

## OVERVIEW AND SCRUTINY BOARD

**Date:** Wednesday 22nd June, 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
3. Minutes - Overview and Scrutiny Board - 27 April 2022
4. Minutes - Overview & Scrutiny Board - 11 May 2022  
To Follow
5. Executive Forward Work Programme 3 - 12
6. Chief Executive's Update
7. The Communities and Culture Scrutiny Panel - Final Report -  
Enforcement in Middlesbrough and its impact on crime and  
anti-social behaviour 13 - 48
8. School Exclusions: Feedback from School Visits

- |     |   |          |
|-----|---|----------|
| 9.  | Strategic Plan 2021-24 - Progress at Year-End 2021/22                         | 49 - 72  |
| 10. | Revenue and Capital Budget - Year-End Outturn Position 2021/22                | 73 - 116 |
| 11. | Scrutiny Chairs Update  |          |
| 12. | Any other urgent items which, in the opinion of the Chair, may be considered. |          |

Charlotte Benjamin  
Director of Legal and Governance Services

Town Hall  
Middlesbrough  
Tuesday 14 June 2022

#### MEMBERSHIP

Councillors M Saunders (Chair), T Mawston (Vice-Chair), C Cooke, D Davison, B Hubbard, D Jones, D McCabe, C McIntyre, J McTigue, J Platt, M Storey and J Thompson

#### **Assistance in accessing information**

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

**OVERVIEW AND SCRUTINY BOARD**

A meeting of the Overview and Scrutiny Board was held on Wednesday 27 April 2022.

**PRESENT:** Councillors M Saunders (Chair), A Bell, D Davison, A Hellaoui, C Hobson, B Hubbard, C McIntyre, J Platt, M Storey and S Walker

**ALSO IN ATTENDANCE:** Leanne Chilton – Regional Head Teacher, River Tees Multi-Academy Trust  
Paul Mackenley – Delivery Team Lead for Middlesbrough, Department for Education  
Kim Mitchell – Deputy Regional Schools Commissioner, Department for Education  
Andrew Rodgers – Principal, Unity City Academy  
Councillor G Wilson (Vice Chair – Culture and Communities Scrutiny Panel)

**OFFICERS:** C Breheny, S Butcher, T Parkinson, G Cooper, A Perriman, R Brown, C Cannon, T Dunn and S Blood

**APOLOGIES FOR ABSENCE:** Councillors T Mawston, D McCabe and J Thompson

20/82 **DECLARATIONS OF INTEREST**

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

20/83 **MINUTES - OVERVIEW AND SCRUTINY BOARD - 23 MARCH 2022**

The minutes of the Overview and Scrutiny Board meeting held on 23 March 2022 were submitted and approved as a correct record.

20/84 **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**

20/85 **SCHOOL EXCLUSIONS: DISCUSSION WITH SECONDARY SCHOOLS**

The Chair advised that as Members were aware at the last meeting of OSB information was provided by the Council's Chief Executive in respect of the high number of school exclusions across Middlesbrough in 2021/2022. In response Members of the Board had expressed the view that it would be helpful to hear directly from Head Teachers of secondary schools across the town to understand the issues from their perspective. It was stated that the Board was keen gain absolute assurances that all secondary schools in Middlesbrough were doing everything possible to support children to remain in school and achieve their full potential.

By way of background information it was noted that following the OSB meeting in March 2022 an invite had been sent to the appropriate representative from all secondary schools. In response to that invite the Principal at Unity City Academy, Andrew Rodgers, and the Regional Head Teacher at River Tees Multi Academy Trust, Leanne Chilton, were in attendance at today's meeting.

Unfortunately the Head Teachers at Kings Academy, Acklam Grange, McMillan, Outwood Academies and Trinity Catholic College were unable to attend the meeting and had offered their sincere apologies to the Board. The Chair advised that although the Head Teachers at Acklam Grange, Outwood Academies and Kings Academy had been unable to attend they had invited Members of the Board to visit their schools to discuss school exclusions. It was

hoped that this could be arranged, with the Board's approval, in advance of the next OSB meeting, as scheduled to be held on 11 May 2022. A written statement had also been received from the CEO of Nicolas Postgate Catholic Academy Trust (NPCAT), Hugh Hegarty, to which Trinity Catholic College was a part of and would be presented to the Board at the appropriate time.

In addition the Chair advised that an invitation had been sent to the Regional Schools Commissioner for the Department for Education. The Deputy Commissioner, Kim Mitchell, and her colleague, Paul MacKenley, were also in attendance to give their views on the high number of school exclusions in Middlesbrough and provide an insight into their experiences across the North region. The Chair acknowledged that although it was disappointing that more Head Teachers from secondary schools across the town were not in attendance at today's meeting it would be beneficial for the Board to undertake the school visits. Members of the Board were supportive of this suggestion and the Chair advised that these would be arranged at the earliest opportunity.

The Director of Education and Partnership advised that information in respect of the statistical data and work being undertaken by the Local Authority in partnership with schools on the issue of school exclusions had been provided and the accompanying presentation was presented to the Board. Following the presentation the Deputy Regional Schools Commissioner was invited to add an additional relevant information. It was stated that from the Department of Education's perspective there was no right number of suspensions or permanent exclusions. The Department of Education supports Head Teachers to maintain calm, safe, supportive environments for the benefit of all students and staff in their schools and that includes supporting them to use their powers. The Department of Education was very clear that those powers should only be used as a last resort. It was advised that the number of suspensions and permanent exclusions in Middlesbrough did appear higher compared with other North East local authorities, however, there were a number of contextual issues to take into account.

The Chair introduced the Principal at Unity City Academy (UCA) and invited him to advise the Board as to the current situation with regard to suspensions and exclusions at UCA. The Principal advised that UCA was the most challenging school in Middlesbrough by a significant distance. UCA had the highest number of pupil premium pupils, highest number of pupils eligible for free school meals and the highest majority of Czech and Romanian / Roma students when compared with other schools in the town. UCA has improved rapidly over the last 7 years and this had been founded on meeting the pastoral needs of both the students and parents, which were extremely complex in nature.

In terms of figures UCA employed a full time counsellor to work with both students and parents. In addition the school employs four full time mental health first aid workers, who work with students that have social, emotional, mental health needs (SEMH) to undertake interventions. UCA employs two safeguarding members of staff because of the high caseload of vulnerable students who have Social Worker attachment or are on the cusp in terms of early intervention help. In addition UCA's pastoral team includes five members of non-teaching staff that work full time to maintain that calm environment. In total this amounted to approximately £200,000 worth of staffing that did not necessarily exist in other secondary schools that UCA invest in to maintain a high quality of education and ensure the students were engaged in school.

In addition to the above UCA held weekly vulnerable meetings to pre-empt problems, a food bank (eco shop) was available every Friday at the school, UCA had entered into a partnership with Middlesbrough College to deliver adult learning, school staff had been trained in delivering parenting classes, as poor parenting was the major contributory factor to persistent poor behaviour, which ultimately resulted in fixed term exclusions and suspensions. It was acknowledged that although the number of exclusions at UCA were less than many other schools in Middlesbrough they were still higher than the Principal wanted and higher than the pre-pandemic rate. During COVID-19 many children had been allowed to behave in ways that were simply not acceptable within a school environment. Although UCA had managed this situation well some schools had understandably struggled. Designation for a fixed term exclusion can often accelerate from a student being asked to undertake a simple request to the student being verbally abusive towards staff and other students within a very short period of time. It was advised that once a fixed term exclusion had been given there was an obligation for the parent to attend the school the following day to try and come to terms with

what the issues were, what support could be put in place to prevent it from happening again.

The Department for Education and Ofsted tracked the number of students that had been excluded once within a year and the number of students excluded on more than one occasion within a year. It was advised that these maybe figures that the Board would be interested in obtaining for schools in Middlesbrough. If, for example, the figures showed that a pupil had received one fixed term exclusion in the year and had not received any other then it was clearly a very valid and useful intervention. If however, a student had received multiple fixed term exclusions across the year then the inevitable question would be whether the interventions being put in place to support the student out of that cycle of behaviour were effective. UCA had permanently excluded four students in 2021/2022 for persistent bad behaviour and all of those pupils were in year 9 and year 10. In response to a query as to why pupils in these years were more likely to be excluded than those in younger years it was advised that in these cases UCA had tried for three years and there was no further action the school could have taken. It was emphasised that all possible avenues were always explored before any permanent exclusion was given. The Chair thanked the Principal for his honest and detailed presentation.

The Democratic Services Officer advised that the following statement had been received from the CEO of NPACT:-

Please be assured that NPCAT share your concerns and fully understand that this issue like many is one that requires a broad understanding of the complex triggers at an individual and equally significant causes at societal level that adversely impact on the lives of so many young people.

You will of course be aware of the work undertaken by NPCAT in respect of delivering the high level of support for our pupils as having been engaged with the DfE and in particular Mr Tom Bennett over a sustained period we have adopted policies and procedures that are very much in line with best practice. The Trust continue to engage with DfE in respect of our engagement with the behaviour hub programme aimed at school to school support reference to providing appropriate guidance, support and training.

An area which your councillors may wish to consider is whether they are of the view that on occasion exclusion is a necessary step and if so what is then in place post exclusion to address the needs of the child?

I really feel that a light is shone on an extract from Behaviour in schools (published in January 2022)

Paragraph 89 –

'All pupils are entitled to an education where they are protected from disruption and can learn in a calm, orderly, safe and supportive environment. Head Teachers can use suspension and permanent exclusion in response to serious incidents or in response to persistent poor behaviour which has not improved following in school sanctions and interventions.'

Our record of quality interventions and additional support pathways involving multi agency support has been acknowledged by Ofsted in multiple inspections so many of which have been in our Middlesbrough schools. I am aware of this work being recognised by many representatives from the Local Authority who by getting in touch with myself offered support and generous feedback on the sterling work undertaken across our schools in Middlesbrough inclusive of high impact tailored early and ongoing interventions.

NPCAT must ensure the safety of all children and staff in its care and will continue to do so and has the previously referenced policies and protocol to draw on when any behaviour is a source of concern.

We are spending in excess of £500,000 this academic year on alternative provision to further support pupils in crisis or who are finding life in school a challenge beyond our capacity to support. This figure in tandem with the vast and sustained range of interventions in support of our pupils demonstrates our commitment to have an inclusive offer for every child.

We set the highest standards of behaviour and anticipate that pupils and parents support this

as agreed when applying for admission into one of our schools. We will not and do not accept abusive behaviour, bullying or violence in any of our schools. It is imperative that we have a community where children and staff's mental health is accounted for in the day to day life of the school. Any scenario where a sense of fear or anxiety may manifest as a consequence of inappropriate behaviour will be met with sanctions as per our policies and protocol.

Once again please accept my apology and be assured that our commitment to our students is relentless and I wish you and all the councillors well as you discharge your statutory duties in the very best interest of the entire community.

The Chair thanked the CEO of NPACT for his submission and advised that it was very much appreciated by all Members of the Board.

The Chair introduced the Regional Head Teacher at River Tees Multi Academy Trust, an alternative provision academy and invited her to advise the Board as to role undertaken by River Tees Multi Academy Trust to support young people once they had been excluded from school. The Regional Head Teacher explained that once a young person had been permanently excluded from school or was at risk of being permanently excluded from school the Trust would be one of the providers the local authority would consider for the future education of those young people. The Trust was commissioned by the local authority to provide education to 96 young people, 40 young people aged 14-16, 40 young people aged 11-13 and 16 in primary. When a young person had been excluded from school the local authority's inclusion team would send over a referral and the Trust would consider whether it felt able to address the needs of the young person. The young person would then undergo a period of assessment, which would consider the young person's academic needs, as well as their wellbeing and therapeutic needs. After 6 weeks of the child attending the Trust a formulation meeting would be held where all of the information was brought together. A personal development plan would then be prepared, which would contain a number of targets for the child to work on. The cost of a place at Tees Valley Multi Academy Trust was much higher than an ordinary school place, which did provide the Trust with the ability to undertake a substantial amount of personal development work with the child.

It was advised that during the period a child was at Tees Valley Mutli Academy Trust consideration was given to what was their pathway out. If a child was still on role with the school consideration would be given as to whether that child needed an Education Health Care Plan assessment to be undertaken, whether the child needed another opportunity to attend a different mainstream school, a managed move, or did the child need to remain to work through the child's behaviour. The point was made that often the behaviour of a child within Tees Valley Mutli Academy Trust was extremely good. The Trust therefore needed to determine whether this was because the type of education being offered differed substantially to mainstream provision. For example, at Tees Valley Mutli Academy children were in class sizes of 8-10 children with two staff with each class. In key stage 3 it operated in a similar fashion to a primary model, whereby most of the children stayed with the same teacher for all lessons and this was what that child needed longer term.

In terms of academic performance the Trust was very big on aspirations and outcomes and there were very high expectations on young people. Reference was made to the importance of a child being able to read and often the risk of a child reaching crisis point when being asked to undertake tasks because of their inability to undertake the work. In response the Trust worked hard to address gaps and help support the young person catch up to bring them up to a level where they were able to manage in mainstream provision. The Trust also undertook a significant amount of work with young people around their personal development. The curriculum was underpinned by three factors currency (the academic side), character and community. Who are they and who did they want to be in preparation for adulthood. Young people were advised that they needed to be able to get back on track so that they would be able to be alongside and in line with their peers' post 16.

In terms of staffing the Trust employs a wellbeing lead who was a CAMHS Nurse and if there were concerns around Mental Health she would liaise with external stakeholders should a formal referral need to be made. A number of staff were trained using THRIVE, a therapeutic intervention which looked at unpicking where in the child's early childhood did they have gaps. It was quite a play based intervention but having conversations about behaviour and emotions to make those links in their brain again to ensure those connections are all working.

In terms of safeguarding and attendance there were four full time members of staff who formed part of that team for 96 learners. The Trust was able to provide food packages, attendance could be checked every single day and the children could be transported in every single day. Each key stage also had an assigned non-teaching member of staff to meet and greet them at the door every day, check that they've had breakfast, was able to unpick any issues, liaise with parents and other agencies. The key piece of work undertaken with the children was managing behaviour and alternative providers were experts in managing behaviour. The key, however, was teaching the young people to manage their own behaviour. It was acknowledged that reintegration in mainstream school remained an area for development. Four children were currently being reintegrated into mainstream schools across Middlesbrough.

The Chair thanked the Regional Head Teacher at River Tees Multi Academy Trust for her excellent presentation and contribution to the meeting.

**AGREED** that arrangements be made for Members of the Board to undertake visits to the secondary schools that were unable to attend today's meeting at the earliest opportunity.

20/86

### **CHIEF EXECUTIVE'S UPDATE**

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

- March OSB Follow Up
- LMT 'Hot Topics'
- Executive decisions update

Reference was made to a number of issues that had been raised by Board Members at the March meeting and it was advised that responses had been provided to the relevant Councillors directly.

In terms of LMT 'hot topics' it was advised that the key issues for consideration were reoccupation and the move to Fountains Court; values and staff engagement; Strategic Plan delivery; locality working; health and safety; the town centre; school exclusions; closure of accounts and budget planning 2023 and beyond.

In relation to Executive decisions a number of reports were expected to be considered by the Executive in May 2022 and these included; demolition of the former SLAM nightclub; Green Strategy, year 2 action plan; improving our highways; approval for the proposed residential pest control service; the Cultural Investment Prospectus; Tees Advanced Manufacturing Park next phase; tree maintenance and bus lane contraventions.

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

### **NOTED**

20/87

### **THE ECONOMIC DEVELOPMENT, ENVIRONMENT AND INFRASTRUCTURE SCRUTINY PANEL - FINAL REPORT - THE GREEN STRATEGY**

The recommendations to be submitted to the Executive were:

A) That the potential for a permanent structure modelled on the West Bromwich Outdoor Market project that could provide a covered performance area in Captain Cook Square, or stalls for street markets or community events, that would also generate renewable electricity and contribute to Middlesbrough's net carbon neutral targets be explored.

B) That Middlesbrough Council should liaise with Sheffield City Council regarding their Grey to Green Strategy, ensure that the Council's Sustainable Urban Drainage System (SuDS) Guide identifies appropriate plant species that are attractive, low maintenance, improve biodiversity net gain and provide all season coverage for use in SuDs planting schemes and more generally throughout the town.

C) That signage and information boards be reviewed and replaced as necessary on dedicated cycle routes throughout the Town to help cyclists plan their leisure or commute journeys and

use the available network efficiently.

D) That a map or guide to the cycle network be produced either in paper format, or that could be downloaded onto a digital device from the Council's website or made available from the Middlesbrough's Town Hall, Libraries and/or Community Hubs.

E) That through the planning process, Developers be encouraged to include Electric Vehicle Charging Point (EVCPS) in new houses, housing or commercial developments.

F) That Middlesbrough Council should continue to press the Tees Valley Combined Authority (TVCA) to seek further funding to at least maintain the current number of bus services, and increase them wherever possible.

G) That Middlesbrough Council should ask the TVCA to work with Local Authorities to ensure that new bus routes are provided in all new housing developments at the point of delivery, so that greater patronage of services can be encouraged as soon as houses are occupied.

H) That a Wash, Squash and Recycle Campaign be introduced to reduce the level and volume of contaminated items currently collected from domestic recycling bins, and improve current recycling rates.

I) That a pilot scheme be trialled in one or two wards, for sowing more wildflower areas and moving to a monthly grass cutting regime, with more frequent litter picking, and grass cleared from the footpaths immediately after mowing.

J) That Middlesbrough Council continues to build on initiatives such as the Green Month Takeover and Green Action Days to promote and improve membership of established local volunteer groups and encourage greater participation by Elected Members, Council Employees and Middlesbrough Residents to make Middlesbrough greener.

**AGREED** that the findings and recommendations of the Economic Development, Environment and Infrastructure Scrutiny Panel be endorsed and referred to the Executive.

20/88

#### **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**



<b>Report of:</b>	Chief Executive
<b>Submitted to:</b>	Overview and Scrutiny Board – 22 June 2022
<b>Subject:</b>	Executive Forward Work Programme

**Summary**

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

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 A

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
<b>Deputy Mayor and Executive Member for Children's Services</b>						
1012891 All Wards	50 Futures Expansion Update and plans to expand the 50 Futures Work Experience programme	Executive 12 Jul 2022		Public		Deputy Mayor and Executive Member for Children's Services <i>Director of Education and Partnerships</i>
1013093 All Wards	Overview and Scrutiny Board - Final Report of the Children and Young People's Social Care and Services Scrutiny Panel Locality Working From A Children's Services Perspective The aim of the investigation was to examine what impact the locality working pilots in Newport and North Ormesby were having on Children's Services.	Executive 12 Jul 2022	KEY Will incur expenditure or savings above £150,000 and will affect 2 or more wards	Public		Deputy Mayor and Executive Member for Children's Services <i>Director of Children's Care</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
I012892 All Wards	Enhanced Youth Service To present proposals for the new Enhanced Youth Service in Middlesbrough.	Executive 12 Jul 2022	KEY Will have a significant impact in two or more wards	Public		Deputy Mayor and Executive Member for Children's Services <i>Director of Children's Care</i>
<b>Executive Member for Environment and Executive Member for Finance and Governance</b>						
I011309  Page 12	Paper-lite Meetings Following the successful trial of paperless meetings of the Executive, Individual Executive Member and pre Executive meetings, Executive is requested to provide the necessary commitment to achieve paper-lite meetings for all Council, Executive or any other Council meeting, Panel or Working Group by embracing the current technology available to councillors and officers.					
I012904	Annual Equality and Inclusion Report 2021 (Date TBA - July 22) The report sets out how the council complies with its equality duties and provides equality and inclusion data	Deputy Mayor and Executive Member for Children's Services 1 Jul 2022		Public		Deputy Mayor and Executive Member for Children's Services <i>Director of Legal and Governance Services</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
	about its workforce and the town.					
I013246 All Wards	Welfare Strategy To adopt a new Welfare Strategy which brings together a significant number of existing and future policies under one overall strategic approach.	Executive 12 Jul 2022	KEY Will have a significant impact in two or more wards	Public		Executive Member for Finance and Governance <i>Director of Finance</i>
I012767 All Wards	Tree Maintenance Executive to approve the re-establishment of an in-house Arboricultural team and in line with this, to approve any amendments to the Authorities current Tree Policy.	Executive 6 Sep 2022	KEY Will incur expenditure or savings above £150,000 and will affect 2 or more wards	Public		Executive Member for Environment <i>Director of Environment and Community Services</i>
I013298 Nunthorpe	Poole Hospital Definitive Map Modification Order Decision to progress with the DMMO	Executive 6 Sep 2022		Public		Executive Member for Environment <i>Director of Environment and Community Services</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	Executive 6 Sep 2022	KEY Will incur expenditure or savings above £150,000 and will affect 2 or more wards	Public		Executive Member for Environment <i>Director of Environment and Community Services</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
	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.					
1012768 Newport; North Ormesby	Locality Working - Evaluation and Next Steps To ask Executive to consider the evaluation of the pilot and to approve the next phase of Locality Working.	Executive 6 Sep 2022	KEY Will have a significant impact in two or more wards	Public		Executive Member for Culture and Communities <i>Director of Environment and Community Services</i>
1012273 All Wards	Tees Valley Waste Report To seek approval for MBC to enter with seven other councils a Special Purpose Vehicle company in order to manage the Tees Valley energy recovery facility that will be responsible for the disposal of Middlesbrough municipal waste.	Executive 6 Sep 2022	KEY Will incur expenditure or savings above £150,000 and will affect 2 or more wards	Public		Executive Member for Environment <i>Director of Environment and Community Services</i>
1012902	Strategic Plan 2021-2024 – Progress at End of Quarter 1 2022/23 Quarterly monitoring, review and action planning plays a central role in ensuring that the Strategic Plan is delivered effectively.	Executive 6 Sep 2022		Public		Executive Member for Environment <i>Chief Executive</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
I013075	Revenue and Capital Budget – Projected Outturn position as at Quarter One 2022/23 The report advises the Executive of the Council's financial position as at Quarter One 2022/23.	Executive 6 Sep 2022	KEY Will incur expenditure or savings that are above the threshold decided by the Council i.e. Over £150,000	Public		Executive Member for Finance and Governance <i>Director of Finance</i>
<b>Executive Member for Regeneration</b>						
13318 Central Page 15	Exempt - Centre Square Further Office Provision That the Executive approves prudential borrowing up to a maximum of £305,000 to create an additional 4,589 sq. ft. office suite at 1 Centre Square; and ? approves that provided the holistic budget limit is not exceeded, that the Director of Regeneration be delegated authority on all decisions pertaining to development management, including: - procurement and contractual arrangements; - appointment of specialist advisors and commercial agents; - lease eligibility criteria and	Executive 12 Jul 2022	KEY Will incur expenditure or savings that are above the threshold decided by the Council i.e. Over £150,000	Fully exempt		Executive Member for Regeneration <i>Director of Regeneration and Culture</i>

Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
	incentives within the envelope of a reasonable return on investment; and - marketing and communications.					
I013201 Coulby Newham; Nunthorpe	Exempt - Strategic Housing Site Disposals Part B To seek approval to commence the process of preparing two Council owned housing sites (Newham Hall and Nunthorpe Grange) for sale. Both sites are contained within the 2014 Local Plan, and approval is needed to commence preparatory work.	Executive 12 Jul 2022	KEY Will incur expenditure or savings above £150,000 and will affect 2 or more wards	Fully exempt		Executive Member for Regeneration <i>Director of Regeneration and Culture</i>
I013373 Central	Restoration of the Old Town Hall To seek permission to submit an Expression of Interest to the Heritage Lottery Fund for additional funding.	Executive 12 Jul 2022		Public		Executive Member for Regeneration <i>Director of Regeneration and Culture</i>
I012073 Coulby Newham; Nunthorpe	Strategic Housing Site Disposals Part A To seek approval to commence the process of preparing two Council owned housing sites (Newham Hall and Nunthorpe Grange) for sale. Both sites are contained within the 2014 Local Plan,	Executive 12 Jul 2022	KEY Will incur expenditure or savings that are above the threshold decided by the Council i.e. Over £150,000	Public		Executive Member for Regeneration <i>Director of Regeneration and Culture</i>



Ref No. / Ward	Subject / Decision	Decision Maker and Decision Due Date	Key / PFP	Likely Exemption	Background documents	Member / Officer Contact
	and approval is needed to commence preparatory work.					
I012243 Central	Middlehaven - Electricity Reinforcement Works The report is seeking approval from Executive for funding to facilitate the upgrade of electricity provision in Middlehaven.	Executive 6 Sep 2022	KEY Will incur expenditure or savings that are above the threshold decided by the Council i.e. Over £150,000	Public		Executive Member for Regeneration <i>Director of Regeneration and Culture</i>

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## MIDDLESBROUGH COUNCIL

**OVERVIEW AND SCRUTINY BOARD**

22 June 2022

**FINAL REPORT OF THE CULTURE AND  
COMMUNITIES SCRUTINY PANEL- TOUGH  
ENOUGH? ENFORCEMENT IN MIDDLESBROUGH  
AND ITS IMPACT ON CRIME AND ANTI-SOCIAL  
BEHAVIOUR**

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## **PURPOSE OF REPORT**

1. To present the final report of the Culture and Communities Scrutiny Panel following its investigation into 'Tough enough? Enforcement in Middlesbrough and its impact on crime and anti-social behaviour'.

