	RAG at Q2
Improve Teesaurus Park, re-establishing its purpose as a visitor attraction and recreational facility	31/10/2021	Green	Green
Create an expanded programme of festivals and events to raise the cultural profile of Middlesbrough	31/03/2023	Green	Green

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.	Due Date	RAG at Q1	RAG at Q2
Encourage community participation in the development of Council plans and initiatives, increasing community cohesion and resilience	30/09/2021	Green	Red
To secure additional funding and improve the condition of the Council's operational estate and highways infrastructure	31/12/2022	Green	Green
Evolve corporate website into a 'digital platform', increasing online transactions where appropriate, and making the site more personalised and even easier to use	30/11/2022	Green	Green
Develop new Middlesbrough Council headquarters	31/07/2022	Green	Green
Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection levels	31/01/2022	Green	Green
Stimulate investment in our local economy through procurement opportunities and the promotion of our buy local initiative	31/03/2022	Green	Green
Provision of a new resident-led community facility at Southlands and Nunthorpe	30/11/2022	Green	Green

Deliver sound business management practice through the delivery of the asset disposal policy framework, ensuring best value is achieved and the benefit of disposals are shared with local communities	31/03/2022	Green	Green
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Appendix 3: Summary Strategic Risk Register at Quarter Two 2021/22

The table below sets out risks to the achievement of the Council's strategic priorities at Quarter Two 2021/22 in order of severity, with impacts ranging from insignificant to extreme, and likelihood ranging from rare to almost certain to happen. It includes three new risks added during Quarter Two.

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

Risk Level	Risk	Likelihood	Impact	Trend
High	Failure to control expenditure within Children's Services (MFTP pressure).	Likely	Extreme	→
High	Local uptake of the C19 vaccine is poor resulting in increased transmission	Likely	Extreme	NEW
High	Insufficient funding available to meet demand / costs associated with the Health and Social Care Bill	Likely	Extreme	NEW
High	Retail market distress impacting Middlesbrough town centre.	Almost Certain	Major	→
High	Insufficient funding to meet increased expenditure that might be incurred from increased demand as a result of COVID-19 (MFTP pressure).	Possible	Extreme	→
High	Failure to have a legally compliant approach to CCTV	Possible	Extreme	NEW
High	Breach of data rights due to untimely response to information requests.	Possible	Major	↓
High	Insufficient year 7 school places available to meet demand over the next 5 years	Possible	Major	→
High	High residential voids / low sale values within Middlesbrough.	Possible	Major	→
High	Historical investigations requiring changes to social work practice.	Possible	Major	→
High	Inaccurate MFTP resulting in funding gap requiring further savings.	Possible	Major	→
High	New historic child abuse claims.	Possible	Major	→
High	Failure to maintain adequate corporate governance.	Possible	Major	→
High	Failure to align operations and culture within strategic objectives.	Possible	Major	→
High	Decline in new housebuilding impact on Council income.	Possible	Major	→

Risk Level	Risk	Likelihood	Impact	Trend
High	External factors (e.g. Brexit, COVID-19) impacting Middlesbrough's economy.	Possible	Major	→
High	Future waste disposal contract costs (MTFP pressure).	Possible	Major	→
High	Failure to adequately plan for new COVID-19 wave or subsequent pandemics.	Unlikely	Extreme	→
High	Disruption from national / local elections.	Likely	Moderate	→
Medium	UK / EU Trade and Security Deal adversely affecting Council operations.	Unlikely	Major	↓
Medium	Failure to develop effective partnerships.	Unlikely	Major	→
Medium	National Waste Review (MTFP pressure).	Unlikely	Major	→
Medium	Failure of Boho X to deliver anticipated benefits and financial returns.	Unlikely	Major	↓
Medium	Reduction in frontline policing impacting on crime / community resilience.	Possible	Moderate	↓
Medium	Failure to recruit and / or retain key staff.	Possible	Moderate	→
Medium	Limited or no partnership involvement due to COVID-19 with the Children's Service Safeguarding Improvement Plan.	Possible	Moderate	→
Medium	Terrorist incident (reflects National Threat Level).	Rare	Extreme	→
Medium	Failure to adapt service delivery to COVID-19 Secure guidelines.	Rare	Extreme	→
Medium	Poor skills profile of school leavers.	Unlikely	Moderate	→
Medium	Inward migration increasing demand for services.	Unlikely	Moderate	→