## **AIM OF INVESTIGATION**

2. The aim of the panel's investigation was to consider Middlesbrough Council's approach to enforcement in Middlesbrough and its impact on crime and anti-social behaviour in the Town.

## **STRATEGIC PLAN 2021-24**

3. The scrutiny of this topic aligns with the Council's three core aims set out within the Strategic plan 2021-24.

*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.

*Business-* Middlesbrough's economy and making sure we work as effectively as possible to support our ambitions for People and Place.

4. The scrutiny topic further links with the below priority set out for the next three years:

*Crime and anti- social behaviour-* We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.

## **TERMS OF REFERENCE**

5. The terms of reference for the panel's investigation were as follows:
  - To examine the powers set out in the Crime and Disorder Act 1998 and how this has shaped Middlesbrough's partnership working to tackle crime and anti –social behavior in the Town.
  - To understand the nature and levels of anti-social behavior and crime across the town. Has there been improvement or decline over the past 2 years?
  - To understand perceptions and impacts of crime and anti-social behavior in the town on residents.
  - To gain an understanding of the locality model and understand the impact this has made on residents and anti- social behaviour within these two areas and merits of wider roll out.

## BACKGROUND

6. At the panel's first meeting, they agreed their work programme and raised increasing concern regarding crime and anti-social behaviour within the town. Press reports had drawn to issues within Hemlington and the Town Centre and therefore the panel wished to gain a better understand of the Council's enforcement and its impact of crime and anti-social behaviour.

## SETTING THE SCENE

7. At the panel's meeting on 21 July 2022, the Director of Environment and community services provided an overview of the directorate, within this, he highlighted the work of the community safety team and their work to reduce crime and anti-social behaviour across the town.
8. The panel wish to convey their thanks to the teams within community safety, as since the pandemic, the panel learnt that there has been increased crime across the town and the team has shown true resilience and dedication, as well as partnership working.
9. The information provided by the Director has been considered in respect of the terms of reference, presented as follows.

### ***Term of reference A:***

***To examine the powers set out in the Crime and Disorder Act 1998 and how this has shaped Middlesbrough's partnership working to tackle crime and anti-social behavior in the Town.***

10. Section 6 of the 1998 Act requires the responsible authorities (commonly referred to collectively as a Community Safety Partnership (CSP)) in a local government area to work together in formulating and implementing strategies to tackle local crime and disorder in the area.
11. The panel gathered evidence from the Head of Stronger Communities in relation to Middlesbrough's approach to community safety and the overall structure of the community safety partnership.
12. The panel learnt that Middlesbrough's community safety team consists of the following:
  - Neighbourhood safety wardens
  - Neighbourhood safety wardens (environmental)
  - Neighbourhood safety officer
  - Community safety partnership
  - CCTV operations
  - Community resilience, cohesion and migration

The role of each is presented below:

13. **Neighbourhood Safety Wardens-** 43 wardens who deal with a whole host of activities, including for example; supporting vulnerable people i.e. refer to and link them to specialist support services such as Homeless; Substance Misuse; Debt Management; Domestic Abuse, Routes to Employment/Work; Health services; Support victims of crime and antisocial behavior; Enforce parking contraventions Parking Fines; Issue Fixed Penalty Notices for littering /dog fouling ; Enforce PSPO in TS1; Carry Naloxone injections; wardens are trained in first aid and basic life support (they can also administer CPR) and gather intelligence and information which is shared with Police and other key partners.

14. **Neighbourhood Safety Wardens (Environmental)-** x 7 and Environmental Operatives x 5 (Flying Squad) . The flying Squad were a newly formed Team developed on 1 March 2021 who identify and search through fly tipping, collect and remove all fly tipping from the particular site.

The Neighbourhood Safety Wardens further enforce fly tipping, via fines and if necessary through the courts ; deal with stray dogs, deal with abandoned vehicles and are trained to respond to wardens activities already mentioned.

The panel were pleased to hear that since the introduction of the team there have been positive results across the Town.

15. **Neighbourhood Safety Officers** – 7 officers who deal with issues that require a multi-agency approach, who work directly with elected members and try and solve problems to community issues. These can be varied depending on the issue.

16. The officers utilise a range of legal and non-legal measures to resolve anti-social behaviour, reduce crime and the fear of crime and bring respite to victims of crime and anti-social behaviour.

17. The team Investigate complaints of nuisance, anti-social behaviour and hate crime, working across all housing tenures, using advisory, counselling, negotiating / persuasive skills to convince others to take particular courses of action, where appropriate, this may result in for example, an anti-social behaviour contract

18. Where all other avenues fail, the officers will gather a portfolio of evidence and work with key stakeholders to produce a prosecution pack for House Closure; Civil Injunction, or Criminal Behaviour Order against persistent and unchanging offenders. These have been carried out and the panel were provided with examples.

19. In addition to their work, the Neighbourhood Safety officers hold certain powers:

- They were awarded Cleveland Police accreditation in 2019- delegated from the Chief Constable to officers within the team. This gives the officers power to ask individuals for their name and address and if they fail to do so this is a criminal offence. Low level anti-social behaviour
- Public Space protection order – TS1 area
- Closure orders

- Civil injunctions
- Acceptable behaviour campaign (ABC)- a really useful tool which is affective to deal with certain individuals
- Environmental powers
- Parking enforcement
- Power of persuasion
- Partnership working – a key tool to the teams work. The team have daily briefings with the police/ Selective landlord licensing team/ community safety and the housing team to discuss key offenders and issues.
- Active intelligence mapping (AIM) which takes place every 3 weeks which analyse data and creates action plans to tackle hot spots and there is also the community safety partnership (statutory body)

In September 2021, the team had successfully completed the following:

Total number of service requests dealt with by the service April 2021- 20/10/2021	13872
CCTV total number of cameras in the local authority network	400+ and more installs planned - Officers have actively installed cctv across the town and there are further plans to install more and improve the infrastructure within the control room.
PSPO warning/positive interventions	244
PSPO Fines	19
Environmental enforcement actions/ care files and fixed penalty notices combined	145 (will increase significantly in the coming months as investigations are concluded)
Closure orders	9
Civil injunctions	7
Lives saved using Naloxone	2

20. The panel were pleased with the positive action and work that had been carried out by the team and commended the excellent partnership working.
21. Areas of support of from the teams, have also been illustrated through the following examples; referrals to social workers , temperature checks during Covid 19, wardens engaging with LINX project, all of which have been excellent examples of support within the community.
22. In terms of work with the community, the Community Cohesion, Resilience and Migration Team add excellent community partnership to Middlesbrough, examples of which have been talent shows; supporting Refugee week and positive work with

various communities to increase cultural awareness. The team work across the whole of Middlesbrough and at present are working with intergenerational work.

23. The panel were also made aware that within the warden service, a member of staff, known as “Gentle George” speaks 5 different languages and is a great asset to the team.
24. The team have also worked to develop amazing alleys (9 already completed and a further 11 in progress) and bedding areas within community hubs.

#### Community Safety partnership

25. Community Safety Partnership (CSP) are a statutory partnership made up of key ‘Responsible Authorities’ who have equal responsibility for reducing crime and antisocial behaviour under the Crime and Disorder Act 1998 (As amended by the Antisocial Behaviour Act 2014 and the Policing and Crime Act 2017).
26. The responsible authorities for the CSP are as follows:
  - Police
  - Local Authority
  - Fire and Rescue Authority
  - Health
  - Probation and
  - Youth offending service
27. These agencies work in collaboration with other statutory and non-statutory organisations as well as voluntary services and local people.
28. The CSP produces a Strategic Intelligence Assessment and a Community Safety Plan every 2 years and will be reviewed in 2022.
29. The CSP is required to produce a Community Safety Plan, detailing how it intends to tackle crime and disorder and develop strategies to tackle short, medium and long term priorities.
30. Middlesbrough’s latest Community Safety Plan will run until the end of March 2022. The plan will be reviewed in October 2022 and will be referred to Executive for approval.
31. The priorities are as follows:
  - Priority 1- Perceptions and feeling Safe (e.g. Reducing crime and anti-social behaviour)
  - Priority 2-Tacking the root causes (e.g. tacking adverse experiences)
  - Priority 3- Locality working, including the Town Centre (e.g. working with our communities)
32. The panel also learnt that there is a 23 page delivery plan which looks at the objectives; these are RAG rated and ensure each objective is on target and if failing, actions will be put in place.



### Success stories from the CSP

Pallister Park and Norfolk shops were targeted by groups of youths throwing missiles and causing harassment, alarm and distress to shoppers. Through multiagency working, partners raised £8K to purchase, erect and monitor a rapid deployment camera. Partners met on a weekly basis and addressed individuals causing the nuisance and feedback to residents on a weekly basis ensuring they were kept inform of all the work that was being done.

### ***Term of reference B:***

***To understand the nature and levels of anti-social behavior and crime across the town. Has there been improvement or decline over the past 2 years?***

33. Whilst the panel heard about the excellent partnership work within town, they also wished to examine the nature and levels of crime and anti-social behaviour in Middlesbrough.
34. Statistics were presented by the Head of Stronger Communities who provided overview of the crime and anti-social statistics.
35. The data was Cleveland Police data and showed crime and anti-social behaviour rates for (the information is attached at appendix 1 of the report)
  - Cleveland Local Authority rate comparisons
  - Middlesbrough Wards total numbers
  - Middlesbrough Wards rates
36. The first graph provided information for 100,000 population for Middlesbrough. The statistics showed that Crime rates for Middlesbrough in 2019 and 2020 remained close to the other local authorities, however looking at the start of 2021 the crime rate had climbed further away from the other Local authorities as the year was progressing. It was encouraging to see a reduction of crime and anti-social behavior in October 2021/ November 2021, however the gap between local authorities was significantly wide.
37. The Head of Stronger Communities advised that there was a change in recording for crime and anti-social behavior in April 2021, which was highlighted due to the significant drip in recording.
38. In terms of anti-social behavior, statistics show that although Middlesbrough has higher anti-social behavior rates than other local authorities, it is encouraging that the rates in Middlesbrough were at their lowest in 3 years.

### CRIME IN MIDDLESBROUGH- analysis and rates

39. In terms of crime across Middlesbrough, the panel were provided with a ward by ward analysis. At the time of the review, the 2021-22 data was incomplete as this ran from 1 April 2021- 31 March 2022. Crime totals per ward shows that nearly all wards (excluding Brambles & Thorntree, Park end & Beckfield, and Ayresome) saw a decrease in crime from 2019-2020.
40. The statistics also showed some wards such as Hemlington, Ladgate, Kader, and Central have already recorded more crimes, or were all nearly higher than 2020.
41. The highest crime rates still remain in Central ward, however this was not uncommon to towns due to the town centre effect, as there was quite often an increase due to shop lifting in prime issues within this area. North Ormesby was second and Newport third.
42. In terms of crime rates, the 2021 figure was not fully complete so it was expected that they would be lower.
43. A decrease from 2019 to 2020 was evident. However looking from 2018-2020 wards such as Newport, Park End & Beckfield, Brambles & Thorntree, and Park either increased or remained at a similar rate.

### ANTI-SOCIAL BEHAVIOUR- analysis and rate

44. In terms of anti-social behavior analysis, the statistics showed an increased in 17 out of 20 wards from 2019-2020. This was expected due to an increase in anti-social behavior during COVID and the breach of lockdown rules. However the Head of Service advised that anti-social behavior in all wards so far in 2021 has remained lower than both 2019 and 2020.
45. In terms of rates, this does not change significantly except when looking at the anti-social behavior rate, the only slight difference was that Park End & Beckfield comes higher than Park ward. This was due to less anti-social behaviour occurring in the ward and a smaller population.

### Neighbourhood Policing- work within the community

46. The panel, whilst receiving statistical data on crime and anti-social behaviour, were keen to also understand the current situation with Cleveland Police, under the Neighbourhood policing model.
47. The panel received information from Chief Inspection Tomlinson, who advised that there had been significant changes in Neighborhood policing over the past 2 years ( as the covid-19 pandemic commenced).
48. The current Neighbourhood policing model at the time of the panel's investigation was devised as follows:

Superintendent Marc Anderson (South Commander)

Chief Inspector Daryll Tomlinson  
(dedicated to Neighbourhood policing in Middlesbrough)

Middlesbrough North Insp Darren Birkett

Middlesbrough South T/Insp Chris Turner

Each have 3 teams each- consisting of Sargent's PC's and PCSO's who cover all 20 wards in Middlesbrough.

On top of neighbourhood policing, the below teams listed are in place to help the delivery of Middlesbrough across Middlesbrough.

- Response Teams 24/7
- CID
- Safeguarding Teams
- Sex Offender Management
- Complex Exploitation Team
- Community Safety
- Homicide and Major Enquiry Team
- Cyber Crime
- Fraud
- Organised Crime Unit
- Intelligence

49. The goal of the Neighbourhood Policing unit was as follows:



50. The Panel were advised that the Neighbourhood Strategy operates and is in line with the National Neighbourhood Strategy. The aim of Neighbourhood policing hits within three headings; Engagement; Problem Solving and Targeted activity.

51. The Chief Inspector outlined some of the activities undertaken under the 3 headings:

<b>Engagement</b>	<b>Problem Solving</b>	<b>Targeted activities</b>
Community Engagement Ward Pledge	Problem Solving OEL (Police)	TCG Targets
Ward priorities, Ward Newsletters, Ward meetings	Problem Solving Plans (Partnership Working)	Who is causing our communities the issues.
Visibility – Right People, Right Places, Right Times	Repeat Callers, Repeat Victims, Repeat Locations	Week of action in North Ormesby
Ring backs, Revisits – Victims Code of practice – meaningful communication		Week of action in Hemlington
Schools, Youth Clubs, Youth provisions – Linx, Youth Focus North East.		

52. The panel were aware of the pressures on Cleveland Police and were concerned that of the model was not running to full capacity.

53. The Chief Inspector stated that over the past 2 years, a resourcing model was identified by the force as to what was required to operate Neighbourhood policing, however to date they had not established the numbers that were envisaged.

54. The numbers anticipated were as follows:

- 34 police officers
- 30 PCSOs
- 6 Sergeants
- 2 Inspectors

55. At present, the numbers were in the high 20s, and along with sickness levels and absence, plus other demands, reaching the desired number of officers has been quite challenging.

56. However, the panel were reassured that new officers (4-5) would be joining the force in early 2022 to increase the model and there was a feeling across the partnerships that the model would be fulfilled effectively. The Chief Inspector admitted more could be done, however without a full resource model this proved difficult.

57. It was anticipated that each ward should have one designated PC and PCSO to discuss and raise issues with, however due to demand this quite often is not the case. In an ideal world, the force would like 5 PCs and 5 PCSOs in one ward, however at present this is unrealistic.

58. Cleveland Police are recruiting officers, however it takes time to come through the 3 year training programme, however it was hoped results would be made once officers were in place.

59. In order to try and deal with the increasing levels of crime, the panel were pleased to hear about the excellent partnership working being undertaken. Partners include, Middlesbrough Council; Cleveland Fire Brigade; Thirteen Housing and Neighbourhood Policing Middlesbrough. Cleveland Police have also started to reach out to the community to help bridge the gap between the police and key groups.

60. Key meetings take place with these partners include:

- daily partnership meeting where key partners will discuss key areas of concern relating to crime and anti-social behaviour. This meeting looks at trends and patterns to identify issues early.
- monthly meetings to deal with long term issues e.g. currently operating Hemlington Strategic Group.
- monthly problem solving meetings- identify long term problems
- 4-6 weekly organised crime group meetings (prevent, pursue, protect and prepare)
- active intelligence group (run by the local authority)
- tasking and coordinating group for Middlesbrough – focusing on community work
- community safety partnership
- local police and delivery group within Cleveland Police- who hold Cleveland Police to account.

61. There has further been key areas of Government investment through the Hard to Hope – Middlesbrough who have invested as part of project adder (tackling drugs-support individuals and treatment, investing in staff and working on reducing violence and firefighting culture). There was also value in working with communities especially with MFC, by organizing football with young people to bridge the gap (Hemlington and park end). The Chief Inspector further outlined that regular updates are sent out on performance, however there was a real push on an engagement framework to understand the communities and their issues.

62. Visibility of police on our streets also raised concern for the panel, as they felt this was not the case across Middlesbrough. The Chief Inspector agreed that having police in cars may not appear as being visible, however it all falls to resources. Ward walks are able to be carried out if required and there is strong visibility in terms of partner organisations e.g. from street wardens and it was noted that Middlesbrough is the only local authority in the North East who have a dedicated policing team working in the town centre, which was funded by partnership working. This is an excellent resources to have in an area where there is the highest levels of crime and anti-social behaviour.

63. Partnership activities are also displayed through the following:

- House closures
- Civil injunctions
- Accredited powers designed by Cleveland Police
- Public space protection order
- Thirteen/ partnership
- CCTV- In November 2021, Cleveland police reviewed 130 pieces of CCTV- 81 pieces of CCTV have been used to take forward for prosecutions

64. Whilst the panel were pleased with this partnership working, they still feel more needs to be done to police our streets especially with the current issues within some of the wards.

***Terms of reference C;***

***To understand perceptions and impacts of crime and anti-social behavior in the town on residents.***

65. The panel are well aware of the impact that crime and anti-social behaviour can have on individuals' lives.
66. BBC Panorama documentary – Anti-social behaviour- afraid in my own home, had recently been televised and spoke to the Mayor and local residents/ ward councillors within the Hemlington Ward. Within the programme, the CEO of the charity anti-social behaviour help (ASB help) spoke to the presenter regarding their support for victims.
67. The panel were thrilled to receive information from Harvinda Saimbi, newly appointed CEO of ASB Help and also Katy Anderson, Practitioner Support Manager.
68. The background and support provided by ASB Help was as follows:
- ASB Help is a registered charity in England and Wales set up to provide advice and support to victims of anti-social behaviour in 2013.
  - The Charity has a website that is dedicated to the memory of Fiona Pilkington from Leicester who in 2007 killed herself and her 18 year old disabled daughter Francessca after Leicester police failed to investigate her 33 complaints to them about harassment.
  - Purpose and aim is to work with victims of anti-social behaviour (ASB). The founder of the Charity was adamant that what happened to Fiona should not happen again.
  - ASB Help aims to provide information and advice to interested parties and members of the public involved with and suffering from anti-social behaviour.
  - Following such high-profile cases of vulnerable victims who did not receive any help from the authorities, ASB help believe there is a clear need for coordinated information and advice that is readily accessible to those who need it.
  - ASB Help primarily offer support through their informative website particularly focusing on equipping victims of anti-social behaviour with the necessary tools to effectively report it.
  - They provide one to one support and advice to practitioners on a wide range of ASB areas, such as advice on cases, provide training, sit as independent chairs or panel members for community trigger meetings, lead on developing local ASB conferences or briefings to a range of audiences.
  - ASB Help was also in the in the process of developing a practitioner site which will contain useful information, templates and best practice examples. They believe this is important because ultimately victims of anti-social behaviour will receive a better response where ASB practitioners are well-informed through sharing best practice, updates in the sector and opportunities to be innovative to get results for victims.
  - ASB Help also plan to build up a database of information from visitors to the website on how effective they have found their local authorities and police to be in responding to reports of ASB, populated by our online survey.
  - ASB Help have particular interest in the Community Trigger (also known as the ASB Case Review) introduced in the Anti-Social Behaviour, Crime and Policing Act 2014 to empower victims who feel they are being ignored by local agencies. They hope that

they can assist victims in accessing their local Community Trigger and as we gain more knowledge and experience in this area, undertake political lobbying to ensure it is fit for purpose.

- ASB Help also encourage authorities to sign up to the Community Trigger ASB Help PLEDGE
69. ASB Help Pledge was introduced in 2019, to get national consistency with the community trigger. Guidance around community triggers can appear vague, and all local authorities are set up differently, and this allows local authorities to fit the community trigger round the key existing frameworks.
70. Whilst there are inconsistencies across local authorities, there was still a central aim – having the victim at the heart of the process and ensuring the victims voice is heard.
71. The panel were advised that the trigger process is not a complaints system or accountability, rather a problem solving exercise to address ongoing asb.
72. ASB Help actively encourage local authorities to sign up to the ASB Help Pledge, by ensuring that they:
1. Promote awareness: Actively encourage the use of the community trigger to residents and partner agencies. One of the key things is that the community trigger is the voice of victim and where the agencies collectively agree an action plan.
  2. Legality: Confirm your organisation is legally compliant and embracing the spirit of the community trigger. For example, having an independent chair and therefore ASB Help encourage local authorities to work together so that the Chair is completely independent from the area.
  3. Ensure accessibility: Publicise the community trigger so the most vulnerable know what it is and how to invoke it.
  4. Develop your process: Embrace the full potential of the community trigger by continually reviewing and learning from best practice.
  5. Generate inclusivity: Use community trigger review meetings to work collaboratively and strategically, formulating solutions to end the anti-social behaviour. The guidance was updated in 2021 so that victims can now attend the community trigger review meeting or produce a statement to have their voice heard at the beginning of the meeting.
  6. Establish a precedent of using the community trigger to put victims first and deter perpetrators.
73. ASB Help welcome interested organisations to look at what the Pledge, as subscribing to it will show commitment to victims of anti-social behaviour.
74. The outcomes of a community trigger meeting as successful and the Manager advised that she has never attended a community trigger meeting where has been no actions taken.
75. ASB help can work with local organisations to work on these processes. This also shows that local authorities/ organisations have worked with them to sign the pledge.
76. The panel learnt that the Council have an anti-social behaviour policy (ASB Policy), which is attached to the report as an appendix. This underpins everything that the

council does to support victims of crime and anti-social behaviour as well as information on the community trigger process.

77. However, whilst information is available, the panel members stated that until the documentary, they had never heard of a community trigger and therefore felt, this needed to be better published and that the Council's approach should be explained fuller.

### **Middlesbrough's approach to victims and the community trigger process**

78. Strategic Community Safety Manager, provided the panel with information on the community trigger process. It must be noted that Middlesbrough Council have an excellent team and victims of crime and asb are their upmost concern and at the forefront of what the council do.

79. In terms of community triggers, as way of introduction:

- The Community Trigger was introduced under the anti-social Behaviour, Crime and Policing Act 2014.
- Purpose - To give victims and communities the right to request a review of their case and bring agencies together to take a joined up, problem solving approach to find a solution.
- Vulnerable or repeat victims of ASB being missed due to agencies working in isolation (Fiona Pilkington case)
- Information regarding problems in an area not being shared between agencies
- Poor coordination of problems and lack of problem solving or joint working between agencies

80. The following agencies are involved in the community trigger:

- Middlesbrough Council
- Cleveland Police
- Tees Valley Commissioning Group (CCG) if required
- Co-opted Housing Associations (Thirteen lead contact)

81. The community can ask for the community trigger to be activated when it hits the following thresholds:

- An individual, business or community group has made **three** or more reports regarding the **same** problem in the past six months to Middlesbrough Council, Cleveland Police, or their Housing Association Landlord, or
- More than one individual, business or community group has made **five** or more reports about the **same** problem in the past six months to Middlesbrough Council, Cleveland Police, or their Housing Association Landlord.

82. The request for the community trigger to be activated when:



Qualifying requests:

- Requests cannot be made more than 6 months after the problems to review have occurred.
- Requests cannot be made where the problems were not reported to official agencies within 1 month of their occurrence.
- Generally requests cannot be made about problems that occurred outside of Middlesbrough.
- The Community Trigger process is a request for a **review**. It is not a **complaint** process.

83. The trigger process in Middlesbrough is as follows:

- All requests must be made by telephone, email or letter to the Council's Neighbourhood Safety Team.
- Acknowledgement letter sent.
- Information request made to all 'responsible' agencies
- Legal Services decide if threshold met
- Case Review Panel meeting arranged
- Applicant informed of outcome

84. If the thresholds are met, the review panel will consider the following:

1. Have the reports been acknowledged?
2. Was the victims vulnerability assessed? The Manager outlined that she carried out some work with the Home Office to produce a matrix for Victims of anti-social behaviour which was rolled out nationally.
3. Did any response consider the vulnerability of the victim?
4. Was there appropriate information sharing / problem solving / joint working?
5. Were procedures followed?
6. Was the victims vulnerability reduced to a satisfactory level?
7. Was the problem reduced to a level where the behaviour reported is no longer a cause for concern?
8. Case review panel may make recommendations and/or produce an action plan

85. In terms of numbers of Community Triggers:

Community Triggers by Quarter – Financial Year 2021/22					
Quarter	Total	Date Received	Ward	Met Threshold	Appeals
Q1 (Apr-Jun)	2	Jun-21	North Ormesby	Y	N
		Jun-21	Coulby Newham	N	N
		Jul-21	North Ormesby	N	Y

Q2 (Jul-Sep)	4	Jul-21	Park End & Beckfield		N	N
		Aug-21	Brambles & Thorntree		Y	N
		Sep-21	Hemlington		N	N
Q3 (Oct-Dec)	4	Oct-21	Brambles & Thorntree		Y	N
		Dec-21	Berwick Hills & Pallister		Y	N
		Dec-21	Berwick Hills & Pallister		Y	N
		Dec-21	Berwick Hills & Pallister		Y	N
Q4 (Jan-Mar)			Not known at time of meeting			

86. There had been 10 community triggers to date, however in previous years there were few community triggers. An all member briefing was held and as a consequence, requests were made and therefore it shows that if you promote the trigger, they are requested.

87. Taking onboard the reference made by panel members with respect to not being aware of the community trigger, more work was required to promoting the community trigger. Whilst done in the past, this clearly needs reviewing.

88. Information on the website further does not provide full details of the Trigger and this has therefore been reviewed and new information will be uploaded.

89. Middlesbrough Council also share good practice and the Manager made reference to Redcar and Cleveland who would be reviewing their process and proforma.

90. Following the information from ASB help, the Manager took on board the comment regarding victims and their attendance at the case review meetings. In the past Middlesbrough has not invited victims, however following on from the meeting the procedures would be updated and all victims would be invited in the future. The panel were extremely pleased with this outcome.

91. Middlesbrough work very hard with partners, however one aspect that they fail is reporting back to the community e.g. days of action.

92. In terms of early intervention, the Council work tirelessly to do the following;

- Active Intelligence mapping (AIM) – multi agency problem solving approach (Chaired by Geoff Field)
  - Operational task & finish groups
  - Set up location individual perpetrator records
  - Preventative measures/liaison with other agencies i.e. Police, Fire, Schools, Early Help, YOS, Social Care
  - Evidence gathering – Diary sheets, CCTV, warden reports. We do struggle to gather evidence as many young people still wear masks so it is difficult to identify the perpetrators.
  - Supporting victims (residents & businesses) throughout process
  - Warning letters/home visits
  - Acceptable behaviour contracts
  - Joint patrols
  - Final warnings
  - Legal action (injunctions, house closures, Criminal Behaviour Orders, PSPO etc)
93. Whilst the community trigger is an effective tool, there are also other mechanisms (as outlined above) to support the victims. With the overwhelming amount of anti-social behavior issues which are reported to the Council, it is hoped that this can be dealt with through the multi- agency approach.

***Term of reference D:***

***To gain an understanding of the locality model and understand the impact this has made on residents and anti- social behaviour within these two areas and merits of wider roll out.***

94. At the beginning of the review, the panel had shown interest in learning how the Council's locality model pilot and whether it was impacting on the lives of residents, especially in relation to crime and ASB.
95. The panel received information from the Senior Neighbourhood Development Manager as well as colleagues from the Council, Streets Ahead and Cleveland Police to provide an overview of locality working and its impact on local communities.
96. The purpose of locality working is as follows:

***Locality working involves a system change to the current operational delivery model across Council services. It seeks to achieve joined-up systems and reconfigure relationships between statutory organisations, partners and the community. It will involve developing collaborative approaches to address the underlying causes of community problems and build capacity within the***

***community in order for residents to take charge of their own future, to have a strong voice and to build social capital and connections within the community.***

97. It was agreed that Locality Working would commence with two pilots in North Ormesby and Newport . The main aspects of locality working were to provide communities with a strong voice and to allow joint working with a specific area to tackle issues. The two pilot schemes commenced in April 2020 and would run for 2 years. A business case was drawn up at the beginning of the pilot for each area and the Manager provided information surrounding this:
98. Business Case - Newport Ward is the 5th most deprived ward in Middlesbrough moving from the 123rd most deprived ward nationally in 2007 to the 38th most deprived ward in 2015. The North Ormesby Ward is the most deprived ward in Middlesbrough and the 2nd most deprived ward in England. Newport had the 3rd highest number of recorded Racially Motivated crimes with only Central and North Ormesby having more. With all three wards having more than double the Middlesbrough average per 1,000 population.
99. In addition, these wards had the highest level of antisocial behaviour per 1,000 population in 10 February 2022 2018/19. Newport Ward had the 2nd highest rate of female victims of violent crime per 1,000 population in 2018/19 with only North Ormesby having more. When looking at alcohol related hospital admissions to James Cook University Hospital, Newport Ward had the 3rd highest number of admissions in 2018/19 and in the previous year it was 2nd highest. When looking at alcohol and substance related ambulance pick-up data, Newport Ward had the 3rd highest level of recorded pick-ups with only North Ormesby and Central having higher levels. When looking at incidents reported to Middlesbrough Council in 2019, Newport Ward had the highest number of low level antisocial behaviour and environmental crimes and 2nd highest level of fly-tipping.
100. From consultation, and data, a number of high level objectives were put in place for each area:
- Healthier population
  - People feel safe
  - Increase satisfaction in environmental standards
  - Improve perception of community cohesion
  - Improve physical appearance of neighbourhood
  - Improve customer experience (Council and partners)
  - Build Community Capacity
  - Improve economic outcomes
  - Better outcomes for children
101. Each objective is tracked through 7 overarching action plans in each locality and has an assigned officer. These action plans are reviewed monthly however they do a monthly run through of actions to professionally monitor and work with partners to address issues.
102. Through developing the model, and as community priorities become apparent, or certain issues have been identified, sub groups and action plans have been developed

to respond specifically to the ward level issues. In terms of benefits and outcomes, the benefits from the pilot are as follows:

<b>Benefit</b>	<b>Description</b>
<b>Improved public perception within the 2 localities</b>	<b>Improved perception of: Crime, ASB, ability to influence decision making, community cohesion, ability of LA and partners to tackle local issues</b>
<b>Improved outcomes for Children and families</b>	<b>Reduction in the number of LAC. Reduction in the number of children subject to sexual exploitation and criminal exploitation Increased educational attainment</b>
<b>Improved physical environment</b>	<b>Cleaner environmental standards engaging with the community to share responsibility. Reduction in the number of people raising issues that have been reported but not dealt with</b>
<b>Stronger communities</b>	<b>Communities that engage and take shared ownership of local issues.</b>
<b>Improve user experience</b>	<b>A single point of contact within the community for the public and professionals will remove time spent navigating services improving user experience.</b>
<b>Right service first time.</b>	<b>As the pilot areas will provide a single source for coordinating referrals and signposting information.</b>
<b>Having a multifaceted team will encourage the sharing of knowledge and skills and result in an improved customer experience</b>	<b>The pilots will bring together staff from multiple areas across the Council and partners agencies, meaning more knowledge and information will be available to inform decision making on referrals which will lead to efficiency gains.</b>
<b>Utilise all services</b>	<b>By having access to all services available including voluntary sector, the load will be spread across a wider range of providers easing pressures particularly on social care.</b>
<b>Support for integrated working</b>	<b>The pilot will put into practice the key principles of integrated working including relationship building, improved communications, information sharing, pooled budgets, joint planning and management of resources. These will provide a governance framework and working practices that can be re-used by future integrated working initiatives</b>

103. The panel were provided with information on the staffing resource within the locality areas, this was allocated at the beginning of the pilot, however since, the partners have widened including housing solutions team, Project adder, Fire and Cleveland Police and a stakeholder group has been developed (including the community , partners and schools) will allows joint working.

104. Following the initial information regarding the model, the panel were provided with information regarding work undertaken in the pilot areas to combat crime and anti-social behaviour:

- Allocated resource for both Localities
- Working groups for specific issues and actions.
- Police led action plan around People feeling safe.
- Dedicated action plan for Drugs and drug related issues.
- Weeks of action and ward specific operations (last week of action completed in January in Newport on speeding)
- Joint meetings with dedicated officers to assist with diversion, engagement and assistance (youth provision, drug and alcohol)- moving forward that issues do not occur.
- Community engagement- placing and residents and business owners at the heart of the community.
- • Regular drop in events for Police and Council teams to offer assistance and opportunities for face to face reporting. 10 February 2022
- Regular community feedback.
- Increase in high level intervention – life of model, in Newport, there has been 9 successful house closures. These were all linked in some way to drug dealing and high level anti-social behaviour. Property close for 3 months and no access is permitted during this time.
- Increased community intelligence and officer knowledge due to wider team and joint working

The panel were interested to learn whether crime and asb levels had reduced. In terms of indicators used by the locality model, the latest data was as follows:

<b>Incidents of ASB</b>	<b>Q1 20/21</b>	<b>Q2 20/21</b>	<b>Q3 20/21</b>	<b>Q4 20/21</b>	<b>Q1 21/22</b>	<b>Q2 21/22</b>	<b>Q3 21/22</b>
Newport	523	349	374	244	258	232	172
North Ormesby	157	86	122	76	98	106	64

<b>Incidents of Police reported crime</b>	<b>Q1 20/21</b>	<b>Q2 20/21</b>	<b>Q3 20/21</b>	<b>Q4 20/21</b>	<b>Q1 21/22</b>	<b>Q2 21/22</b>	<b>Q3 21/22</b>

Newport	151	185	177	144	219	196	165
North Ormesby	46	68	60	51	67	65	67

Incidents of Public reported crime	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22
Newport	595	694	672	588	685	672	632
North Ormesby	192	214	215	232	244	297	247

105. The model has increased information sharing and helped to centre the approach to dealing with high levels of anti-social behaviour, which has resulted in an increase in high level interventions with 9 House Closures, 3 Civil Injunctions and 9 injunction breaches taking place within Newport.

106. There has also been a noticeable decline in incidents of anti-social behaviour and The incidents reported to the Police and incidents of public reported crime were comparable to 2019/20 data and what can be seen is a spike in the data in Q2 20/21 when covid restrictions were eased.

107. In terms of perception data, key questions are asked every 6 months and from there actions are put in place to ensure they are responded to.

<b>Feeling that Crime and ASB is improving in Newport</b>	
<i>* % of individuals indicating measure is a very or fairly big problem, desired outcome percentage decrease.</i>	
<b>April 2020 - 80.65%</b>	<b>October 2021- 44.29</b>
<i>Improvement in perception of gang nuisance Newport * % of individuals indicating measure is a very or fairly big problem, desired outcome percentage decrease.</i>	
April 2020- 64.51%	October 2021-36.91%
<b>Feeling that Crime and ASB is improving North Ormesby</b>	
April 2020- 71.74%	October 2021- 77.14%

108. Whilst the figures are promising, the Council is aware there is always room for improvement.

109. Perception survey in both localities were completed in September 2020 a further survey linked to indicators was completed in March 2021 and again in October 2021. The survey was open to everyone who lives in in the pilot areas and covid significantly affected the way the survey way carried out. At the last survey, there were around 200 respondent's (approx. 2% of the ward) , and therefore whilst its pleasing , there was further work to be done to capture perceptions. The panel were advised that in the next round of surveys, they would be taken to community events to try and capture more views.

110. In terms of perceptions, the below have been captured:

- Perceptions of feeling safe during the day in **Newport** have risen from 31.18% of respondents feeling very safe or fairly safe in September 2020 to 35.49% in March 2021 to 68.65% in October 2021.
- Perceptions of feeling safe during the day in **North Ormesby** have risen from 32.61% of respondents feeling very safe or fairly safe in September 2020 to 51.51% in March 2021 to 77.14% in October 2021.
- Perceptions of feeling safe after dark in **Newport** have risen from 9.68% of respondents feeling very or fairly safe on an evening in September 2020 to 12.90% in March 2021 to 48.98%.
- Perceptions of feeling safe after dark within **North Ormesby** have risen from 13.04% of respondents feeling very or fairly safe on an evening in September 2020 to 21.21% in March 2021 to 31.42%.

111. Some of the statistics raised alarm to the panel members, especially in relation to feeling safe after dark. However as the perceptions have grown, there is strong evidence that the model is working.

112. There was some concern that the pilot areas would cease to operate locality working after April 2022 in Newport and North Ormsbey, however the panel have been reassured by the Director of Environment and Community services that this will not be the case and that locality working will continue within these areas. An evaluation would be carried out of the two areas and other wards which would benefit from the model would be explored.

113. As locality working is not town wide at present, and where there are high levels of crime and ASB, the council and partners are working with residents to put in place other preventative measures.

#### Councillor C Cooke- Ward Councillor for Newport

Locality working is the best thing that was introduced. People faith has increased and have started to report things, however no one believed in the council to report these (which is why the reporting has gone up), however now issues get resolved and we have an all whole system approach e.g if an alley is trashed, we look at why ,and how this can be prevented from happening again- this is a success”.

“locality working was needed in Newport and from the perceptions surveys, it shows that the model works”.



**Detective Steve Pattison, Cleveland Police**

“ Locality working does work, and by talking to each other, we get results through partnership working and breaking down barriers which were once there. The statistics show that when you start making an impression in an area, crime reporting may increase, because public perception has increased with the services that are being delivered and you get more intelligence”.

“The police work closely with the local authority , for example, there are officers currently working alongside trading standards and officers have helped the local authority do untaxed vehicles “.

**Kim May- streets ahead**

“ Streets ahead has been here since 2006, we are a community and charity organisation and we provide a one stop shop and we were at one point the only one. The difference that locality working has made to the area has been amazing. You used to have to go round the houses to find an officer to report a problem, but we now go to Adam and his team and we know that things will be sorted. Residents feel safer and I am really pleased that locality is continuing as without it we would be lost and we are working smarter”

**Melanie Boyce -Community Safety Officer for selective landlord licensing.**

“ from my perception locality working has helped me and enhanced what I can do in the community. We work with other partners e.g. the police, but I know I have that direct contact and if I have to go on visits I can go with them. I do foot patrolled with PCSO’s and therefore residents get to know who I am, and what I am trying to achieve. If there is an issue relating to anti-social behavior, I look at a holistic approach and talk to other partners e.g. children’s services/ schools to ascertain the problem and work out how we can address these”.

**CONCLUSIONS**

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

**TERM OF REFERENCE A –**

115. Based on the evidence received, the Panel applauds the excellent work being undertaken by the Community Safety Team and partners. Whilst there is excellent

work being undertaken, the panel feels councillors and the wider community need further information on what the Council is doing in relation to crime and asb.

#### **TERM OF REFERENCE B –**

116. The Panel are passionate to ensure Middlesbrough is a safe place to live and bring up a family. Whilst it is pleasing to hear that asb levels were at their lowest, the panel is concerned about the raising levels of criminal activity across certain areas of the town.

117. Whilst the panel recognises that the Council and Cleveland police work in partnership to combat issues in our town, the levels of Cleveland police officers patrolling our neighbourhoods is still lower than expected and the panel feel having more officers would help to reduce some of the nuisance and crimes being displayed.

#### **TERM OF REFERENCE C**

118. From evidence received, it is clear more information sharing on the community trigger needs to be filtered to our communities.

119. Whilst saying this, the panel cannot take away the excellent work of our teams and feels that their hard work should be acknowledged. Signing the ASB Pledge would further put Middlesbrough on the map for putting victims at the heart of what we do.

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

120. From statistics and first hand evidence, it is clear that locality working does work, especially in raising perceptions amongst our communities.

121. The panel is delighted that locality working will continue within Newport and North Ormesby and would be keen to hear about any further roll out as well as receiving further information on how locality working in the existing areas is impacting the levels of crime and asb.

#### **RECOMMENDATIONS**

122. Based on the evidence gathered during the investigation, and the conclusions above, the Culture and Communities Scrutiny Panel makes the following recommendations for consideration by the Executive:-

- a) That a general awareness session be established for elected members to discuss the Community Safety partnership, the roles of the community safety teams and how to raise a community trigger.
- b) That further promotion of the community trigger process be shared with elected members and the local communities, this could be done through, for example, ward council meetings, lovemiddlesbrough magazine and community councils.

- c) Given the recent concerns surrounding the number of police officers within the wards, the panel ask that the Council continue discussions with Cleveland Police to ensure the correct resources are allocated to Middlesbrough.
- d) That Middlesbrough council work in partnership with ASB help to sign up to the ASB pledge.
- e) That the panel members receive 6 monthly updates from the locality wards regarding crime/ anti-social behavior statistics.
- f) That members receive further updates, as and when, to the rolling out of locality working in other wards within the town.

## **ACKNOWLEDGEMENTS**

123. The Panel would like to thank the following officers for their assistance in their work:

- Geoff Field, Director of Environment and Community Services
- Marion Walker, Head of Stronger Communities
- Jane Hill, Strategic Community Safety Manager
- Adam Parkinson, Senior Neighbourhood Development Manager
- Dale Metcalf, Operational Community Safety Manager
- Daryll Tomlinson, Chief Inspector p0554, Middlesbrough Neighbourhood Policing- Cleveland Police
- Kim May- Streets Ahead
- Melanie Boyce -Community Safety Officer for selective landlord licensing
- Detective Steve Pattison, Cleveland Police
- Councillor Chris Cooke- Ward Councillor for Newport
- Harvinder Saimbhi, CEO- ASB help
- Katy Anderson, Practitioner Support Manager- ASB Help

## **BACKGROUND PAPERS**

124. The following sources were consulted or referred to in preparing this report:

- Minutes of the Culture and Community Scrutiny Panel held on 15 July 2021, 21 October 2021, 16 December 2021, 10 February 2022 and 10 March 2022.
- Middlesbrough Council's – Statement of Policy and Procedures for Anti-social behaviour.
- ASB Help
- Cleveland Police website
- Gazette Live
- BBC Panorama documentary – Anti-social behaviour- afraid in my own home.

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

The membership of the scrutiny panel is as follows: Councillors C McIntyre (Chair), G Wilson (Vice-Chair), R Arundale, D McCabe, L Lewis, M Nugent, S Dean C Dodds and J Rostron

**Contact Officer:**

Susie Blood

Democratic Services Officer

Telephone: 01642 729645 (direct line)

Email: [Susie\\_blood@middlesbrough.gov.uk](mailto:Susie_blood@middlesbrough.gov.uk)

# Culture and Communities Scrutiny

## 16.12.2021

### Overview of crime and antisocial behavior statistics

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Marion Walker

Head of Stronger Communities

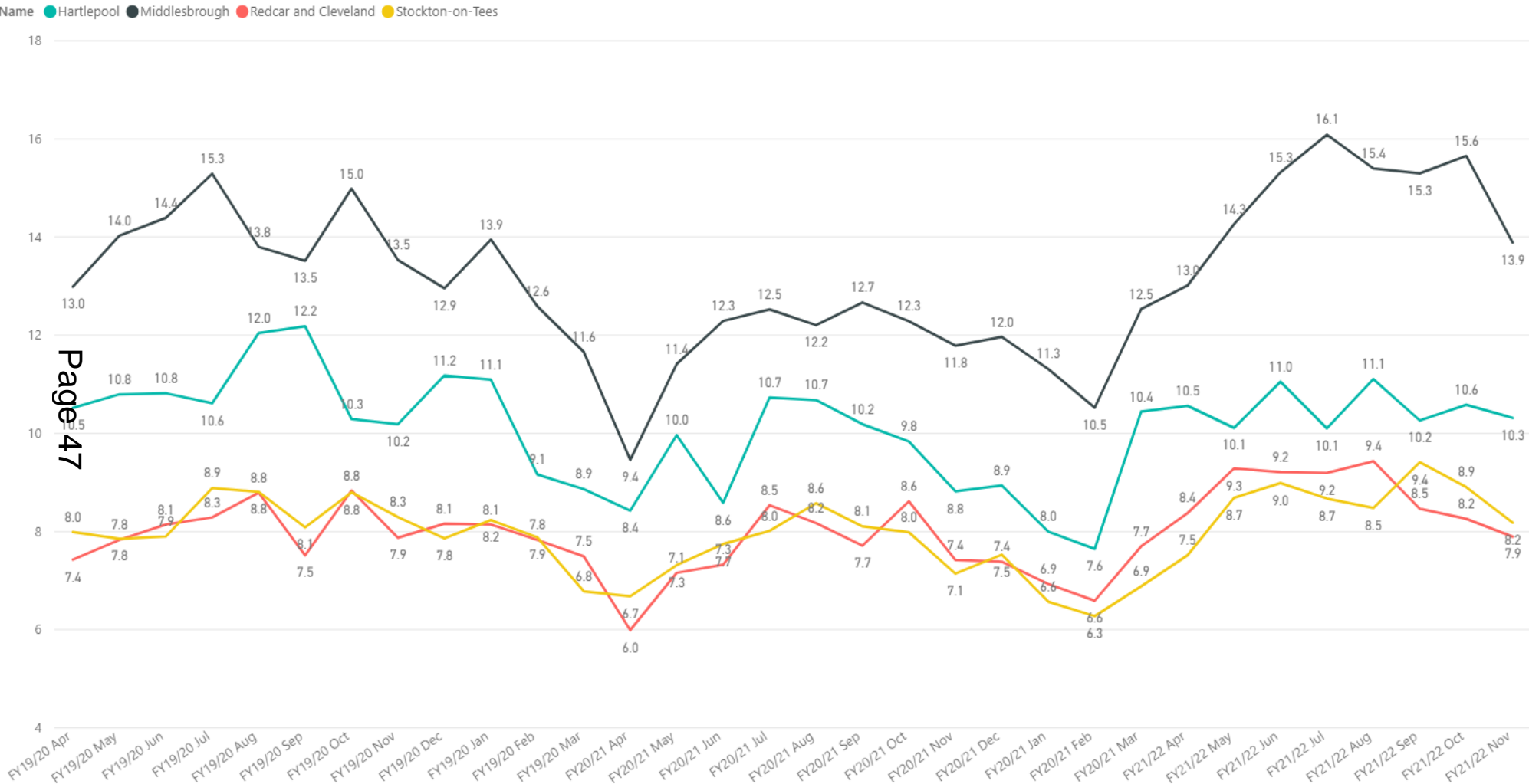
[marion\\_walker@middlesbrough.gov.uk](mailto:marion_walker@middlesbrough.gov.uk)

# About the Data

The information in this report is based on data from Cleveland police and shows Crime and ASB for:

- Cleveland Local Authority rate comparisons
- Middlesbrough Wards total numbers
- Middlesbrough Wards rates