Appendix 4: Directorate Priorities 2021/212 – Progress at Quarter Two 2021/22

Environment and Community Services

Priority	Due Date	RAG at Q1	RAG at Q2
Submit Expression of Interest and then subsequent funding bid for A66 improvements in conjunction with the TVCA and neighbouring authorities.	31/10/21	Green	Amber
Complete works in respect of Column 22b.	31/10/21	Amber	Amber
Update 'Flooding and Severe Weather Plan' (Flood Action Plan) for Middlesbrough.	31/03/22	Amber	Amber
Undertake immediate works to allow Transporter Bridge mitigation measures to be removed.	30/11/21	Amber	Amber
Implement Hostile Vehicle Mitigation scheme in Centre Square and at MFC.	16/07/21	Amber	Red
Undertake inspection of all bridges and structures and joint procurement with RCBC.	31/03/22	Amber	Green
Complete five-year highways asset investment plan and report to Executive.	31/03/22	Green	Amber
Undertake year-one HIAP investment.	31/03/22	Green	Amber
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Green	Green
Launch staff volunteering scheme allowing employees to support local voluntary groups during working hours.	30/09/21	Green	Red

Regeneration and Culture

Priority	Due Date	RAG at Q1	RAG at Q2
Develop site infrastructure at Middlehaven through the Brownfield Housing Fund.	31/03/22	Green	Amber
Work with Thirteen Group to deliver development at Gresham.	31/12/21	Green	Amber
Improve Middlesbrough Rail Station and the areas around it.	28/02/22	Green	Amber
Deliver transport schemes to improve efficiency and capacity of the network.	31/03/22	Green	Amber
Market the premium housing sites at Nunthorpe Grange and Newham Hall.	31/03/22	Green	Amber

Priority	Due Date	RAG at Q1	RAG at Q2
Deliver 450 new homes across Middlesbrough.	31/03/22	Green	Green
Prepare a new balanced Local Plan for adoption, based on greater community engagement.	31/03/22	Green	Amber
Deliver new location for Teesside Archives.	31/12/21	Green	Amber
Deliver Future High Streets Fund programme.	31/07/21	Green	Complete
Deliver Town's Fund programme.	31/08/21	Green	Complete
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Green	Green

Finance

Priority	Due Date	RAG at Q1	RAG at Q2
Set a balanced budget for the Council and maintain an accurate and timely Medium Term Financial Plan (MTFP).	31/03/22	Amber	Green
Monitor the financial position of the Council including close working with Directorates ensuring correct allocation/maximising use of grants received, e.g. Covid, and the monitoring of the Investment Strategy and the effects on the Council's MTFP.	31/03/22	Amber	Green
Analyse impacts of Fair Funding Review / Comprehensive Spending review and the provision of information to support the Council's position and representations to Government.	31/03/22	Amber	Green
To support Children's Services in the improvement journey and in making reductions in costs.	31/03/22	Amber	Green
Improved working and integration between services provided by Financial Planning & Support and Financial Governance & Revenues to maximise available resources and improve the overall service provided.	31/03/22	Amber	Green
Achieve an unqualified set of accounts for the 2020/21 financial year.	31/03/22	Amber	Amber
Implement the new accounting regulations in relation to leasing.	31/03/22	Green	Amber
Implement the insurance service review and tender insurance contract arrangements to commence from 1st April 2022.	31/03/22	Amber	Amber
Corporate Welfare Solution.	31/03/22	Green	Green
Corporate Voicescape Solution.	31/03/22	Green	Green
Improving collection activities.	31/03/22	Green	Green

Priority	Due Date	RAG at Q1	RAG at Q2
Re-procure pensions administration contract.	31/03/22	Amber	Amber
Pension Fund Actuary procurement and on-boarding.	31/12/21	Amber	Amber
Preparation for 31/03/2022 Pension Fund triennial valuation.	31/03/22	Green	Amber
Review procurement policy and practice in preparation for the outcome of the procurement green paper, including the opportunity for transformation and innovation.	31/10/21	Amber	Amber
Lead on the green strategy theme for sustainable procurement.	31/10/21	Green	Amber
Support COVID recovery ensuring that markets remain sustainable and continue to meet the needs of our vulnerable population.	31/03/22	Amber	Green
Undertake a review of valuation and estates to ensure that both the development function and commercial management of assets are resourced and have clear strategic plans	31/03/22	Amber	Amber
Support the children's improvement journey through the improved relationship with local providers to ensure local provision maps to local need.	31/03/22	Amber	Green
Renegotiate the section 75 arrangement with health to ensure services delivered are funded and fully accountable.	31/10/21	Amber	Amber
Roll out training in a number of areas of financial governance, including: Business World e-learning modules, treasury management training for Members, counter-fraud awareness and training for staff and VAT training for DMT's & SMT's on relevant topics.	28/02/22	Amber	Amber
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Green	Green

Adult Social Care and Health Integration

Priority	Due Date	RAG at Q1	RAG at Q2
Complete review of the Occupational Therapy service and implement an improved service model to ensure that provision is in line with demand.	30/09/21	Amber	Complete
Embed Making Every Adult Matter (MEAM) guidance to ensure improved support to adults with multiple disadvantages.	30/11/21	Amber	Amber
Implement the requirements of the Domestic Abuse Act.	31/08/21	Amber	Amber
Prepare for 01/04/22 implementation of the Liberty Protection Safeguards (LPS).	31/03/22	Amber	Amber
Review ASC senior management structure and implement changes as required.	31/07/21	Amber	Red
Review of Direct Payments system to ensure consistency and equitability.	31/03/22	Amber	Green