# Local Authority Comparison - Crime Rate

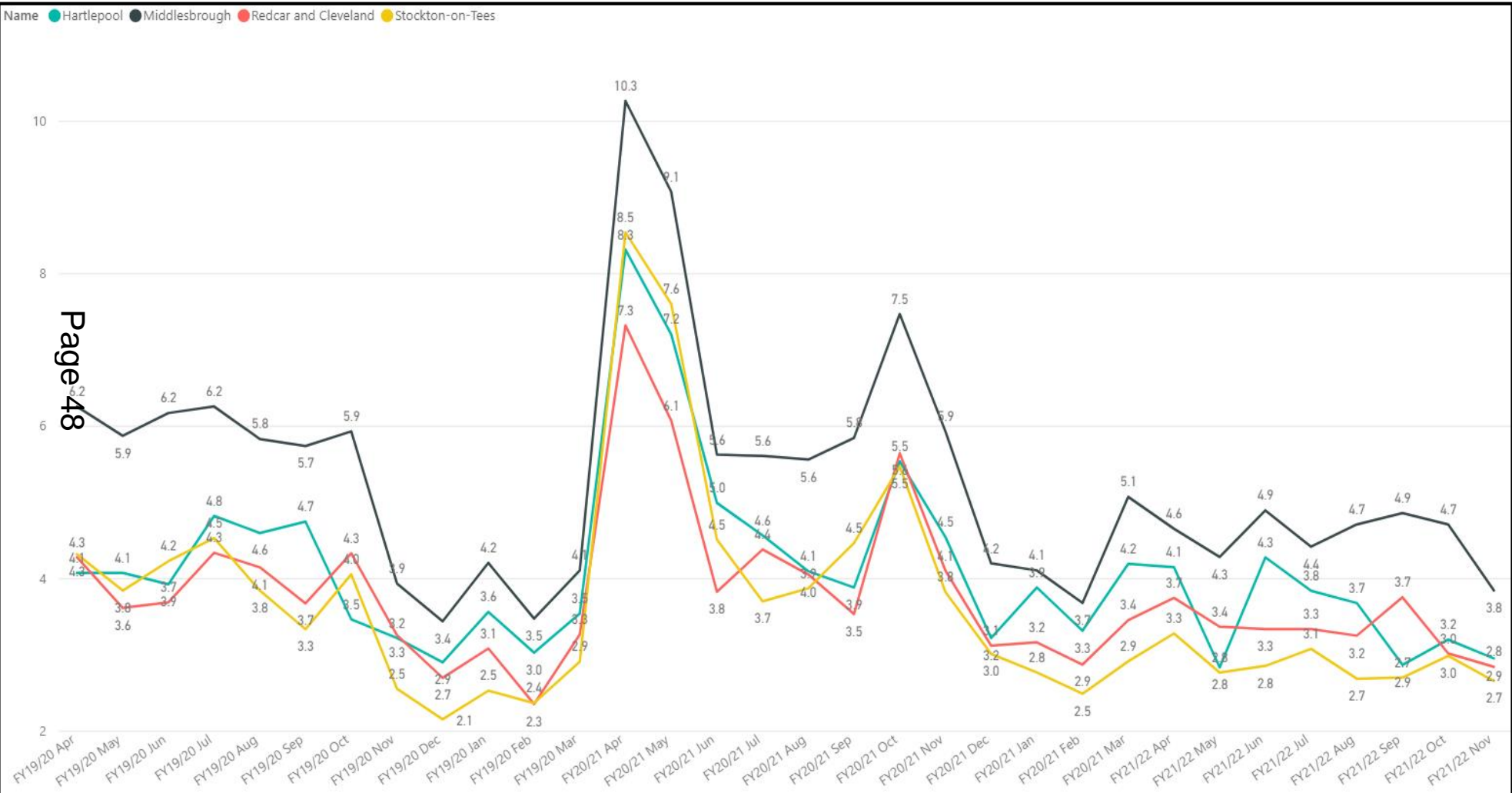


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Crime rates for Middlesbrough in 2019 and 2020 remained close to the other LA's.

However looking at the start of 2021 the crime rate has climbed further away from the other LA's as the year is progressing.

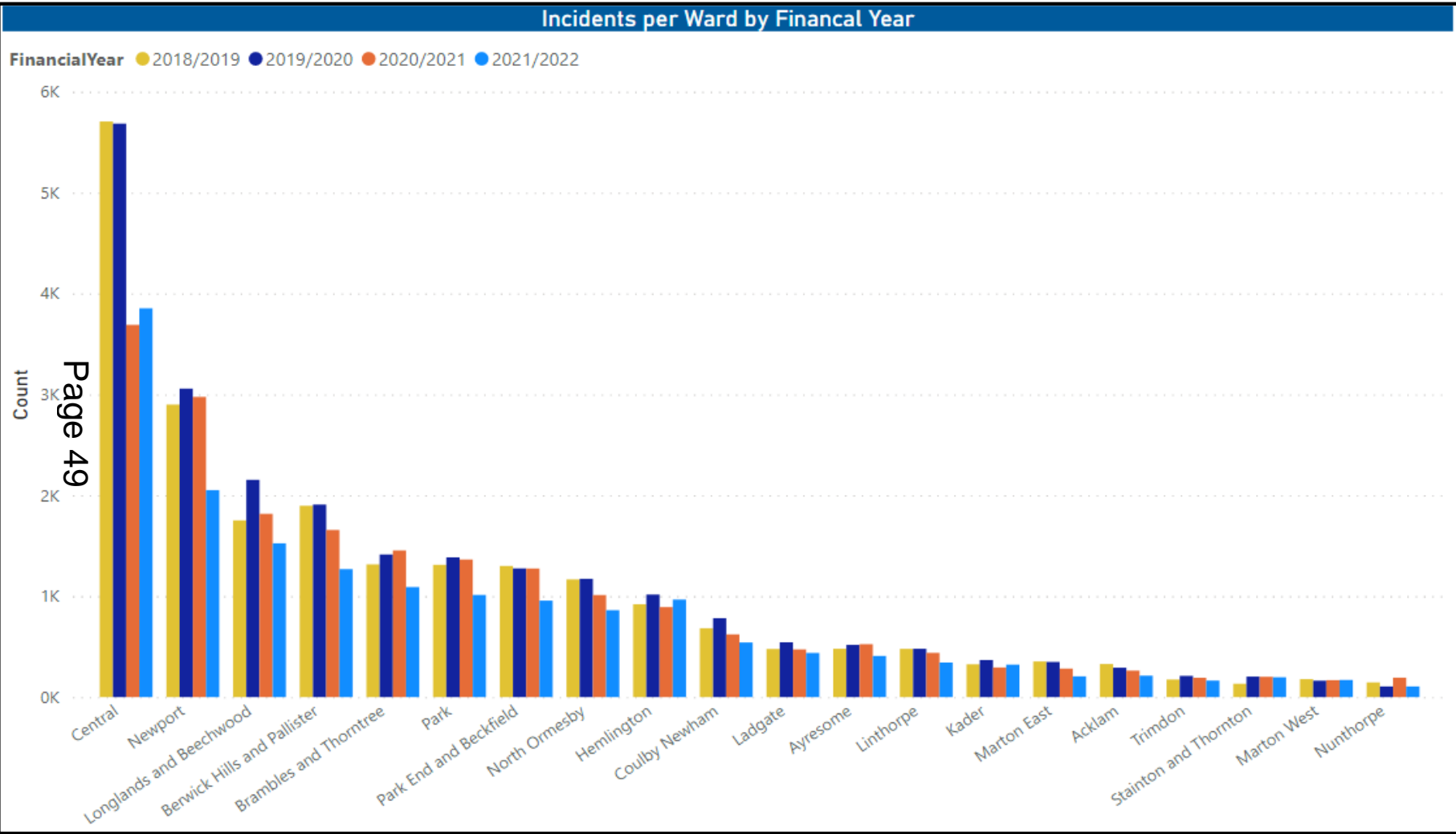
# Local Authority Comparison - ASB Rate



ASB is at its lowest in 3 years however, Middlesbrough it still higher than the other LA's



# Middlesbrough - Ward Analysis - Crime

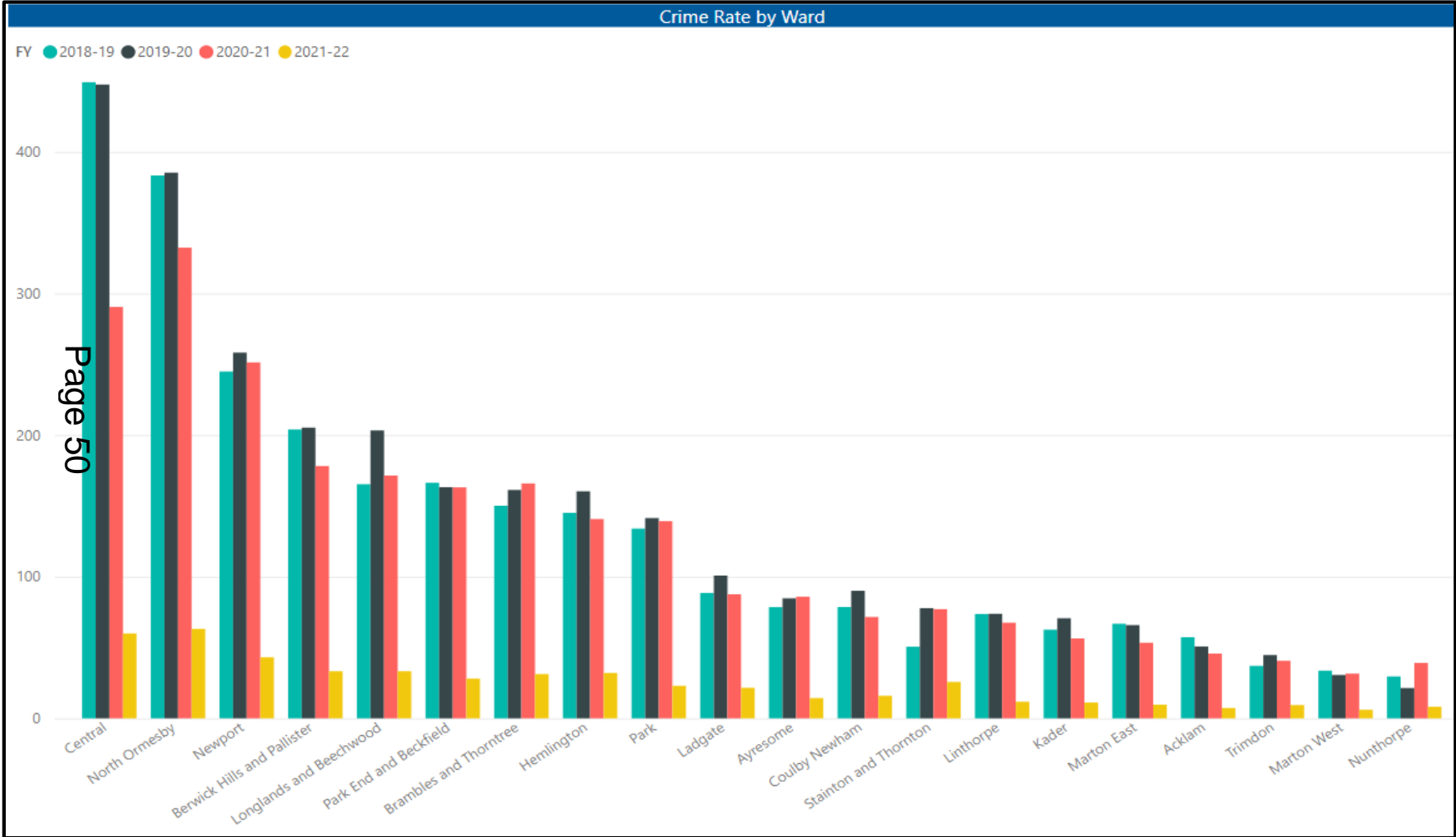


Crime totals per ward show that nearly all wards (excluding Brambles & Thorntree, Park end & Beckfield, and Ayresome) saw a decrease in crime from 2019-2020.

We can also see that some wards such as Hemlington, Ladgate, Kader, and Central have already recorded more crimes, or are nearly higher than 2020.

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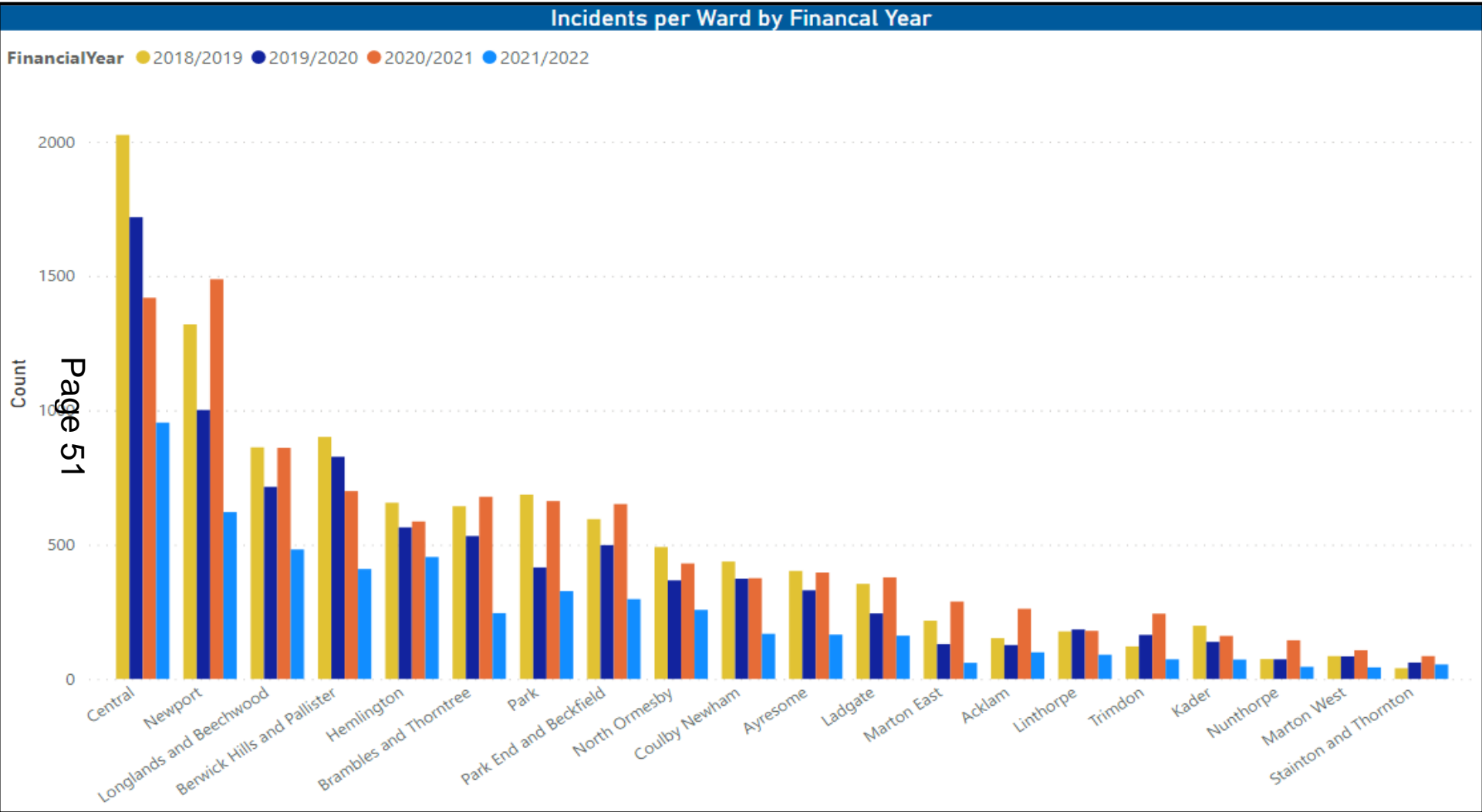
# Middlesbrough - Ward Analysis - Crime Rate



The 2021 figure is not fully complete so it is expected that they will be lower.

A decrease from 2019 to 2020 is evident. However looking from 2018-2020 ward such as Newport, Park End & Beckfield, Brambles & Thorntree, and Park either increase or remained at a similar rate.

# Middlesbrough - Ward Analysis - ASB

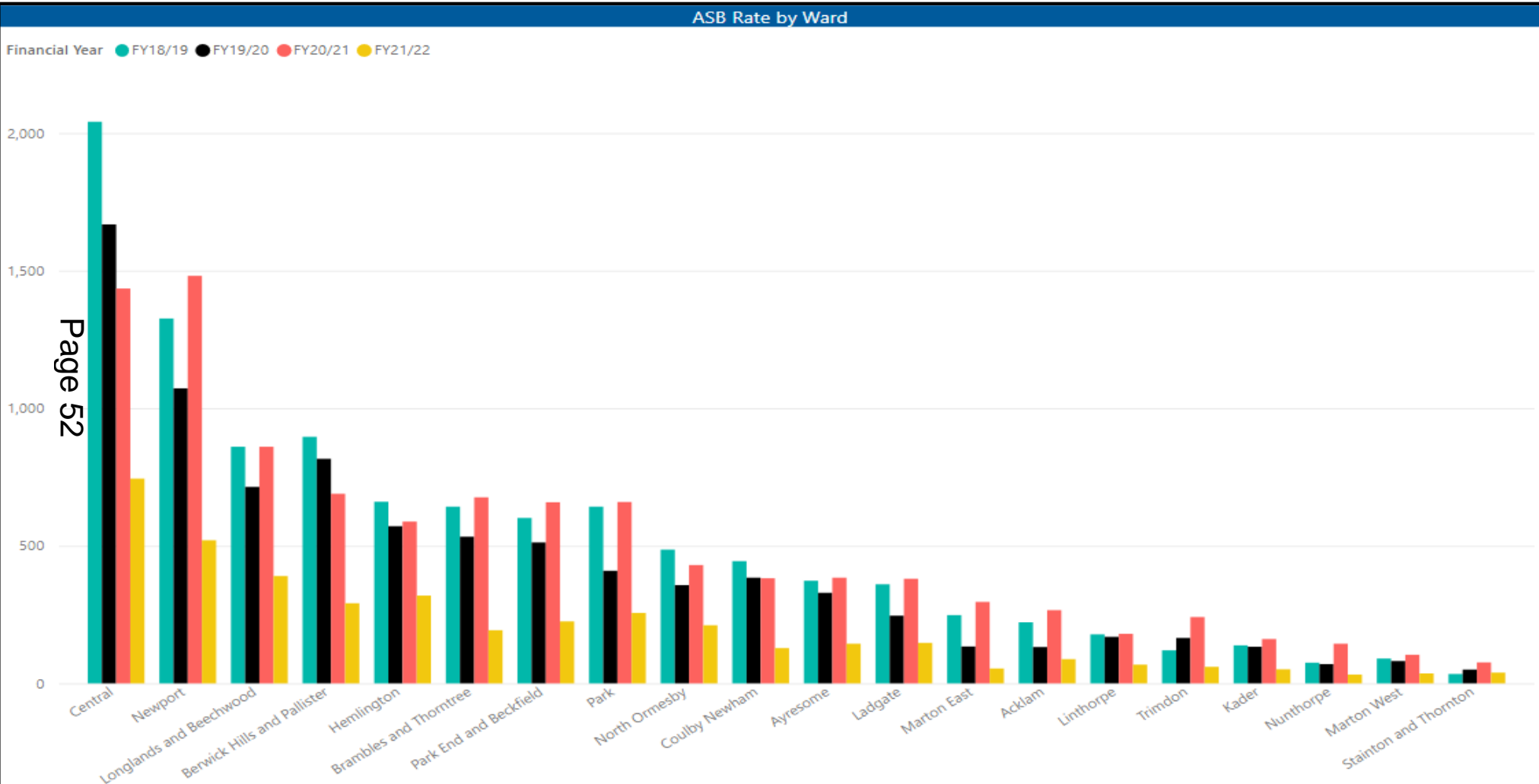


ASB increased in 17/20 wards from 2019-2020. This was expected due to an increase in ASB during COVID and the breach of lockdown rules.

However ASB in all wards so far in 2021 has remained lower than both 2019 and 2020.



# Middlesbrough - Ward Analysis - ASB Rate



When looking at the ASB rate the only slight difference is that Park End & Beckfield comes higher than Park ward.

This is due to less ASB occurring in the ward and a smaller population.

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<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	The Mayor Chief Executive
<b>Submitted to:</b>	OSB
<b>Date:</b>	22 June 2022
<b>Title:</b>	Corporate Performance Update: 2021/22 Year End Results
<b>Report for:</b>	Discussion
<b>Status:</b>	Public
<b>Strategic priority:</b>	All
<b>Key decision:</b>	No
<b>Why:</b>	Not applicable
<b>Urgent:</b>	No
<b>Why:</b>	

<b>Executive summary</b>	
<p>This report advises the OSB of progress against corporate performance at Year-End 2021/22, providing the necessary information to enable the OSB to discharge its performance management responsibilities.</p> <p>This report also asks that the OSB:</p> <ul style="list-style-type: none"> <li>• notes the proposed amendments to Executive actions outlined at Appendix 1</li> <li>• notes achievement in implementation of the Strategic Plan 2021-24 at 2021/22 Year-End, detailed in Appendix 2</li> <li>• notes the Council’s updated position in relation to Strategic Risk</li> <li>• notes 2021/22 Year-End achievement in delivery of the 2021/22 Directorate Priorities, detailed in Appendix 3</li> </ul>	

## **Purpose**

1. This report advises the OSB of corporate performance at Year-End 2021/22.

## **Background and relevant information**

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

7. The Council's performance overall at Year-End saw a slight improvement in performance from the Quarter Three reported position, with progress towards expected performance standards as set out in the Council's risk appetite, achieved in three out of seven 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, the Executive is advised of this an approval sought of alternative actions or amended timescales.
9. At Year-End, 39 of 51 live actions (76.5%) were reported as on target to be delivered by the agreed timescales, improved from the 72% reported at Quarter Three and slightly below the 90% standard of achievement of actions, with 7 amendments sought for Executive approval set out at Appendix 1. All remaining Executive actions are expected to be achieved within their approved timescales.
10. The amendments relate to:



- The Amazing Alleyways project requires extension as a result of COVID-19 restrictions relating to meeting outdoors and volunteering.
- Inclusion of Middlesbrough in Refugee Resettlement Scheme has been paused due to developing situation in Ukraine to form part of considerations.
- Mapping of all toilet facilities in the town centre to assist older people as part of Age Friendly improvements, is delayed following grant submission to increase number of town centre toilet facilities and Captain Cook Square developments.
- Implementation of dementia awareness training for Boro Taxi drivers delayed due to prioritisation of mandatory training, by Boro Cars.
- Delayed Dementia Friends information sessions following requirement for face to face or virtual sessions, to provide flexibility for dates and delivery.
- Delayed progression of securing Recovery City Status for Middlesbrough during pandemic, due to reallocation of staff resources.
- Delay to implementation of scaling-up of Opioid and Gabapentinoid reduction programme recently piloted as a result of uncertainties around costs and funding.

### Progress in delivering the Strategic Plan 2021-24

11. The Strategic Plan for 2021-24, set 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 2021/22 Year-End, 10 out of 24 (41.7%) of the Strategic Plan outcomes were either improving or static against the Quarter Three position, with 10 (41.7%) worsening. As some measures as updated annually, there is no trend information available for 4 (16.7%) outcome measures at the present time.

13. Of those which are Red and of a worsening trend, the following narrative is provided below:

- *Household waste sent for reuse, recycling and composting*: The Year-End recycling rate is not available until June 2022 and so the position reported currently is at Quarter Three and reflects expected seasonal fluctuations i.e. green waste collections. It is expected that the position reported in June 2022 will show an improved position.
- *Additional Affordable Homes*: The data - from the height of the pandemic - reflects reduced levels of housing, with sites shut for many months and reopening with reduced capacity. Future data releases should provide a much more positive trend.
- *Number of Street Warden enforcement actions*: Whilst Year-End data reflects a worsening position, the introduction of mobile incident management system now allows the service to record more accurately the level of activity undertaken which shows significant improvements as a result of improved ways of working, processes, systems and performance management, as demonstrated below:

Street Warden activity	2020/21	2021/22
Interventions	2,178	3,775
Enforcement actions	1,444	2,232

- *Satisfaction with the way MBC runs things, satisfaction with the local area, number of residents feeling safe during the day within the local area and number of residents feeling safe after dark within the local area:* All 5 Strategic Plan outcome measures referenced, relate to questions asked alongside the budget consultation. There is therefore a level of volatility in the response rate year on year and as such, these measures should be viewed with some caution.
- *Self-reported wellbeing (people with a high or very high satisfaction score as %):* Life satisfaction dropped for each North East Local Authority and nationally; though the fall was less in Middlesbrough, it remains the lowest satisfaction with life in the North East overall. Responses for anxiety saw an upturn across the North East and the increase remains at the lower end of the scale for Middlesbrough. Perceptions of life satisfaction will be impacted by the situation with the increased cost of living, particularly in areas already struggling with and adjusting to issues emerging from the pandemic, with areas experiencing greater levels of deprivation reporting similar levels of satisfaction.

### **Workplan**

14. At 2021/22 Year-End, performance against the Strategic Plan workplan was as set out below, exceeding the corporate target of 90%.

<b>Status</b>	<b>2021/22 YE position</b>	<b>Expected standard</b>	<b>Standard achieved</b>	<b>Trend</b>
COMPLETED	42%	90%	Yes	↓
GREEN	51%			
AMBER	3%	N/A	N/A	N/A
RED	4%	N/A	N/A	N/A

15. Quarter Four saw an additional 7 of the 67 (10.4%) Strategic Plan initiatives within the workplan completed (totalling 26 across 2021/22), one of which was COVID-19 Recovery related:

- Maintain sufficient local domiciliary care capacity to meet local demand
- Work towards achievement of Tree City Status, demonstrating responsibility and management of town tree stock
- Implement a community grant scheme, providing funding to improve the physical environments of residential alleyways to create a useable community space / asset
- Installation of a town-wide lighting scheme, highlighting key buildings and landmarks to improve the physical appearance of the town
- Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection levels
- Stimulate investment in our local economy through procurement opportunities and the promotion of our buy local initiative
- Deliver the Youth Justice Plan to reduce re-offending, safe and effective use of custody and reducing the number of first time entrants

16. There were 3 (4.5%) Red / off-track Strategic Plan workplan initiatives, reported I Quarter Four at 2021/22 Year-End:

- 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
- Explore the potential to designate sites across the town as a local wildlife / nature reserve, increasing biodiversity in Middlesbrough
- Further develop the ' Dementia Friendly' Middlesbrough programme to improve the wellbeing of individuals with dementia and their carers, connecting communities and business

### ***Strategic Plan workplan 2022/23***

17. At the 23 February 2022 meeting, Council was advised that an annual refresh for the Strategic Plan 2021-24 would not be brought forward and that as such the Strategic Plan would remain in place for the coming financial year to ensure that the Council has sufficient time to consider implications of national and potential forthcoming local changes on its strategic direction.
18. Council was further advised that the Strategic Plan's supporting workplan would be refreshed to reflect and address issues identified in the recent budget consultation, including infrastructure within the town.
19. At a meeting of the Executive on 5 April 2022, the refreshed Strategic Plan workplan for the 2022-24 period and Directorate Priorities for 2022/23 was approved, which combined provide a cohesive approach to the delivery of key priority activities across Council services.
20. Progress will continue to be monitored via detailed milestone plans, adhering to the corporate programme and project management framework, where applicable. Progress will continue to be reported to all senior managers and Members as part of the quarterly corporate performance results reports presented to Executive and Overview and Scrutiny Board.

### ***Strategic Risk Register***

21. A review of the approach to the way risk is captured and reported at a strategic level - reported at Quarter Three - has now been completed. Risk impacts will now be grouped into the following categories:
- Failure to achieve a balanced budget
  - Failure to comply with the law
  - Failure to achieve good governance
  - Failure to deliver the Strategic Plan and Directorate Plans
  - Failure of partnership agreements
22. All individual risks will be aligned to one of the above categories and overall scores, trend information and reasons for changes to scores, will be presented via this report, for transparency.
23. During Quarter Four, the following risks were added to the Strategic Risk Register:

- A risk to reflect the outcome of a High Court Case against another Local Authority that could result in identification of non-compliance in relation to adoption processes. The implications of this decision are currently being assessed nationally.
- A risk in relation to the Adult Education budget was added during the Quarter to reflect the risk of funding loss from the impact of covid on a particular set of adult learning courses.

24. All risks added to the Strategic Risk Register will be transitioned to risk categorisation and reported to the Executive via the Corporate Performance Update: 2022/23 Quarter One Results report

25. The following existing risks were reviewed and their scores amended:

- The risk that the Health and Bill could result in financial pressure exceeding resources was reduced in likelihood, following the establishment of a multi-disciplinary board to plan for it.
- Following an improvement in capacity and a reduction in operational pressures, the risk 'ensure the Best start in life for Middlesbrough's children was reduced in both likelihood and impact.
- Following implementation of measures and use of behavioural insight work, the risk of poor uptake of the COVID-19 vaccine was reduced in both likelihood and impact.

### **Progress in delivering Directorate Priorities 2021/22**

26. 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 3.

27. At 2021/22 Year-End, 60% (65) of Directorate Priorities were completed, which is below the expected standard of 90%. Performance in delivering mitigating actions associated with high or medium risks on Directorate Risk Registers is 90% and 93% respectively, above the performance standard of 90%.

Status	2021/22 YE position	Expected standard	Standard achieved	Trend
COMPLETED	60%	90%	No	↓
GREEN	4%			
AMBER	7%	N/A	N/A	N/A
RED	29%	N/A	N/A	N/A

28. Quarter Four saw an additional 22 (20.4%) of the 108 Directorate Priorities completed (to the 9 / 8.3% completed in Quarter Three), as follows:

- Deliver 450 new homes across Middlesbrough.
- Improve Middlesbrough Rail Station and the areas around it.
- Work with Thirteen Group to deliver development at Gresham.
- Analyse impacts of Fair Funding Review / Comprehensive Spending review and the provision of information to support the Council's position and representations to Government.
- Pension Fund Actuary procurement and on-boarding.

- Set a balanced budget for the Council and maintain an accurate and timely Medium Term Financial Plan (MTFP).
- Support COVID Recovery, ensuring that markets remain sustainable and continue to meet the needs of our vulnerable population.
- 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 and SMT's on relevant topics.
- 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
- Deliver 2021/22 Better Care Fund.
- Review Levick House provision.
- Review of Direct Payments system to ensure consistency and equitability.
- Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.
- 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.
- Deliver the Middlesbrough Community Learning Strategy to deliver more learning opportunities in Middlesbrough
- Embed our Values within the Directorate and make staff feel more valued.
- Facilitate the delivery of the local area SEND plan for the Partnership to improve outcomes for children and young people with SEND.
- Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.
- Continue proactive promotion of vacancies within communities that are under-represented in the Council's workforce.
- Continue the implementation of corporate health and safety policy, procedures and applications to ensure that the Council has a fully auditable system in place.
- Ensure staff equality monitoring includes all protected characteristics.
- Explore means of comparing the diversity of applicants with the diversity of subsequently successful candidates.

### **Progress in delivering Programmes and Projects**

29. The Council maintains a portfolio of programmes and projects in support of achievement of the Council's strategic and directorate priorities. At 2021/22 Year-End, 31 (92%) of the 34 programmes / projects were on-track to deliver against project time, cost, scope and benefits; slightly above the expected combined standard of 90%.

### **Progress in other corporate performance matters**

30. 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.

31. At 2021/22 Year-End, the key points of note in matters of compliance, were:

- Compliance with statutory requests for information processed in-line with the Freedom of Information Act and the Environmental Information Regulations, improved from 63.1% to 76.8% following investment in additional resources.
- The percentage of overdue live complaints has improved significantly, from 65% at Quarter Three to 34% at Year-End.
- Whilst there continues to be challenges in relation to compliance with Subject Access Requests, the percentage of those overdue has reduced from 75% to 68% at Quarter Four. During 2022/23 Quarter One, further options to tackle the backlog will be considered by senior managers.

### **What decision(s) are being recommended?**

That the OSB:

- That the OSB notes the proposed amendments to Executive actions outlined at Appendix 1.
- That the OSB notes achievement in implementation of the Strategic Plan 2021-24 at 2021/22 Year-End, detailed in Appendix 2
- That in light of the position outlined in the report, the OSB notes the Council's updated position in relation to Strategic Risk.
- That the OSB notes 2021/22 Year-End achievement in delivery of the 2021/22 Directorate Priorities, detailed in Appendix 3.

### **Rationale for the recommended decision(s)**

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

### **Other potential decision(s) and why these have not been recommended**

33. Not applicable.

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

#### ***Legal***

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

#### ***Strategic priorities and risks***

35. The information is key to and consistent with supporting delivery of the Council's strategic priorities and risks, as set out in the Strategic Plan.

#### ***Human Rights, Equality and Data Protection***

36. 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.

#### ***Financial***

37. Any financial implications relating to issues set out in this report, are summarised in the Revenue and Capital Budget – Year-End Outturn Position 2021/22 report, also considered by the Executive at its meeting of 14 June 2022.

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

<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>
Executive action revisions to be implemented on modern.gov	Strategy Delivery Manager	30/06/2022
Implementation of new approach to Strategic Risk Reporting	(Interim) Head of Strategy Information and Governance	30/06/2022

### **Appendices**

<b>1</b>	Proposed amendments to Executive actions at 2021/22 Year-End
<b>2</b>	Strategic Plan Workplan: progress at 2021/22 Year-End
<b>3</b>	Directorate Priorities 2021/22: progress at 2021/22 Year-End

### **Background papers**

<b>Body</b>	<b>Report title</b>	<b>Date</b>
Council	Strategic Plan 2021-24	24/02/21
Executive	Strategic Plan 2021-24: approach to delivery	11/05/21
Executive	Strategic Plan 2020-23 – Progress at Year End 2020/21	15/06/21
Executive	Corporate Performance Update: Quarter One 2021/22	07/09/21
Executive	Corporate Performance Update: Quarter Two 2021/22	07/12/21
Executive	Corporate Performance Update: Quarter Three 2021/22	14/02/21
Executive	Refreshing the Strategic Plan workplan for the 2022-24 period	05/04/21

**Contact:** Gemma Cooper, Strategy Delivery Manager  
**Email:** gemma\_cooper@middlesbrough.gov.uk

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## Appendix 1: Amendments to Executive actions at 2021/22 Year-End

Executive of	Report	Action	Owner	Agreed Due Date	Proposed Revised Due Date
26/02/2021	Improving Alleyways by Tackling Crime and Anti-Social Behaviour	Completion and evaluation of Amazing Alleyways project	ECS	28/02/2022	31/08/2022
13/07/2021	Final Report of the Culture and Communities Scrutiny Panel - Community Cohesion and Integration - Service Response	That following delivery of the pilot scheme, a report be presented to the Executive, evaluating the impact of the approach by analysing data and reporting outcomes	ECS	31/03/2022	31/08/2022
16/02/2021	Final Report of the Adult Social Care and Services Scrutiny Panel - Physical Activity for Older People (aged 65 plus) - Service Response	Mapping of all toilet facilities in the town centre to assist older people, as part of Age Friendly improvements	PH	31/01/2022	31/08/2022
16/02/2021	Final Report of the Adult Social Care and Services Scrutiny Panel - Physical Activity for Older People (aged 65 plus) - Service Response	Dementia awareness training for Boro Taxi drivers	PH	31/03/2022	31/10/2022
16/02/2021	Final Report of the Adult Social Care and Services Scrutiny Panel - Physical Activity for Older People (aged 65 plus) - Service Response	Further (online) Dementia Awareness training session for Elected Members	PH	31/03/2022	30/06/2022
27/05/2021	Final Report of the Health Scrutiny Panel - Opioid Dependency - What Happens Next? - Service Response	Recovery City Status for Middlesbrough	PH	31/03/2022	31/03/2023
27/05/2021	Final Report of the Health Scrutiny Panel - Opioid Dependency - What Happens Next? - Service Response	Scaling-up of Opioid and Gabapentinoid reduction programme	PH	31/03/2022	30/03/2023

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## Appendix 2: Strategic Plan Workplan: Progress at 2021/22 Year-End

2021/22 Year-End saw 26 of the 67 (38.8%) Strategic Plan initiatives within the workplan completed, including those which were COVID-19 Recovery related.

<b>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.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
Deliver the Children's Services Improvement Plan to achieve OFSTED rating of 'Requires Improvement' by 2023	31/7/2022	Green
Increase attainment and attendance levels and reduce exclusions for all children across Middlesbrough	30/9/2021	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	Complete
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	Complete
Target young people who are NEET and provide support to progress into education, employment and training opportunities	31/12/2021	Complete
Ensure the best start in life for Middlesbrough children by reducing early health inequalities, with a focus on the first 1001 days of life	31/07/2022	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

<b>We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support the vulnerable.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
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	Complete
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
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	Red
Achieve 'Age Friendly Communities' status, thereby reducing the prevalence and impact of loneliness and isolation in Middlesbrough	31/03/2024	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
Create and deliver a strategy to increase digital inclusion for children, young people and adults across Middlesbrough	31/03/2024	Green
Develop and deliver an improved offer of support for addiction recovery through employment, housing and social / community re-integration	31/03/2023	Green

<b>We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
Develop and deliver the Community Safety Strategy to reduce crime and anti-social behaviour across Middlesbrough	31/10/2022	Green

<b>We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
Increase CCTV in public areas / Council facilities to prevent and detect crime and ASB, improving public confidence in the Council	31/03/2023	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	Amber
Deliver a targeted education and enforcement programme in conjunction with Police and Fire Safety Partners to reduce crime and ASB.	31/01/2023	Green

<b>We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
Deliver a town-wide programme of education, increasing recycling levels in Middlesbrough	31/12/2022	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	Red
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
Work towards achievement of Tree City Status, demonstrating responsibility and management of town tree stock	31/03/2022	Complete
Plant an additional trees 20,000 trees across the town by 2023, improving air quality	31/03/2023	Green
Explore the potential to designate sites across the town as a local wildlife / nature reserve, increasing biodiversity in Middlesbrough	31/03/2022	Red
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

<b>We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
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 Green
Ensure effective Council response to immediate issues of COVID19 impacting upon individuals, families, communities and business	31/08/23	Complete Green

<b>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.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
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
Implement an annual pothole maintenance programme across the town, consistently improving road conditions	31/03/2024	Green
Introduction of community environmental initiatives improving local environmental standards	30/04/2022	Amber
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	Complete

<b>We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
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
Initiate repurposing of Captain Cook Square and House of Fraser for leisure and commercial use	31/03/2022	Complete
Commercial and residential development of west and south side Middlehaven sites	31/03/2024	Green
Installation of a town-wide lighting scheme, highlighting key buildings and landmarks to improve the physical appearance of the town	30/11/2021	Complete
Develop new homes and apartments to expand the urban living offer in the town	31/03/2024	Green

<b>We will invest in our existing cultural assets, create new spaces and events and improve access to culture.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
Improve Teesaurus Park, re-establishing its purpose as a visitor attraction and recreational facility	30/06/2022	Green
Create an expanded programme of festivals and events to raise the cultural profile of Middlesbrough	31/03/2023	Green

<b>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.</b>	<b>Due Date</b>	<b>2021/22 YE position</b>
Encourage community participation in the development of Council plans and initiatives, increasing community cohesion and resilience	30/09/2021	Green
To secure additional funding and improve the condition of the Council's operational estate and highways infrastructure	31/12/2022	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
Develop new Middlesbrough Council headquarters	31/07/2022	Green
Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection levels	31/01/2022	Complete
Stimulate investment in our local economy through procurement opportunities and the promotion of our buy local initiative	31/03/2022	Complete
Provision of a new resident-led community facility at Southlands and Nunthorpe	30/11/2022	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	Complete

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## Appendix 3: Directorate Priorities 2021/212: Progress at 2021/22 Year-End

At 2021/22 Year-End, 60% (65) of Directorate Priorities were completed, which is below the expected standard of 90%.

### Environment and Community Services

Priority	Due Date	2021/22 YE position
Submit Expression of Interest and then subsequent funding bid for A66 improvements in conjunction with the TVCA and neighbouring authorities.	28/02/22	Red
Complete works in respect of Column 22b.	31/10/21	Red
Update 'Flooding and Severe Weather Plan' (Flood Action Plan) for Middlesbrough.	31/03/22	Complete
Undertake immediate works to allow Transporter Bridge mitigation measures to be removed.	31/05/22	Amber
Implement Hostile Vehicle Mitigation scheme in Centre Square and at MFC.	30/04/22	Amber
Undertake inspection of all bridges and structures and joint procurement with RCBC.	31/03/22	Red
Complete five-year highways asset investment plan and report to Executive.	31/03/22	Red
Undertake year-one HIAP investment.	31/03/23	Amber
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Red
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Red
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Red
Launch staff volunteering scheme allowing employees to support local voluntary groups during working hours.	30/09/21	Red

### Regeneration and Culture

Priority	Due Date	2021/22 YE position
Develop site infrastructure at Middlehaven through the Brownfield Housing Fund.	31/03/22	Red
Work with Thirteen Group to deliver development at Gresham.	31/12/21	Complete
Improve Middlesbrough Rail Station and the areas around it.	28/02/22	Complete

Priority	Due Date	2021/22 YE position
Deliver transport schemes to improve efficiency and capacity of the network.	31/03/22	Red
Market the premium housing sites at Nunthorpe Grange and Newham Hall.	31/03/22	Red
Deliver 450 new homes across Middlesbrough.	31/03/22	Complete
Prepare a new balanced Local Plan for adoption, based on greater community engagement.	31/03/22	Red
Deliver new location for Teesside Archives.	31/12/21	Complete
Deliver Future High Streets Fund programme.	31/07/21	Complete
Deliver Town's Fund programme.	31/08/21	Complete
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Complete
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Complete
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Complete

## Finance

Priority	Due Date	2021/22 YE position
Set a balanced budget for the Council and maintain an accurate and timely Medium Term Financial Plan (MTFP).	31/03/22	Complete
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	Complete
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	Complete
To support Children's Services in the improvement journey and in making reductions in costs.	31/03/22	Complete
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	Complete
Achieve an unqualified set of accounts for the 2020/21 financial year.	31/03/22	Red
Implement the new accounting regulations in relation to leasing.	31/03/22	Amber
Implement the insurance service review and tender insurance contract arrangements to commence from 1st April 2022.	31/03/23	Green
Corporate Welfare Solution.	31/07/22	Green



Priority	Due Date	2021/22 YE position
Corporate Voicescape Solution.	31/03/22	Complete
Improving collection activities.	31/03/22	Complete
Re-procure pensions administration contract.	31/03/23	Green
Pension Fund Actuary procurement and on-boarding.	31/12/21	Complete
Preparation for 31/03/2022 Pension Fund triennial valuation.	31/03/22	Complete
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	Complete
Lead on the green strategy theme for sustainable procurement.	31/10/21	Complete
Support COVID recovery ensuring that markets remain sustainable and continue to meet the needs of our vulnerable population.	31/03/22	Complete
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	Complete
Support the children's improvement journey through the improved relationship with local providers to ensure local provision maps to local need.	31/03/22	Complete
Renegotiate the section 75 arrangement with health to ensure services delivered are funded and fully accountable.	31/10/21	Complete
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	Complete
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Red
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Red
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Red

## Adult Social Care and Health Integration

Priority	Due Date	2021/22 YE position
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	Complete
Embed Making Every Adult Matter (MEAM) guidance to ensure improved support to adults with multiple disadvantages.	30/11/21	Complete
Implement the requirements of the Domestic Abuse Act.	31/03/22	Red
Prepare for 01/04/22 implementation of the Liberty Protection Safeguards (LPS).	31/03/22	Red

Priority	Due Date	2021/22 YE position
Review ASC senior management structure and implement changes as required.	28/02/22	Red
Review of Direct Payments system to ensure consistency and equitability.	31/03/22	Complete
Review autism provision and implement improved service model.	31/03/22	Complete
Review Levick House provision.	28/02/22	Complete
Deliver 2021/22 Better Care Fund.	31/03/22	Complete
Develop Clean Air Strategy.	30/04/22	Amber
Review of Gambling Act Policy.	30/04/22	Amber
Review Licensing Act Statement of Licensing Policies.	30/06/22	Amber
Implement Newport 2 Selective Landlord Licensing scheme.	30/06/22	Amber
Embed our values within Directorate and make staff feel more valued.	31/03/22	Red
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Red
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium Term Financial Plan.	31/03/22	Red
Ensure equality improvement actions are based on data that is complete and accurate as possible.	31/03/22	Red

## Public Health

Priority	Due Date	2021/22 YE position
Complete review of the Pharmaceutical Needs Assessment.	31/03/22	Complete
Publish DPH Annual Report.	31/05/22	Green
Complete health protection assurance report.	31/03/22	Complete
Completion of sexual health procurement.	30/09/21	Complete
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Complete

Priority	Due Date	2021/22 YE position
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Complete
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Complete

## Children's Care

Priority	Due Date	2021/22 YE position
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	Complete
Deliver the Quality Assurance and Performance Strategy	31/03/22	Complete
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	Red
Deliver the Multi-agency Early Help and Prevention Strategy to support a commitment to intervening at the earliest stage possible.	31/03/22	Complete
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	Complete
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Complete
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Complete
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Red

## Education and Partnerships

Priority	Due Date	2021/22 YE position
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	Complete
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	Complete
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	Complete
Deliver the Middlesbrough Community Learning Strategy to deliver more learning opportunities in Middlesbrough	31/03/22	Complete
Deliver the Achievement Plan to deliver school improvement and improve educational outcomes in Middlesbrough	31/12/21	Complete

Priority	Due Date	2021/22 YE position
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Complete
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Complete
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Complete

## Legal and Governance Services

Priority	Due Date	2021/22 YE position
Ensure continued implementation of the ICT Strategy to underpin the delivery of all strategic objectives.	31/03/22	Red
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	Complete
Conduct Local planning Referendums	31/03/22	Complete
Conduct Community Governance review parish and community councils.	31/03/22	Complete
Conduct Combined Elections PCC and TCVA.	31/05/2021	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	Complete
Launch and embed the revised corporate Information Governance Framework, completing outstanding actions from the ICO Data Protection Audit.	30/09/21	Complete
Develop and implement an overarching surveillance policy for the Council, communicating the approach to members, employees and customers.	31/07/21	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	Complete
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	Complete
Manage projects and initiatives relating to outstanding digital targets within the MTFP.	31/03/22	Red
Embed our Values within the Directorate and make staff feel more valued.	31/03/22	Red
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/22	Red
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in our Medium-Term Financial Plan.	31/03/22	Red
Continue proactive promotion of vacancies within communities that are under-represented in the Council's workforce.	31/03/22	Complete

Priority	Due Date	2021/22 YE position
Explore means of comparing the diversity of applicants with the diversity of subsequently successful candidates.	31/03/22	Complete
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	Red
Encourage all staff to update their equality information.	31/03/22	Complete
Ensure staff equality monitoring includes all protected characteristics.	31/03/22	Complete

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<b>MIDDLESBROUGH COUNCIL</b>	
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<b>Report of:</b>	Executive Member for Finance and Governance Director of Finance
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<b>Submitted to:</b>	OSB
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<b>Date:</b>	22 June 2022
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<b>Title:</b>	Revenue and Capital Budget - Year-End Outturn position 2021/22
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<b>Report for:</b>	Discussion
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<b>Status:</b>	Public
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<b>Strategic priority:</b>	All
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<b>Key decision:</b>	Not applicable
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<b>Why:</b>	Decision(s) will incur expenditure or savings above £150,000
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<b>Urgent:</b>	No
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<b>Why:</b>	
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<b>Executive summary</b>
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This report advises the OSB of the Council's financial position at Year-End 2021/22, including the effect of Covid-19 on the Council's finances.

The report provides the necessary information to enable the OSB to discharge its financial management responsibilities, setting out:

- final revenue and capital budget outturns at year-end 2021/22;
- position statements in relation to the Council's borrowing and its reserves; and
- actions that the Council has taken and plans to address the issues raised.