Priority	Due Date	RAG at Q1	RAG at Q2
Review autism provision and implement improved service model.	31/03/22	Amber	Complete
Review Levick House provision.	28/02/22	Amber	Amber
Deliver 2021/22 Better Care Fund.	31/03/22	Amber	Green
Develop Clean Air Strategy.	31/12/21	Amber	Green
Review of Gambling Act Policy.	31/01/22	Green	Green
Review Licensing Act Statement of Licensing Policies.	31/03/22	Green	Green
Implement Newport 2 Selective Landlord Licensing scheme.	31/01/22	Green	Green
Embed our values within Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium Term Financial Plan.	31/03/22	Green	Green
Ensure equality improvement actions are based on data that is complete and accurate as possible.	31/03/22	Green	Green

Public Health

Priority	Due Date	RAG at Q1	RAG at Q2
Complete review of the Pharmaceutical Needs Assessment.	31/03/22	Green	Green
Publish DPH Annual Report.	31/12/21	Green	Green
Complete health protection assurance report.	31/03/22	Green	Green
Completion of sexual health procurement.	30/09/21	Green	Complete
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Green	Green

Children's Care

Priority	Due Date	RAG at Q1	RAG at Q2
Deliver the Participation Strategy to support our service users to develop the services they receive in partnership with the Children and Young People's partnership	31/03/22	Amber	Green
Deliver the Quality Assurance and Performance Strategy	31/03/22	Amber	Green
Develop and deliver a workforce strategy to support a stable, skilled and focussed leadership at all levels and stable permanent skilled frontline workforce.	31/03/22	Amber	Amber
Deliver the Multi-agency Early Help and Prevention Strategy to support a commitment to intervening at the earliest stage possible.	31/03/22	Amber	Green
Strengthen the way the Children and Young People partnership work together and challenge the quality of practice through the delivery of the Safeguarding Partnership plan	31/03/22	Amber	Green
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Green	Green

Education and Partnerships

Priority	Due Date	RAG at Q1	RAG at Q2
Deliver the Inclusion and Specialist Support Strategic Plan to remove barriers to learning and wellbeing for children and young people and reduce exclusions and out-of-area educational placements.	30/11/21	Green	Amber
Deliver the Access to Education strategy, to ensure sufficient appropriate, high-quality places are available for children and young people now and in the future.	31/03/22	Amber	Green
Facilitate the delivery of the local area SEND plan for the Partnership to improve outcomes for children and young people with SEND.	31/03/22	Amber	Green
Deliver the Middlesbrough Community Learning Strategy to deliver more learning opportunities in Middlesbrough	31/03/22	Green	Green
Deliver the Achievement Plan to deliver school improvement and improve educational outcomes in Middlesbrough	31/12/21	Green	Green
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Green	Green

Legal and Governance Services

Priority	Due Date	RAG at Q1	RAG at Q2
Ensure continued implementation of the ICT Strategy to underpin the delivery of all strategic objectives.	31/03/22	Amber	Green
To ensure the continued provision of legal advice and support to the wider authority to contribute to the implementation and delivery of the strategic objectives.	31/07/21	Green	Complete
Conduct Local planning Referendums	31/03/22	Green	Complete
Conduct Community Governance review parish and community councils.	31/03/22	Green	Green
Conduct Combined Elections PCC and TCVA.	31/05/2021	Complete	Complete
Build capability and embed the Values to support the achievement of the Council's Strategic Aims through recruitment, recognition, performance management and employee engagement.	30/11/21	Green	Green
Launch and embed the revised corporate Information Governance Framework, completing outstanding actions from the ICO Data Protection Audit.	30/09/21	Green	Red
Develop and implement an overarching surveillance policy for the Council, communicating the approach to members, employees and customers.	31/07/21	Green	Complete
Update the business intelligence dashboard plan to reflect revisions to performance management arrangements and roll-out learning from work within Children's Services	31/10/21	Amber	Amber
Continue the implementation of corporate health and safety policy, procedures and applications to ensure that the Council has a fully auditable system in place.	31/12/21	Amber	Green
Manage projects and initiatives relating to outstanding digital targets within the MTFP.	31/03/22	Green	Green
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Green	Green
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Green	Green
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Green	Green
Continue proactive promotion of vacancies within communities that are under-represented in the Council's workforce.	31/03/22	Green	Green
Explore means of comparing the diversity of applicants with the diversity of subsequently successful candidates.	31/03/22	Green	Green
Deliver a programme of training to all elected members, senior managers and recruiting managers on the history of diverse communities in the UK, issues of bias how they manifest themselves in society.	31/03/22	Green	Green
Encourage all staff to update their equality information.	31/03/22	Green	Complete
Ensure staff equality monitoring includes all protected characteristics.	31/03/22	Green	Green