The report requests that the OSB:

- Notes the 2021/22 revenue budget initial year-end outturn of a £2.462m overspend on non-Covid-19 elements
- Notes the implementation of the Flexible Use of Capital Receipts Strategy totalling £5.017m in 2021/22, as approved by Council on 20 October 2021.

- Notes the transfer of £230,000 of the Public Health Directorate underspend relating to the sexual health service to the Public Health Reserve
- Notes the 2021/22 revenue budget final year-end outturn (following the Flexible Use of Capital Receipts and transfer to Public Health Reserve) of a £2.325m underspend on non-Covid-19 elements.
- Notes the financial effect of Covid-19 in 2021/22 of £390,000.
- Notes the following transfers to Reserves :
  - Covid -19 expenditure incurred during 2021/22 to the Covid Recovery Reserve (£390,000)
  - The remaining balance on the Covid Recovery Reserve to a new specific earmarked Car Parking Pressures Reserve (£782,000) and the General Fund Reserve (£3,340,000)
  - The final year-end underspend on non-Covid-19 expenditure to the General Fund Reserve (£2,325,000)
- Notes the creation of a new specific earmarked Social Care Transformation Reserve to help support the on-going effects of the significant and continued transformation work taking place within Children’s Services, and also that which will take place within Adult Social Care regarding the Fair Cost of Care and Social Care Reforms, and approves the transfer of £5,665,000 to this Reserve from the General Fund Reserve.
- Notes the transfer of the following Reserves into the new specific earmarked Social Care Transformation Reserve, making a total of £7.072m available for the required transformation :
  - Children’s Services Improvement Reserve (£175,000)
  - Children’s Services Demand Reserve (£732,000)
  - Social Care Demand Reserve (£500,000)
- Notes the 2021/22 capital budget final year-end outturn of £56.899m against a revised capital budget of £59.035m, and notes the revised Investment Strategy to 2024/25 at Appendix 1.



## **Purpose**

1. This report advises the OSB of the Council's financial position at Year-End 2021/22, including the effect of Covid-19 on the Council's finances.

## **Background and relevant information**

2. The Council's Scheme of Delegation gives the OSB collective responsibility for monitoring corporate strategic performance and financial management, together with associated action.
3. This report provides the necessary information to enable the OSB to discharge its financial management oversight responsibilities, setting out:
  - final revenue and capital budget outturns at year-end 2021/22;
  - position statements in relation to the Council's borrowing and its reserves; and
  - actions that the Council has taken and plans to address the issues raised.
4. A revised Investment Strategy for the period to 2024/25, as approved by the Executive at its meeting on 14 June 2022 is attached at Appendix 1 for information.

## **Revenue Budget Outturn 2021/22**

5. As reported in previous reports, the Covid-19 pandemic has had a significant impact on the Council's financial position during 2021/22 and will continue to in a number of areas in future years. This has made the management of the Council's finances more difficult due to the constantly evolving situation and also the level of uncertainty regarding the financial effects of Covid-19 in 2021/22 and future years. Covid-19 financial pressures are being monitored separately from the normal non-Covid-19 financial position, and these are reported separately in paragraphs 84 to 111 below.
6. The 2021/22 Revenue budget for the Council was £116,492,035. During Quarter One there were a number of transfers of services between Directorates due to managerial changes, and the financial position is reported against the new Directorate budgets. The Council's initial outturn position for 2021/22 for non-Covid-19 elements is an overspend of £2,462,000 (2.1%).
7. One of the major areas of increased expenditure during the latter part of 2021/22 was the level of inflation that existed in the economy. The Environment and Commercial Services Directorate outturn position was substantially affected by the hyper-inflationary increases that existed in areas such as fuel, energy, utilities, and food, and also an increase in waste recycling costs. As mentioned in previous quarterly budget monitoring reports it was proposed that at year-end these would be funded in 2021/22 only from the Central Pay and Prices Contingency budget, and the table in paragraph 10 assumes that the transfer totalling £1,363,000 is made. Provision for additional inflation was built into the updated Medium Term Financial Plan (MTFP) presented to Council in February 2022, however there will be a need to closely monitor this and determine whether sufficient funding has been provided in light of the current continuing increasing levels of inflation. Further updates will be provided in future budget monitoring reports and the MTFP will be amended accordingly as appropriate.

8. It was proposed to transfer £230,000 of the Public Health Directorate underspend to the Public Health Reserve, in order to help to fund improvements in the sexual health service in future years, further details of this are provided in paragraph 38. Executive was requested to approve this transfer to the Public Health Reserve, at its meeting on 14 June 2022, and the final revenue outturn position assumed this transfer was approved.
9. The financial position of the Council is improved by the implementation of the Flexible Use of Capital Receipts Strategy, which was approved by Full Council on 20 October 2021. Entries have been made in the Council's accounts for this having due regard to the Local Authority Accounting Code of Practice, and the initial outturns detailed in the table in paragraph 10 have been amended for these, with the impact of this being that the Council's financial position across a number of Directorates (mainly Children's Services) has been improved by a total of £5,017,000 at year-end. This will allow the Council to increase the level of reserves that the Council holds, at this time of high financial uncertainty with minimal impact on the Council Tax payer. This will help support the significant and continued transformation work taking place within the Council, principally within Children's Services, which will deliver improvement and efficiencies. The financing costs associated with this have been provided in the MTFP presented to Council in February 2022. Further details of this are provided in the separate section of the report (paragraphs 112 and 113).
10. The overall final year-end revenue outturn position for 2021/22 for non-Covid19 expenditure is a £2,325,000 underspend. The details of this are shown below, including the split by Directorate :

Directorate	2021/22 Full Year Budget	2021/22 Initial Final Outturn (excluding Covid-19)	2021/22 INITIAL OVER / (UNDER) SPEND (excluding Covid-19)	2021/22 Proposed transfer to Pay & Prices budget	2021/22 Proposed transfer to Reserves	2021/22 Proposed Flexible Use of Capital Receipts	2021/22 FINAL OVER / (UNDER) SPEND (excluding Covid-19 and after proposed transfer to Pay & Prices budget, Reserves, and proposed Flexible Use of Capital Receipts)
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Regeneration and Culture	3,569	3,522	(47)	0	0	(11)	(58)
Environment and Community Services	19,385	21,368	1,983	(1,363)	0	(263)	357
Public Health	(2,820)	(3,870)	(1,050)	0	230	0	(820)
Adult Social Care	39,682	38,706	(976)	0	0	0	(976)
Total - Adult Social Care and Health Integration	36,862	34,836	(2,026)	0	230	0	(1,796)
Education & Partnerships	737	360	(377)	0	0	0	(377)
Children's Care	40,037	48,332	8,295	0	0	(4,217)	4,078
Total - Children's Services	40,774	48,692	7,918	0	0	(4,217)	3,701
Legal and Governance Services	10,121	10,638	517	0	0	(526)	(9)
Finance	818	(816)	(1,634)	0	0	0	(1,634)
Central Budgets	4,963	715	(4,248)	1,363	0	0	(2,885)
<b>Revenue Outturn</b>	<b>116,492</b>	<b>118,955</b>	<b>2,462</b>	<b>0</b>	<b>230</b>	<b>(5,017)</b>	<b>(2,325)</b>

11. It is proposed that the £2,325,000 underspend on non-Covid19 expenditure is initially transferred to the General Fund Reserve.

12. Covid-19 pressures of £390,000 at year-end 2021/22 are detailed in paragraphs 84 to 111. This is a reduction of £1,431,000 from the £1,821,000 total projected Covid-19 pressures reported at Quarter Three. It is proposed that this is funded from the £4,512,000 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.
13. In the MTFP update provided to Council in February 2022, provision was made for the continuing effect of Covid-19 in future years. This has been reviewed and in light of the current levels of car parking income, it is proposed that a new earmarked Car Parking Pressures Reserve of £782,000 is set up for the potential ongoing effects of Covid-19 on car parking income in future years. As provision was made in the MTFP for the continuing effect of Covid-19 in future years it is now proposed that the remaining balance of £3,340,000 on the Covid Recovery Reserve is transferred initially to the General Fund Reserve.
14. The above proposed transfers would mean that the General Fund Reserve would equal £16.860m at year-end 2021/22. In the MTFP update provided to Council in February 2021 the Director of Finance recommended that the minimum level for the General Fund Reserve for 2021/22 was £11m, this was subsequently increased to £12m for 2022/23 in the MTFP update provided to Council in February 2022. Due to the need to help support the significant and continued transformation work taking place within the Council, principally within Children's Services and that which will take place within Adult Social Care regarding the Fair Cost of Care and Social Care Reforms, it is proposed that a transfer of £5.665m is made to a new specific earmarked Social Care Transformation Reserve. It is also proposed that the remaining balances on the Children's Services Improvement Reserve (£175,000), Children's Services Demand Reserve (£732,000), and the Social Care Demand Reserve (£500,000), are transferred into the new specific earmarked Social Care Transformation Reserve and combined with the amount above to make a total of £7.072m available for the required transformation. The use of this Reserve will be managed by the Director of Finance, with reports being provided to Executive as part of the quarterly budget monitoring reports.
15. Executive approved these transfers to Reserves at its meeting on 14 June 2022.
16. The level of Reserves remaining after the use and creation of these Reserves is shown in the Reserves and Provisions Section of this report (paragraphs 158 to 163) and detailed in Appendix 2.

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

17. £1.9m of additional budget efficiency savings were approved by Council on 24 February 2021 as part of the 2021/22 budget setting. There were also approximately £1m of savings approved in previous years relating to 2021/22.
18. As reported in previous quarters it has not been possible to achieve one of the budget savings due to Covid-19 and this is detailed in paragraph 100 below.
19. In addition, as reported in previous quarters there are £1,094,000 of planned Digital project savings and a £180,000 saving to reduce staff mileage rates across the Council, which are likely to not be fully achieved in 2021/22, due to delays in implementing the projects partly caused by the effects of Covid-19. These savings were approved in

previous years and were part of the budget set for 2021/22. These savings have been allocated to Directorates. A total of £265,000 of the Digital project and mileage savings were achieved in 2021/22. The remaining £1,009,000 of the savings required were fully covered by temporary one-off efficiency savings for 2021/22 proposed by Directorates. These savings did not have a material effect on service delivery, and included the following main areas:

- Keeping posts vacant / delaying recruitment to vacant posts
- Further reducing the use of agency staff within Children's Care
- Reducing discretionary supplies and services and exam and courses fees expenditure
- Reviewing the amounts charged to grants in line with grant conditions
- Maximising the amounts charged to corporate Ofsted Improvement Fund and Change Fund funding within Children's Services
- Utilising surpluses held in joint arrangements budgets
- Savings arising from reduced demand for services during 2021/22 following further analysis
- Deferring expenditure relating to Streetworks permit set up costs until 2022/23, where they can be covered by income to be received
- Utilising part of the Adult Social Care Recovery Reserve, which was created at year end 2020/21 for the potential effects of increased service demand, as the full amount was no longer required

20. The above temporary one-off efficiency savings for 2021/22 meant that there was no financial effect on the outturns for Directorates in 2021/22 due to the unachieved Digital and mileage savings.

21. It should be noted that in the MTFP presented to Council in February 2022 it was assumed that the full amount of savings relating to Digital will be fully achieved from 1 April 2022 as per the original intended methods.

22. As reported in the MTFP Update Report to Council on 24 November 2021 and the MTFP update presented to Council in February 2022, in light of the recovery from Covid-19 and the potential effect on staff the £180,000 saving related to "reducing staff mileage rates across the Council" was removed from the MTFP from 2022/23.

### ***Directorate variances***

23. The detail of the variances are set out below. At year-end, 38 areas had spent +/- £150,000 of the agreed budget. Where appropriate, the on-going effects of variances will be considered as part of future updates of the Council's MTFP.

### ***Regeneration and Culture***

24. As reported in previous quarters, car parking income was below budget in 2021/22 due to the effects of Covid-19 lockdown and the recovery period throughout the rest of the year following the removal of lockdown restrictions. The pressure arising from this in 2021/22 is shown in the Covid-19 Reduction in Income section of the report (paragraphs 96 to 99).

25. It should be noted that grant income of £850,000 was received from the Tees Valley Combined Authority (TVCA) in 2021/22 for the provision of 2 to 3 hour free parking across the Tees Valley.

*Environment and Community Services*

26. As mentioned in paragraph 7 the Environment and Commercial Services Directorate has been substantially affected by hyper-inflationary increases in a number of areas. The effects of this are detailed in the following paragraphs and summarised in the table below. As mentioned earlier it is proposed that these would be funded in 2021/22 only from the Central Pay and Prices Contingency budget and that a transfer totalling £1,363,000 is made.

<b>Service Area</b>	<b>Description</b>	<b>£</b>
Property Running Costs	Inflation on Utilities	480,000
Waste Collection	Inflation on Fuel	21,000
Waste Disposal	Kerbside Recycling Contract	492,000
Catering	Inflation on Food & Utilities	146,000
Fleet Services	Inflation on Fuel	106,000
Street Lighting	Inflation on Electricity	118,000
<b>TOTAL DEMAND ON PAY &amp; PRICES CONTINGENCY BUDGET</b>		<b>1,363,000</b>

- *Property Services*

27. The Property Services budget is overspent by £1,176,000 at year-end, an increase of £185,000 from the £991,000 projected overspend that was reported at Quarter Three.

28. Within this budget there is an anticipated pressure against the Running Costs budget of £621,000. £480,000 of this is due to the rising costs of energy, and as noted in previous reports this will be funded from the Central Pay and Prices Contingency budget. Provision for this was built into the updated MTFP presented to Council in February 2022. The remaining overspend against Running Costs is an increase from Quarter Three and is mainly due to the Revenue's and Benefits service undertaking an exercise to re-charge a backlog of Business Rates for Council owned properties relating to previous years.

29. A shortfall in income due to a decrease in the number of cremations following the opening of a crematorium in Stockton has resulted in a pressure totalling £314,000 against the Bereavement Services budget. The ongoing effects of this have been provided for in the updated MTFP presented to Council in February 2022.

30. The closure of the Transporter Bridge and Visitors centre has contributed £157,000 towards the overall pressure. Due to the closure budgeted income was not achieved but salary expenditure was still incurred, as even though the staff were fully re-deployed to other areas within the Directorate no transfers of staff costs were made.

31. In addition, there are a number of budget areas within Property Services which have variances below £150,000, and these account for the overall £1,176,000 total overspend on the Property Services budget.

- *Environment Services*

32. The Environment Services budget is showing a pressure totalling £739,000 at year-end, an increase of £97,000 from that reported at Quarter Three. The majority of the pressure (£492,000) is as a result of the need to secure an alternative contractor to process kerbside recycling material following the previous contractor entering into administration early in 2021/22. As stated in previous quarters the final pressure at year-end will be funded from the Central Pay and Prices Contingency budget. Following the tender process a new contractor has been appointed effective from 1 April 2022, and this will mean that this pressure will no longer exist from 2022/23 onwards, and there will also be a saving of £180,000 on the current budget. The MTFP presented to Council in February 2022 reflected this from 2022/23 onwards.

33. There are also a number of other pressures within the Environment Service below £150,000, including Catering (£146,000) due to the rising cost of food & drink supplies and utilities costs, Pest Control (£63,000) due to an income shortfall, and Waste Collection (£122,000) due mainly to an income shortfall following the temporary introduction of free junk jobs, however £21,000 of the pressure was due to the rising cost of fuel. These pressures have been partially offset by salary savings elsewhere within the Service.

- *Transport, Fleet & Highways*

34. The Transport, Fleet & Highways Service budget has an overall pressure of £183,000 at year-end. This is primarily due to an overspend of £106,000 within Fleet Management as a result of the rising cost of fuel and materials associated with vehicle repairs, and £118,000 on electricity costs for Street Lighting. It is proposed that these pressures will be met from the Central Pay and Prices Contingency Budget.

- *Supported Communities*

35. The Supported Communities Service are reporting an overall saving of £129,000 at year-end. This is mainly due to a number of vacant posts within libraries and hubs following the Covid-19 pandemic.

*Public Health*

36. There are savings on Public Health budgets totalling £1,050,000 in 2021/22, with £454,000 of the savings being due to reduced activity for some demand led services, such as Stop Smoking, NHS Healthcheck programme, rehabilitation, and prescribing costs as a result of Covid-19, in addition to savings also being made due to a reduction in the unit cost of some prescribed drugs. The Service has also seen staffing savings of £596,000 as a result of vacancies and secondments of staff to other grant funded projects.

37. It should be noted that the above saving includes additional costs of £247,000 in 2021/22 relating to a 3 year increase to the Healthy Child programme which was agreed in 2020/21 as a result of the Covid-19 pandemic. Funding was originally agreed from the Covid main grant for this, however due to the underspend in Public Health budgets it has been agreed to fund this from the Public Health Grant in 2021/22.

38. It is proposed that £230,000 of the underspend on Public Health budgets relating to a rebate received from the Tees Valley arrangement for the sexual health contract is

transferred to a Public Health Reserve for improvements to the sexual health service throughout 2022/23 and 2023/24, following agreement by all Tees Valley local authorities.

### *Adult Social Care*

39. There are staff savings across the Service totalling £829,000 at year-end, which is a further increase from the £600,000 saving reported at Quarter Three, due to staff turnover and delayed recruitment to vacancies. Similar to Children's Care (as detailed in paragraph 61), there are emerging difficulties within Adult Social Care relating to the recruitment of permanent social work staff, and the Service are having to consider recruiting agency staff to fill vacant posts and introducing a recruitment and retention bonus scheme in 2022/23.
40. The net growth for purchased care costs (mainly residential care) in 2021/22 was £1,058,000, which is lower than the £1,483,000 forecast at Quarter Three. This pressure was offset by a corresponding increase in service user's contributions to care of £500,000 in excess of budgeted income. Other savings of £443,000, including additional health income and reductions in the cost of some care packages occurred during 2021/22. There were also additional direct payments surpluses in excess of the budget of £382,000, which were not forecast at Quarter Three, as a result of clearing legacy accounts in preparation to moving to prepaid cards during 2021/22. This has resulted in an overall £267,000 saving on the purchasing budget in 2021/22, a substantial variation from the overall £572,000 overspend on the purchasing budget reported at Quarter Three.
41. In addition, there are a number of budget areas within Adult Social Care which have variances below £150,000, and these account for the overall £976,000 underspend on the Adult Social Care budget at year-end, which is a substantial increase from the £65,000 overall underspend reported at Quarter Three due to the reasons reported above.

### *Education & Partnerships*

42. There is an underspend of £30,000 on the Education Services budget at year-end, which is an improvement from the £27,000 projected overspend reported at Quarter Three. This is mainly due to an improvement during Quarter Four in the take up of services at Children's Centres and Nurseries following the end of Covid-19 lockdown.
43. There is also a saving of £347,000 at year-end relating to school contributions to capital schemes, as contributions were funded from other sources, thereby creating a revenue saving. This is lower than the £542,000 forecast at Quarter Three, due to delays in some schemes.
44. For information, the Council received £160.3m (before deductions and recoupment) of Dedicated Schools Grant (DSG) for 2021/22. The funding comprises of a number of blocks - Schools Block, Central School Services Block, High Needs Block, and Early Years Block. A large proportion of the Schools Block is passported directly to academies (known as recoupment).
45. There was a £3.291m total cumulative deficit on the DSG grant at the end of 2020/21, of which £3.902m was attributed to the High Needs Block. The DSG deficit has

increased during 2021/22 and there is a total DSG deficit of £3.335m, including £4.933m relating to the High Needs Block, at the end of 2021/22.

46. The Council currently has to account for such DSG deficits separate from its own finances, and cannot use its General Fund to clear the deficit. However, this only lasts until the end of March 2023 and therefore there is uncertainty around this in the future and a risk that after March 2023 the Council may have to provide for the DSG deficit built up over the years. This risk is accounted for in the determination of the General Fund Reserve included as part of the Revenue Budget, Council Tax, MTFP and Capital Strategy 2022/23 Report presented to Council on 23 February 2022.
47. The DSG conditions of grant require that any local authority with an overall deficit on its DSG account at the end of financial year 2021/22, or who's DSG surplus has substantially reduced, present a plan to the DfE for managing its DSG spend in 2022/23 and future years. There is also a requirement to provide information as and when requested by the DfE about pressures and potential savings on its high needs budget. DfE expect that the schools forum is regularly updated about the authority's DSG account and plans for handling it, including high needs pressures and potential savings.
48. The increasing pressure in DSG and in particular the High Needs Block is due to the fact that alongside social care, the Service is predicting an increase in more complex placements with a forecast increase in Education, Health and Care plans (EHCPs) in the future. The Government have partly recognised this by an increase in funding allocated in the latest finance settlement for 2022/23 for both Schools and High Needs Blocks.

### *Children's Care*

49. The overspend on the Children's Care budget at year-end has decreased by £648,000 from that reported at Quarter Three to an overspend of £8,295,000 as at year-end 2021/22. The split of the overspend between the individual budgets within Children's Care and the changes from the Quarter Three reported position are detailed in the paragraphs below.
50. A proportion of the overspend is linked to transformation and improvement within Children's Services which is part of as the Flexible Use of Capital Receipts Strategy detailed in paragraphs 112 and 113. As mentioned in paragraph 113 entries have been made in the Council's accounts for the effect of this, which will mean the Children's Care overspend will reduce to £4,078,000 at year-end. The figures in the paragraphs below are before the effect of this.
51. The external residential agency placements budget is £3,130,000 (32%) overspent at year-end. This is an increase of £217,000 from the Quarter Three projection, mainly due to price increases within the market generally and new placements initially being made at a higher cost whilst reduced cost long-term permanent placements are sought.
52. The number of external residential placements at 31<sup>st</sup> March 2022 was 51, which is a slight increase from the 48 at the end of Quarter Three, but is still a significant reduction from the 65 at the end of 2020/21, due to various initiatives introduced such as the Innovate Team, the Futures for Families Programme, and Daniel Court.



53. It should be noted that whilst the number of placements has decreased significantly the average cost per placement has increased significantly during 2021/22, due to demand across the country and increased costs for some of the remaining placements due to the complex nature of the remaining young people.
54. The target in the Council's MTFP is to further reduce the number of paid external residential placements to 35 by April 2024. Whilst the reduction in numbers of children in external placements is broadly on track with that as per the action plan this will require close monitoring and regular review, due to the fact that the March 2022 figures have shown the first increase in numbers for over a year despite a number of current young people turning 18 years old. The significant inflationary and market pressures on average placement costs also need to be closely monitored. Any significant variations from the targets currently set in the MTFP will require the MTFP to be adjusted.
55. As mentioned in previous quarters, further work led by the Directors within Children's Services has been undertaken to review all the young people in Residential Agency Placements and ensure that appropriate levels of funding are received from both the Clinical Commissioning Group (CCG) for Health and from Dedicated Schools Grant (DSG) for Education contributions. Due to the fact that the complexity of the Council's young people has increased along with the average placement costs, the Health and Education contributions should therefore also increase appropriately. The outturn for the external residential placements budget includes increased Education contributions to placements, some paid direct to providers, of £1,170,000 for 2021/22, which is a significant increase on the £760,000 forecast at Quarter Three. With a significant backlog of Education Health Care Plans this figure may well in the future increase percentage wise in regards to contributions against the total Children's Care expenditure.
56. The above pressure on the external residential agency placements budget has however been partly offset by additional income received from the CCG of £302,000 (24%) above the budget for the contribution from Health towards the increased cost of placements due to the complex needs of the young people. This is an improvement of £82,000 from that reported at Quarter Three.
57. The in-house fostering services budget was £930,000 (32%) overspent at year-end, an improvement of £72,000 on the Quarter Three projection. There has been an increased number of placements/cases by 16 from the start of the year (from 164 to 180 at 31/3/22). An increase in this budget should be positive as a whole as the cost per child is less expensive than other demand budgets, and the Service are working to further increase capacity over the next few years.
58. The Independent Fostering Agency (IFA) placements budget is £893,000 (17%) overspent at year-end, a decrease of £367,000 from that reported at Quarter Three. The number of placements / cases has reduced to be currently at 145, but this is still significantly above the budget. Whilst capacity has been maximised within the internal in-house fostering service, an overspend will still exist on this budget to ensure that higher cost external residential placements are minimised. Without the increase in places in in-house fostering provision, the Independent Fostering Agency budget pressure would have increased significantly more than it has. Reductions in expenditure within this area are part of the MTFP strategy for Children's Services and the target is to get down to 121 places by April 2024, however as with external

residential places close monitoring needs to take place with regard to inflationary pressures as well as reducing numbers.

59. There is a overspend on the Family and Friends Allowances budget of £662,000 (29%) at year-end, which is a decrease of £94,000 from the projected overspend of £756,000 reported at Quarter Three. It should be noted that demand on this budget is expected to continue to grow over the next few years as the Council continue to improve outcomes for Middlesbrough young people and make improvements to services. The costs associated with payments made under this budget are however significantly lower than those in other budgets, such as those in external residential agency placements or Independent Fostering Agency (IFA) placements. A working group is continuing to investigate processes and payments, and benefit claim checks are being increased in order to attempt to mitigate this pressure.
60. There is an overspend at year-end of £1,743,000 (30%) on the Safeguarding, Care Planning and Referral and Assessment teams budget, a reduction of £72,000 from that reported at Quarter Three. The overspend is due to significant spend on agency staffing, Section 17 payments and support packages for families to keep the young people out of care, and increased Professional and Legal costs (including parenting assessments and substance testing) to support improved pre-court proceeding works to reduce the risk of young people going into care into higher cost placements. The Council have received significantly improved feedback from courts relating to this work and this has helped to support improving relations with courts. The Service is working with Finance to analyse the costs further to evaluate value for money of these, and to determine if some of this cost is required to be included ongoing as part of the longer term strategy to reduce/avoid higher Children Looked After costs.
61. As detailed in previous quarters, staff agency costs in 2021/22 to cover sickness and vacant posts and transform the Service are a major element of the pressure on the Safeguarding, Care Planning and Referral and Assessment teams budget, It remains a challenge to recruit and retain social workers, and a strategy for this is included within the Ofsted Improvement Plan, and supported by the Council's management team. The recruitment of permanent social work staff is a major challenge to the Council, with the continued reliance on the use of significant levels of agency staff being a significant risk to the long-term finances of the Council.
62. The overspend at year-end on the Review and Development budget is £319,000, similar to that reported at Quarters Two and Three. The pressure on this budget is due to increased staffing costs to support the reduction in caseloads of social workers to more manageable levels, and the recruitment of agency staff to fill vacant posts due to challenges in recruiting to social worker positions across Children's Services.
63. Children Looked After teams have incurred an overall £587,000 (23%) overspend at year-end, a £143,000 increase from that reported at Quarter Three. Similar to that in the Safeguarding, Care Planning and Referral and Assessment teams budget, there was a pressure of £796,000 mainly due to agency staffing costs to fill vacancies and cover absences, and to support the Ofsted Improvement Plan. As stated in paragraph 61 the reliance on agency staff, is a significant risk to the Council in the medium to longer term. Part of his pressure was however offset by an improvement of £209,000 in income claimed for 2021/22 from the Unaccompanied Asylum Seekers Grant which was not predicted at Quarter Three.

64. There was a pressure of £368,000 (32%) on the Adoption Services budget, a slight reduction of £20,000 from that reported at Quarter Three. The overspend in 2021/22 is mainly due to an increase in the costs from the Tees Valley Adoption Agency for inter-agency fee payments for 2021/22. This is however having a positive effect, as there have been 24 adoption orders completed in the year.

65. The Prevention Service, which transferred to Children's Care from Education & Partnerships during 2021/22, are reporting a £239,000 saving. This is an improvement of £170,000 from projections at Quarter Three due to staff savings, carrying vacant posts whilst restructuring service, and maximising grant income (in particular from the Supporting Families Grant). This Service will require monitoring and support to meet efficiency targets and support longer term the Early Help Strategy.

66. In addition to the above, there are a number of budget areas within Children's Care which have variances below £150,000, and these account for the overall £8,295,000 overspend on the Children's Care budget at year-end.

67. It should be noted that the pressures reported on the Directorate's management budgets in previous years have now been removed following senior staff moving from agency contracts to permanent contracts.

#### *Legal and Governance Services*

68. As reported at previous quarters there is an overspend against the budget for Middlesbrough's contribution to the Coroners Service, resulting in a final overspend at year-end of £216,000, This overspend is £46,000 higher than reported at Quarter Three following a change to the basis of re-allocating the costs between the Local Authorities. This was agreed by the Tees Valley Directors of Finance group. Additional resource has been provided from the MTFP in 2022/23 to alleviate this pressure.

69. The Strategy Information and Governance service are reporting an overspend of £245,000 at year-end. £191,000 of the overspend is mainly due to unbudgeted posts and re-grades of existing posts, £104,000 relates to Mail & Print due to higher than expected usage of the Hybrid Mail system, and these are partially offset by vacant posts totally £50,000 within the Customer Experience Team. This is to be reviewed and mitigated where possible in 2022/23.

70. The budget for Local Elections is showing a pressure of £328,000 at year-end. This is due to a number of unforeseen elections and the need to increase the level of reserve set aside to fund local elections. The future level of reserve will be reviewed in 2022/23 in line with the forthcoming Elections Bill.

71. These pressures have been partially offset by savings elsewhere within the Directorate, resulting in a £517,000 total overspend on the Legal and Governance Services budget at year-end 2021/22.

#### *Finance*

72. As reported in previous quarters continued successful lettings at Tees Advanced Manufacturing Park (TAMP) have resulted in unbudgeted net additional revenue income of £333,000 in 2021/22. This is reported under the Commercial Rents income budget which, following the inclusion of the additional income from TAMP, is projecting

an overall surplus of £8,000 at year-end. There is also an underspend on the Valuation budget of £79,000 due to an increase in valuation fees income from work undertaken.

73. There is net additional unbudgeted income of £434,000 (after capital financing costs) received during 2021/22, due to rental income from the purchase of the Captain Cook Shopping Centre. This is a reduction from the £500,000 reported at Quarter Three. As mentioned in the report to Council in February 2022 additional unbudgeted income of £200,000 per annum from Captain Cook Square is assumed in the MTFP from 2022/23.
74. In paragraph 109 of the Quarter Three report it was outlined that the Council had purchased the Cleveland Centre Shopping Centre on 7 January 2022 as per the delegated powers of the Director of Regeneration and Culture and the Director of Finance. It was also mentioned that at Quarter Three no additional income had been assumed in 2021/22 from the purchase. Following the purchase an amount of £508,000 was received in 2021/22. There will be a need to determine whether the income received will be ongoing at current levels in future years, and also allow for the payment of capital financing costs. Further updates of this will be provided in future budget monitoring reports to Executive and the MTFP will be updated accordingly.
75. The Revenues and Benefits budget was underspent by £498,000 at year-end, an increase in underspend of £46,000 from that reported at Quarter Three. This underspend was mainly due to an increase in unbudgeted new burdens grant funding received from the Government for additional work arising from the distribution of Covid-19 grants to business and individuals. It should be noted that the Service is actively trying to recruit staff, however there is a lack of people with the available skills in the market. The underspend assumes the carry forward of £189,000 of resources into 2022/23 to help support the staffing requirements within the Service.
76. As reported in previous quarters, there is a pressure of £100,000 on the Insurance budget for Middlesbrough's contribution to the potential cost of historic claims relating to Cleveland County Council.
77. In addition, there are a number of budget areas within Finance which have variances below £150,000, and these account for the overall £1,760,000 total underspend on the Finance budget at year-end.

### *Central Budgets*

78. As part of the budget for 2021/22 approved by Council on 24 February 2021 a central contingency budget of £3m was created in 2021/22 only, to provide for the potential continuing effect of Covid-19 and recovery in 2021/22 above the funding provided by the Government. Pressures have been reported against individual Directorates and within the Covid-19 costs, and therefore the £3m is reported as a saving in Central Budgets.
79. The central contingency budget for Pay and Prices underspent by £931,000 at year-end. There was also a saving of £441,000 in 2021/22 following the settlement of the local government pay award for 2021/22 in March 2022, as 2% had been provided for this in 2021/22 but the pay award was agreed at only 1.75%. It should be noted that in light of the current economic climate there is high level of uncertainty regarding future pay awards – currently 2% has been provided per annum in the MTFP for pay awards

in future years. As mentioned in paragraph 7 and shown in the table in paragraph 10 it is proposed that pressures totalling £1,363,000 currently reported within Environment and Community Services relating to Kerbside Recycling and other inflationary elements, such as energy, utilities, fuel and food, will be funded from the Central Pay & Prices budget. This will mean that this budget will therefore more or less break even in 2021/22. Whilst provision was made for inflationary pressures in the updated MTFP presented to Council in February 2022, there will be a need for this budget to be closely monitored and updates will be provided in future reports.

80. The Capital Financing budget overspent by £355,000 at year-end, which is an increase of £274,000 from that reported at Quarter Three. The overspend was due to lower than expected savings from a review of asset lives as part of the calculation of minimum revenue provision for the year (£175,000), lower than expected income from the Middlesbrough Development Corporation due to delays on capital schemes (£93,000), and also higher interest costs than budgeted for on the original capital programme (£87,000). The remaining £175,000 held within the Capital Refinancing Reserve will be used to reduce the overspend at year-end to £180,000.
81. There is net excess rental income of £244,000 (after accounting for business rates and service charges which the Council had to incur in 2021/22 whilst tenants were not in place) above the budget for Centre Square Buildings 1 and 2 following the successful lettings of these buildings, which is broadly similar to that reported at Quarter Three.
82. There was a £183,000 saving on the remaining £322,000 ongoing contingency pressures budget in 2021/22, due to Legal Services not requiring all the available funding in 2021/22 allocated for increased childcare cases demand. This budget will be fully utilised in 2022/23.
83. There was a pressure of £369,000 on the Covid Grants budget due to no income being received from the Government under the Local Tax Income Guarantee which was provided to compensate councils for an element of the 2020/21 Collection Fund deficit. Full details of this are provided in paragraph 87 of the Covid-19 section of this report.

## **Covid-19**

84. As reported previously, the Covid-19 pandemic has had and will continue to have a significant impact on the financial position of all local authorities, including Middlesbrough. The pandemic continued during Quarter Four and continues to pose a number of challenges and uncertainties for local authorities going forwards. Whilst the service and financial risk is not fully known and it could be potentially be severe for the country and local government sector, the Council is well prepared for these risks as part of its financial planning over the medium term.
85. The paragraphs below provide an update of the position as at year-end 2021/22, detailing the costs of Covid-19 and the grant funding provided by the Government in 2021/22. The table contained in paragraph 110 summarises the overall financial position for 2021/22, along with a breakdown of the funding split between the Government grant funding and the Council.

## *Government Funding*

86. As reported previously the financial impact of Covid-19 on local authorities has been recognised by the government and they have responded by making a number of announcements about supporting local authorities financially.
87. The Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2021/22 report to Council on 24 February 2021 detailed the funding likely to be available to Middlesbrough in 2021/22 relating to the Covid-19 pandemic. The main actual funding provided during 2021/22 is summarised below:
- Covid-19 Expenditure Pressure Grant, which provided general support funding totalling £5.310m for 2021/22.
  - Sales, fees and charges (SFC) – the SFC compensation scheme for lost income was continued for the first three months of 2021/22, using 2020/21 budgeted income as the baseline. Middlesbrough received a total of £801,000 funding in 2021/22 from the scheme. It should be noted that the SFC scheme did not cover commercial income lost from investment activities and rental income.
  - A further allocation of Contain Outbreak Management Fund (COMF) funding of £1.370m was provided during 2021/22 to local authorities to support public health activities, such as local enforcement and contact tracing.
  - Local Tax Income Guarantee – the Government also confirmed that Government funding would be provided to compensate councils for an element of the 2020/21 Collection Fund deficit, based on a methodology which was provided to councils that 75% of any losses below a pre-determined level would be funded. The budget set for 2021/22 assumed income of £369,000 would be received in 2021/22 for this based on information available at the time. However full details of the compensation methodology were not provided until after setting the 2021/22 budget, and due to improved collection rates later in 2020/21, under the method of the calculation Middlesbrough Council did not qualify for any compensation funding from this in 2021/22.
  - Local Council Tax Support Grant – The allocation for Middlesbrough was £2.592m in 2021/22. In the Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2021/22 report to Council on 24 February 2021 it was approved that this funding would be used over the MTFP period to mitigate pressures on the council tax base.
  - The Government provided councils with Section 31 Grant Funding for the lost income caused by the Covid-19 Business Rates Reliefs provided by the Government to businesses. The accounting regulations require that local authorities carry forward to 2022/23 the lost income from Business Rates via a deficit on the Collection Fund and then carry forward to 2022/23, via a reserve, the Section 31 Grant Funding provided in order to mitigate the Collection Fund deficit carried forward. This means that there is a need to transfer £5.833m of Section 31 Grant to a Business Rates Deficit Reserve and this will be used to offset any deficit that accrues.

### *Additional costs*

88. There were approximately £4.5m of additional costs associated with Covid-19 in 2021/22 and these covered a wide range of areas and services. The table below shows the additional expenditure per Directorate and the following paragraphs below detail the key areas of costs :

<b>Directorate</b>	<b>2021/22 Covid-19 expenditure £'000s</b>
Regeneration and Culture	998
Environment and Community Services	482
Public Health	0
Education & Partnerships	390
Children's Care	1,838
Adult Social Care	230
Legal and Governance Services	274
Finance	261
<b>Total 2021/22 Covid-19 expenditure</b>	<b>4,473</b>

89. Adult Social Care – there were additional costs due to the additional staffing that was required in Social Care to deal with the effects of the Covid-19 recovery on services provided. There were also costs related to Rough Sleepers and Homelessness of £117,000 - it should be noted that this is in addition to £247,000 which was charged to the Covid-19 COMF grant in 2021/22 for this.
90. Children's Social Care Costs – the additional costs within Children's Social Care were mainly due to delays in placements of children (£208,000) and increased staffing and agency staffing costs (approximately £1.5m) to deal with an increased number of cases and case backlogs caused by Covid-19.
91. Other expenditure relating to Children's Services was incurred, in particular around Legal Childcare case backlogs and costs within Education & Partnerships (£390,000) which included additional Education Psychologists that were required to provide additional capacity for mental health support to young people and various additional costs relating to early years support.
92. Environment and Community Services – there were additional costs for a wide range of areas, including £145,000 relating to increased costs of waste collection and disposal due to increased tonnages of waste, and £158,000 relating to Fleet Services due to outsourcing of work due to a Covid-19 outbreak in the workshop and additional vehicle hire required.
93. Direct Covid-19 Costs - a number of direct costs associated with the current situation occurred in 2021/22, such as the procurement of various expenditure within marketing and communications relating to additional signage and leaflets in order to provide messages to the public relating to the Covid-19 pandemic (£55,000), and other costs of

approximately £116,000 relating to the storage of Personal Protective Equipment (PPE). There were also increased payments to providers of Bed & Breakfast accommodation of approximately £43,000, due to the requirements to house people during the Covid-19 pandemic.

94. Other Covid-19 costs –Additional staff costs of approximately £125,000 were incurred within Legal Services due to the need to recruit agency staff to help with backlogs in cases and difficulties in recruiting permanent staff caused by the Covid-19 pandemic. Additional staff costs of approximately £70,000 occurred within HR for additional counselling and Health and Wellbeing services for staff following the Covid-19 pandemic. There was also additional IT expenditure for additional equipment and licences, of approximately £40,000.

95. SLM Leisure Trust (shown under Regeneration and Culture) – As detailed in previous reports, significant payments have been made to SLM, the Council’s provider of leisure facilities. Following the reopening of leisure facilities SLM have not been able to operate to their normal subsidy, with the effects of a restricted operation following the end of lockdown restrictions and the post Covid-19 recovery period impacting on their current levels of income. SLM have provided the Council with all requests for funding and whilst the March 2022 claim is still to be verified the total amount of funding provided by the Council stands at £1,059,165 in 2021/22. The Department of Culture, Media and Sport (DCMS) announced the “National Leisure Recovery Fund” to which the Council were awarded a grant of £305,542. £164,473 of the grant was utilised in 2020/21 and therefore £141,069 of grant was remaining for use in 2021/22 to offset any payments made to SLM, meaning that there was a net pressure of £918,096 in 2021/22. This is an increase of £186,710 on the position reported at Quarter Three. The main reasons for the increase include urgent maintenance works at the Neptune Centre swimming pool, replacement CCTV at Middlesbrough Sports Village, and significant increases in utility costs. Detailed discussions are currently taking place with SLM in order to reduce as far as possible the financial pressure to the Council in future years, and updates will be provided in future reports regarding this.

*Reduction in income*

96. The impact of the lockdown and closure of facilities and services and the recovery period following the end of restrictions has resulted in a loss of income totalling approximately £2.0m across a broad range of areas during 2021/22. The table below shows the loss per Directorate :

<b>Directorate</b>	<b>2021/22 Covid-19 reduction in income £'000s</b>
Regeneration and Culture	701
Environment and Community Services	435
Public Health	0
Education & Partnerships	266
Children’s Care	0
Adult Social Care	406
Legal and Governance Services	45
Finance	120
<b>Total 2021/22 Covid-19 reduction in income</b>	<b>1,973</b>



97. The list below highlights the main reasons and the loss for each main area in 2021/22:

- Car Parking (£263,000 – after effects of TVCA £850,000 grant received)
- Cultural activities (Town Hall, Middlesbrough Theatre, Museums, Parks) (£198,000)
- Catering income from schools (£187,000)
- Adult Social Care - In house day centre care provision (£406,000)
- Libraries and Community Hubs – room hire, book sales, and fines (£85,000)
- Council run Nurseries and Children’s Centres (£221,000)
- Bus station – departure charges and loss of income from toilets (£91,000)
- Capital Finance – Rent and Interest (£80,000)
- SLM – loss of profit share in 2021/22 (£172,000)

98. As mentioned in paragraph 87 the Council received £801,000 from the SFC scheme in 2021/22.

99. Provision was made in the updated MTFP presented to Council in February 2022 for the future potential ongoing effects of Covid-19 on income in a number of the areas mentioned above. This has been reviewed and in light of the current levels of car parking income, it is proposed that a new earmarked Car Parking Pressures Reserve of £782,000 is set up for the potential ongoing effects of Covid-19 on car parking income in future years.

#### *Unachievable savings*

100. It was not possible to fully achieve a budget saving of £313,000 relating to a review of cleaning, caretaking, security and facilities management (ECS02), due to the inability to reduce cleaning hours and standards and additional cleaning required because of Covid-19, with £55,000 of the saving not being achieved and charged to Covid-19 costs in 2021/22.

#### *Council Tax and Business Rates income*

101. Income from Council Tax and Business Rates (NNDR) is accounted for within the Collection Fund. Because of the way that this works in relation to the General Fund, the financial impact of any reduction in income does not immediately affect this year’s financial position, it is effectively a shortfall to be resolved next year and will need to be reflected in an updated Budget and Medium Term Financial Plan (MTFP) at the appropriate time.

102. During 2020/21, there were a number of issues, which resulted in significant pressures on Council Tax and Business Rates income. Within the Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2021/22 report to Council on 24 February 2021 it was noted that the overall financial impact of Covid-19 on Council Tax and Business Rates income to the Council in 2020/21 was estimated to be £3.696m. It is normal practice that any arising deficit would need to be fully funded in 2021/22. However, the Government announced that this could be spread over the next three years meaning that it was estimated that there would be an effect of £1.232m p.a. in 2021/22, 2022/23, and 2023/24. The final outturn positions for Council Tax and Business Rates for 2020/21 were much improved from the statutory amounts incorporated into the budget setting in February 2021 by approximately £0.4m per year over the 3-year spread period to 2023/24. The improved amounts were incorporated

into the latest refresh of the Council's Medium Term Financial Plan presented to Council in February 2022.

103. As detailed in paragraph 87, Government funding was provided to compensate councils for an element of the 2020/21 Collection Fund deficit, based on a methodology that was provided to councils that 75% of any losses below a pre-determined level would be funded. However, due to improved collection rates later in 2020/21, under the method of the calculation Middlesbrough Council did not qualify for any compensation funding from this in 2021/22.
104. The MTFP presented to Council in February 2022 included the estimated effect of Council Tax and Business Rates income during 2021/22, but it is clear that there are a number of issues, including the current economic climate, which may potentially result in pressures continuing on Council Tax and Business Rates income in future years, and this will be closely monitored and the MTFP will be updated for this as appropriate.
105. The phasing out of the furloughing scheme from the start of July 2021 and the closing of it at the end of September 2021 and the current general economic climate may potentially mean that there are a number of residents who will struggle to pay their Council Tax bills in the future. This may mean that there will be an increase in people claiming Local Council Tax Support (LCTS) as the ongoing economic impact of the pandemic and the current general economic climate may increase the number of households eligible for LCTS support. This may potentially lead to a reduction in the overall amount of Council Tax assessed/collected compared to the level budgeted. This will be closely monitored through 2022/23 and future years.
106. Our budgeted Council Tax base includes assumptions on housing growth. If there is reduced growth in housing numbers, this will impact on income levels.
107. The Government provided support for businesses through increased business rates reliefs and grants in 2020/21. These largely remained in place during the first quarter of 2021/22 but reduced throughout the remainder of 2021/22. Following the reduction in the level of this support, businesses may struggle to pay their business rates, and therefore there is a risk that Business Rates revenue reduces in the future if businesses fail or are unable to pay.
108. In addition, the level of outstanding Council Tax and Business Rates debt is likely to rise and the Council will need to review the potential to collect that debt.
109. The position relating to Council Tax and Business Rates income for 2022/23 and future years and the effects on the Collection Fund will be closely monitored, and updates will be provided in future budget monitoring reports

#### *Summary of Covid-19 pressures*

110. The financial impact of the Covid-19 pandemic in 2021/22 is summarised below, along with a breakdown of the funding split between the Government grant funding and the Council, based on funding provided by the Government as detailed in paragraph 87:

<u>see also note on Other Covid Grants below</u>			
	<u>Grant Allocation</u> <u>2021/22</u>	<u>Actual 2021/22</u>	<u>Council Cost 21/22</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>
Extraordinary costs incurred		4.473	
Commercial income losses		0.080	
Non-SFC income losses		0.172	
Unachievable Change Programme savings		0.055	
<b>Total Covid-19 Main grant (2021/22)</b>	<b>5.310</b>	<b>4.780</b>	<b>-0.530</b>
<b>Sales, Fees and Charges (SFC) income loss grant (2021/22)</b> (note only received grant for 1st quarter of 2021/22)	<b>0.801</b>	<b>1.721</b>	<b>0.920</b>
<b>NET COST OF COVID TO COUNCIL 2021/22</b>			<b>0.390</b>

<u>NOTE - OTHER COVID GRANTS</u>			
	<u>Grant Allocation</u>	<u>Actual Spend</u>	<u>Grant Remaining</u>
	<u>2021/22</u>	<u>2021/22</u>	<u>2021/22</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>
Clinically Extremely Vulnerable (CEV) - see Note 1	0.198	0.198	0.000
Test And Trace - see Note 2	0.540	0.540	0.000
Containment Outbreak Management Fund (COMF) - see Note 3	1.059	1.059	0.000
<b>Total Other Covid Grants</b>	<b>1.797</b>	<b>1.797</b>	<b>0.000</b>

**NOTE 1**  
For CEV Grant - no new allocation in 2021/22, but £198k of remaining grant from 2020/21 was carried forward for use in 2021/22.

**NOTE 2**  
For Test & Trace - no new allocation for 2021/22 but £687k of remaining grant from 2020/21 was carried forward for use in 2021/22 (£540k) and 2022/23

**NOTE 3**  
For COMF - the Council received £1.37m for 2021/22, however £311k of funding is likely to be required in 22/23 for the continuation of Public Protection schemes.

111. The above table shows that there has been a financial pressure due to Covid-19 of £390,000 in 2021/22, which is an decrease of £1,431,000 from the £1,821,000 pressure reported at Quarter Three, At Quarter Three the effects of the Omicron variant were not fully known and forecasts of additional expenditure and reductions in income were made assuming a level of further restrictions during Quarter Four, these did not occur and therefore there were lower levels of additional expenditure and reductions in income than assumed at Quarter Three. It is proposed that the £0.390m pressure due to Covid-19 will be funded from the Covid Recovery Reserve of £4.512m set aside for this.

### **Flexible Use of Capital Receipts**

112. Full Council on 20 October 2021 approved a Flexible Use of Capital Receipts Strategy. The report to Council stated that the Strategy would be monitored throughout the financial year as part of regular budget monitoring arrangements and be reported accordingly as part of the current quarterly budget monitoring reports to Executive, and that the Strategy may be updated and replaced as proposals are developed and expenditure is incurred. The following table provides an update of the schedule of the projects to transform services that are to be funded through flexible use of capital receipts for 2021/22 along with the final costs for 2021/22, and the associated estimated annual revenue savings or future cost avoidance.

Project	Further Details	Investment Required 2021/22 £000	Estimated annual savings £000
<b>Children's Services - Children's Care</b>	<b>Funding for transformation of service and Ofsted Improvement Plan to improve services and outcomes</b>		
	Specialist agency teams in Referrals & Assessments to improve the "front door model"	1,145	Cost avoidance
	Specialist agency team examining placements in order to reduce high cost placements	592	624
	Workforce remodelling - experienced social worker recruitment and retention / agency worker reduction strategy	427	200
	Transformation costs associated with increasing internal residential provision	26	521
	One-off transformation costs associated with improvements in practice to reduce future numbers of children looked after (includes professional fees, legal costs, increased S17 payments)	132	Cost avoidance
	Transformation of Children with Disabilities long-term packages of support to prevent young people entering care	0	0
	Additional posts to drive improvement and transformation	183	Enabling
<b>Central budgets - Ofsted Improvement</b>	Ofsted Improvement Plan additional posts to drive improvement and transformation	1,811	Enabling
		4,316	1,345
<b>Central budgets - Change Fund</b>			
<b>Digital Transformation</b>	One-off implementation costs related to the Digital Transformation Project	148	1,094
<b>Children's Services</b>	Additional posts to support changes in Senior Management and Programme Managers	140	Enabling
<b>Management and Staffing Review</b>	Service reconfiguration, restructuring or rationalisation of management and staff, where this leads to ongoing efficiency savings or service transformation	327	192
<b>Organisational Development</b>	Organisational Development upskilling linked to the Council's values	23	Enabling
<b>HR System</b>	Development of the Council's HR system	0	Enabling
<b>Project Support for Transformation Projects</b>	Support for the transformation across the Council	63	Enabling
<b>TOTAL</b>		<b>5,017</b>	<b>2,631</b>

113. Entries have been made in the Council's accounts for these having due regard to the Local Authority Accounting Code of Practice, including the effect on the Council's Investment Strategy (see paragraph 125), and the outturns detailed in the table in paragraph 10 have been amended for these. This will effectively mean that the Council's financial position will be improved by approximately £5m and will allow the Council to increase the level of reserves that the Council holds by this, at this time of high financial uncertainty with minimal impact on the Council Tax payer. This will help support the significant and continued transformation work taking place within the Council, principally within Children's Services, which will deliver further improvement

and efficiencies. Further details of the effect on the level of reserves are provided in paragraphs 158 to 160 of this report.

### **Revenue budget spending controls**

114. As previously reported, a number of controls were implemented from 2019/20 to minimise overspending across the Council in-year and these remained in place for 2020/21 and 2021/22, and it is proposed that they will continue in 2022/23, specifically:
- a vacancy control process overseen by the Leadership Management Team;
  - checks against proposed expenditure of over £5,000 by the procurement team; and
  - strong controls over staff travel, the ordering of stationery and use of first class post.
115. The Council is continuing to minimise the use of agency staff where it is appropriate to do so, but it was acknowledged that there was a need in 2021/22 for the use of agency staff within Children's Care, principally to support the Ofsted Improvement Plan and also due to the impact of Covid-19. The use of agency staff is likely to continue in 2022/23, principally to support the continued ongoing transformation within Children's Services, however this will be minimised as far as possible. The Council is using additional recruitment and retention packages to support the reduction of use of agency staff in future years. Monthly reports on agency costs are reported to senior managers for consideration.
116. A number of plans were put in place for 2021/22 to mitigate overspending within Children's Services. These are outlined below :
- Subjecting cases of children looked after by the Council to ongoing audit, consistent decision making processes and a solutions panel chaired by the Director of Children's Care.
  - Development of Stronger Families teams within Early Help and Prevention to increase skills to support additional work and complexity at this level to prevent future young people entering care.
  - Development of the Middlesbrough Multi Agency Children's Hub to secure the consistency of thresholds and increasing step-downs to early help and more timely support for children and young people.
  - Utilising two specialist project teams to support referral and assessments at the front door of Children's Care.
  - Continuing to keep internal residential places at a high occupancy level. Re-opening Rosecroft in late summer, once registered, will produce a further 5 places. Plans to increase Fir Tree by 1 place later in 2021/22. Other Internal Residential opportunities are to be reviewed as invest to save models when identified and assessed. Potential sale of any spare places that are not occupied with Middlesbrough young people to neighbouring Tees Valley Local Authorities.
  - All external residential placements are being reviewed by a specialist project team set up by the Director of Children's Services to ensure that no children are in residential care who can be fostered or safely returned to their families or the care of relatives. In addition this team will look at all cases that are nearing requirement for residential care with the aim of making sure that all alternative options for support are fully explored before residential provision is approved.

- Work continues to build on increasing the number of internal foster placements achieved over the past 2 years, allowing children to be placed in high quality, local authority foster care as an alternative to more expensive agency placements.
- An in depth review is taking place of the processes around the placement of children with friends and family to ensure that these are only made where necessary and that financial support represents value for money.
- Maximising, where appropriate, health contributions from Clinical Commissioning Group (CCG) and education contributions from the Dedicated Schools Grant (DSG).

117. While the mitigations above have been progressed, the experience in both 2020/21 and 2021/22 suggests that whilst efficiencies may have been made in placement methods these will not have a positive effect on the bottom line position unless the overall numbers of children in care are brought under control.

118. The position around our numbers of children in care has been specifically referenced by the DfE Commissioner, and it is clear that for both quality of practice and financial reasons the number needs to be safely reduced. This will entail improvement of edge of care provision to support families and prevent children needing to become looked after and crucially improving practice and care planning to allow those children who are able to return home, be placed with family or friends or be adopted in as timely a manner as possible. This work is interdependent on our overall improvement journey and will not be a short term fix, however prioritisation in these areas is crucial to ensuring that our resources, both human and financial, are sufficient to deliver improvement. The position is constantly monitored and in future MTFP reviews an informed and prudent view will be taken of the length of time that will need to be allowed for this work to deliver results as well as the monitoring arrangements required. The revised MTFPs presented to Council on 24 November 2021 and 23 February 2022 provided further detail of this.

119. As mentioned in the budget report to Council of 24 February 2021 the Council set aside approximately £1.6m of Council funding for 2021/22, to support the Ofsted Improvement Plan. This was combined with £188,000 of unspent funding carried forward from 2020/21. All of this available funding was spent in 2021/22, with progress against the plan being monitored by the Multi Agency Strategic Improvement Board. This funding finished at the end of 2021/22 and any further funding required for Children's Services Improvement will be detailed in future budget monitoring reports and the MTFP updated accordingly as appropriate.

### **Capital Budget Outturn 2021/22**

120. As part of the Quarter Three report to Executive on 14 February 2022, Executive approved a revised capital budget for 2021/22 of £59.035m. This was then reviewed, with a further year being added, and approved by Council as part of Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2022/23 report to Council on 23 February 2022.

121. Following a further review and the inclusion of new additional schemes (paragraph 125 and 126), increases to existing schemes, and the reductions to existing schemes (as detailed in paragraphs 123, the Council spent £56.899m at year-end. The reasons

for the underspend to the revised capital budget for 2021/22 and any changes required to the Investment Strategy are provided in the paragraphs below.

122. The revised Investment Strategy to 2024/25 is included at Appendix 1. It should be noted that capital receipts assumptions have been re-evaluated in light of Covid-19 and the Revised Investment Strategy takes accounts of this.

123. It was approved by the Executive, at its meeting on 14 June 2022, that the following scheme within the Investment Strategy be reduced in value:

- £657,000 to be transferred to revenue budgets in order to fund staffing and other revenue costs during the course of the Towns Fund programme. This is in line with approvals provided by the Department for Levelling Up and Communities (DLUC).

124. It was agreed that the following 5 schemes transfer between directorates :

- £1,970,000 of the Acquisition of Town Centre Properties allocation for 2022/23 is transferred from Regeneration and Culture to Environment and Community Services. This is in relation to essential maintenance required at the Cleveland Centre. These works were identified prior to acquisition and stated as required within the Executive report of 9 November 2021.
- £778,000 of the Towns Fund Ward Initiatives project for 2022/23 is transferred from Regeneration and Culture to Environment and Community Services. The remaining £222,000 of this allocation will remain within Regeneration and Culture.
- £188,000 of the Towns Fund is transferred from Regeneration and Culture to Environment and Community Services in 2021/22 in relation to the building works at the Captain Cook Public House.
- £100,000 of the Towns Fund allocated for the Cargo Fleet Nature Reserve project is transferred from Regeneration and Culture to Environment and Community Services (£6,000 2021/22 and £94,000 2022/23).
- £776,000 relating to East Middlesbrough Community Hub is transferred from Environment and Community Services to Regeneration and Culture, to be joined up with other Towns Funds funding relating to this.

125. It was agreed by the Executive, at its meeting on 14 June 2022, to add the following schemes above £150,000, to the revised Investment Strategy, set out at Appendix 1:

- Capitalisation of Transformation Expenditure via Flexible Use of Capital Receipts Strategy - £5,017,000 of expenditure has been added to the Investment Strategy as part of the required correct accounting treatment for the adoption of this Strategy (see paragraph 113). The additional expenditure has been added to the following Directorates :
  - £11,000 Regeneration
  - £263,000 Environment and Community Services
  - £4,217,000 Children's Care

- £526,000 Legal and Governance Services
- On 10 May 2022, Executive approved the “Tees Advanced Manufacturing Park - Next Phase” report. The report approved funding of £8,820,000 (£1,500,000 2022/23 and £7,320,000 2023/24) for the development of the second phase of Teesside Advanced Manufacturing Park, which will result in approximately 90,000 square feet of additional manufacturing units. The report has highlighted that the scheme is only viable with additional funding from Tees Valley Combined Authority (TVCA). A funding agreement with TVCA is yet to be finalised. The report also approves £335,000 of funding to complete phase one of the park. Phase one has performed significantly better than the original business case, the site is now fully occupied, ahead of anticipated schedules and the rental income achieved is also significantly higher than envisaged. Of the £335,000, £253,000 is for fees associated with developer incentives. It requires noting that the Council’s revenue income achieved on the site will exceed expectations by more than £1,000,000 over the period of five years.
- £175,000 has been added to the Investment Strategy in respect of the costs required to relocate the Safe Haven facility from Albert Road to a unit within Middlesbrough Bus Station.

126. The following additions to schemes in the current Investment Strategy which have been recently approved by Executive are also to be included in the revised Investment Strategy, set out at Appendix 1:

- Affordable Housing Via Section 106 - £345,000 of Section 106 contributions received from housing developers have been added to the Investment Strategy.
- Highways Infrastructure Development Section 106 - £250,000 of Section 106 contributions received from housing developers have been added to the Investment Strategy.
- Traffic Signals – Tees Valley Combined Authority – On 18 November 2021 Tees Valley Combined Authority confirmed that £500,000 of funding via the Department for Transport has been provided for traffic signals. As the lead authority, this grant is provided to Middlesbrough Council but the funds will be expended on priorities throughout the wider Tees Valley.
- Waste Procurement Project – The Council has incurred costs of £176,000 in 2021/22 as its share in respect of the development of the new waste management site, which is being led by Stockton Borough Council.
- Transporter Bridge – On 22<sup>nd</sup> December 2020 Executive approved the “Transporter Bridge – Future Operation” report providing funding for the initial repair programme and the funding requirements to ensure the ongoing structural integrity of the Transporter Bridge. Whilst undertaking these works, issues in relation to the upper chords and angles were identified. A major health and safety incident may have occurred if these issues had not been resolved immediately. The cost of the works totalled £272,000, of which £136,000 requires additional Council funding and the remaining £136,000 being contributed by Stockton Borough Council.



- Maintained Primary Schools – The original scope of works at the Park End Primary School bungalow conversion has increased to include works on the main hall, an external stage, a new MUGA and improvements to the existing MUGA. The cost of the additional works is £275,000, all of which has been provided by the school.
- On 28 March 2022 the Department for Education provided the Council with confirmation of the continuation of and the 2022/23 grant funding allocations for the following :
  - £5,007,532 provided from the High Needs Capital Provision Allocation
  - £1,758,128 provided from the Basic Needs Allocation, of which £1,645,000 was already assumed within the Investment Strategy, making a real increase to the Investment Strategy of £113,128.
  - £622,550 provided from the School Condition Grant Allocation
- On 5 April 2022 Executive approved the “Schools Capital Programme 2022” report. Within the report £6,200,000 of grant funding was approved for the provision of 70 new places for Pupils with Severe Learning Difficulties (SLD). The preferred option is to extend the accommodation at Discovery Special Academy. The grants stated above will be part used to fund this extension along with pre-existing grants not fully expended.

127. The split by Directorate is shown in the table below, which also shows the “real” outturn variance if all of the additional new schemes, increased schemes, reduced schemes, and transfers between directorates are excluded. Explanations for variances of +/- £150,000 across 23 schemes are set out in the following paragraphs. These variances require movement within the Council’s four-year Investment Strategy, but do not affect the overall investment or cost of borrowing.

Directorate	2021/22 Investment Strategy Budget (as per Budget report to Council 23/2/22) £'000	2021/22 Final Investment Strategy Outturn £'000	2021/22 Final Investment Strategy Outturn Variance £'000
Regeneration and Culture	40,672	35,668	(5,004)
Environment and Community Services	9,059	10,140	1,081
Public Health	0	0	0
Education & Partnerships	2,934	1,363	(1,571)
Children’s Care	728	4,745	4,017
Adult Social Care and Health Integration	3,033	2,501	(532)
Legal and Governance Services	2,297	2,238	(59)
Finance	312	244	(68)
<b>Total</b>	<b>59,035</b>	<b>56,899</b>	<b>(2,136)</b>

*Regeneration*

MEMO	
New, increased & reduced Schemes / transfers £'000	Real outturn variance excluding new, increased, & reduced schemes / transfers £'000
(527)	(4,477)
1,031	50
0	0
101	(1,672)
4,217	(200)
0	(532)
526	(585)
0	(68)
<b>5,348</b>	<b>(7,484)</b>

128. Boho X – The contractor for the construction of Boho X has been providing the Council with a cash flow statement which when examined has been proven to be overstated. Whilst this has no effect on the cost of the project or the anticipated completion date it has resulted in £479,000 of planned expenditure being re-profiled into 2022/23.
129. Future High Streets Fund – Two of the schemes within the wider transformation of Captain Cook Shopping Precinct have spent significantly less than anticipated at Quarter Three. The public realm works have been delayed due to the contractor demanding certain assurances prior to commencing works on the site, these assurances were required as the actual contract has yet to be signed. Work has now commenced but the delay has resulted in £229,000 of anticipated expenditure being re-profiled into 2022/23. Lane 7 were required to provide their fit out plans to the Council in order for them to start drawing down the Council's contribution to the works, these plans were expected to be received during 2021/22 but were not provided until April 2022, consequently £581,000 of funds have been transferred into 2022/22. Other minor changes in expected spend have resulted in a total of £958,000 of grant being transferred into 2022/23.
130. Towns Fund - £494,000 of expected spend within the Towns Fund grant has been transferred into 2022/23. This is predominantly due to two of the schemes within the wider funding. Middlesbrough College has not finalised where its town centre provision should be situated, this is due to the Council recently acquiring the Cleveland Centre which provides the College with additional options for the location. There has also been a delay in the production of the windows for the Captain Cook pub which were expected to be acquired in 2021/22.
131. Housing Growth – Due to the uncertainty regarding the adoption of the Stainsby Masterplan and the consequential delay to the report that would seek Executive approval for the disposal of the associated greenfield sites the expected expenditure on infrastructure and the appointment of consultants have resulted in £214,000 of funds being transferred into 2022/23.
132. Brownfield Housing Fund – Delays associated with the delivery partner submitting a planning application for works on the site and general supply chain related issues have resulted in £167,000 of funds being re-profiled into 2022/23.
133. Middlesbrough Development Company – There has been significant delays in respect of Northern Power Grid undertaking a cable diversion at the Tollesby shops site. The diversion is now complete but the delay has hindered progress on other elements of the construction which has resulted in £317,000 of planned expenditure transferring into 2022/23.
134. Empty Homes 2015 To 2018 – The conditions of the grant have proven unattractive to home owners and despite Homes England extending the grant period for a number of years the full amount available has not been utilised. £192,000 has been re-allocated into 2022/23 to fund the works at the final applicants' properties. When all claims are settled the residual grant will be removed from the Investment Strategy.
135. North Ormesby Joint Venture – No further expenditure is anticipated in relation to the joint venture with Thirteen Group. £339,000 of Section 106 funds have been carried into 2022/23 as a final reconciliation is required. Upon reconciling, the unspent

funds will be returned to the general Affordable Housing via Section 106 scheme for use as and when required.

136. New Civic Centre Campus – The original contractor was employed on a two stage design and build tender. During the phase one building strip out works the contractor provided the Council with a cost proposal for the specified phase two works, which was above the available budget. As such, the Council made the decision to re-tender the phase two works. An alternative contractor has been selected and the costs are within budget. The change in contract has caused a slight delay in works, resulting in £255,000 of funds being transferred into 2022/23.
137. Local Authority Delivery 2 Green Homes Grant - £583,000 of grant funding has been re-profiled into 2022/23 due to lack of take up of the offer of home improvements provided. This has been addressed through a marketing campaign associated with solar panels which has proven to be a more popular product. In addition, there has been some general issues with delays relating to the supply chain.
138. Linthorpe Road Cycleway – The scheme did not start on the expected date due to the contractor having issues in respect of the acquisition of materials and needing to seek an alternative sub-contractor due to the original one opting to take an alternative contract. The delays in acquiring both the materials and a secondary contractor have resulted in £351,000 of funds being transferred into 2022/23.
139. Local Transport Plan – There has been a general disruption to the wider programme due to issues relating to Covid-19 and problems with the supply chain. Consequently, £465,000 of grant funding has been re-profiled into 2022/23.

#### *Environment and Community Services*

140. Purchase Of Vehicles - £282,000 of funds originally assumed to be spent in 2021/22 have now transferred into 2022/23. This is due to significantly longer lead in times from the ordering to the delivery of vehicles than previously experienced. This is an issue relating to the Covid-19 pandemic, which is further exasperated with respect to specialist vehicles, with some deliveries not now expected until the end of 2022.
141. Bridges & Structures (Non Local Transport Plan) - Re-profiling of £311,000 of funds into 2022/23 is required due to a delay in consultants' reports and the revision of specifications for works on the bridges. Additionally works to a column on the A66 were paused until a decision was reached with regards to the demolition of the SLAM nightclub.
142. Street Lighting Maintenance – There has been an increase in the Lighting Up The Town programme. Furthermore, the number of column inspections carried out as part of the revaluation exercise was higher than expected. £412,000 of funds have been brought back into 2021/22 from future years allocations in order to fund these additional works.
143. Local Transport Plan – Highways Maintenance – £245,000 of grant funding has been re-profiled back to 2021/22 from 2022/23, this is due to the completion of works to the carriageways being higher than anticipated.

#### *Education and Partnerships*

144. Schemes In Secondary Academies – The expansion scheme at King’s Academy is now due to commence in the summer of 2022, this has resulted in £321,000 of grant funding being re-profiled into 2022/23.
145. High Needs Provision Capital Allocation - £232,000 of grant funding has been carried into 2022/23 for use as and when individual improvement schemes are identified and approved.
146. School Condition Grant Allocation – £290,000 of grant funding has been re-profiled into 2022/23 owing to underspends on various schemes. The grant will be reallocated to individual schemes as and when required.

#### *Children’s Care*

147. Contact Centre – Bus Station Unit 1 – The works on the unit did not start on the date envisaged, this has resulted in £158,000 of funds being transferred into 2022/23.

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

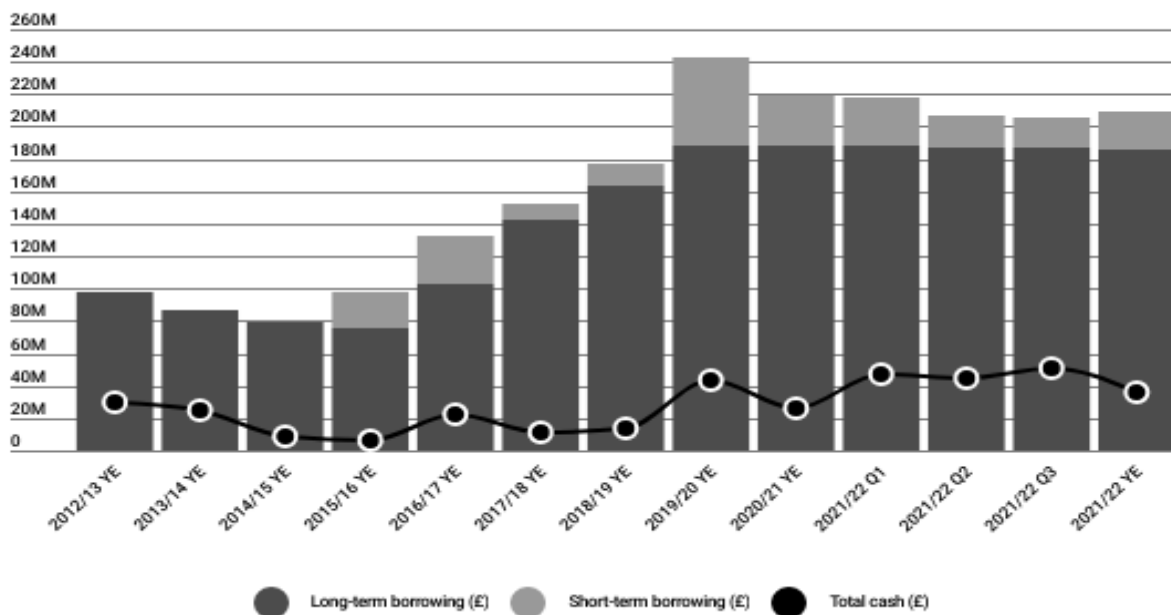
148. Disabled Facilities Grant – Both the shortage of available contractors and reduced access to properties due to shielding relating to Covid-19 have resulted in £423,000 of planned expenditure on home adaptations being reallocated to 2022/23.

#### *Legal and Governance Services*

149. Enterprise Agreements – £232,000 of previously planned expenditure has been re-profiled into 2022/23 predominantly due to the timetable for the rollout of Microsoft 365 being reviewed.
150. IT Refresh – Network Refresh – The block budget of £170,000 has been transferred to 2022/23 to part fund the rollout of Microsoft 365 and the replacement for the Council’s document sharing software.

### **Borrowing & Prudential Indicators**

151. The Council’s total borrowing increased from £205.2m at 30 December 2021 to £208.8m at 31 March 2022. This increase of £3.6m reflects the borrowing of £15m for new capital expenditure needs offset by maturing debt on short-term borrowing of £10m, less repayment of principal amounts on existing annuity loans held by the Council at £1.4m. Cash balances did dip in the early part of 2022 which required the new borrowing but slippage on capital schemes and the new funding paid in advance for the government’s energy rebate scheme of £9m meant that cash recovered to a healthy level by the end of the financial year.
152. The ratio of short-term to long-term borrowing has remained fairly stable during the quarter given the borrowing decisions made which took into account the recent rise in Public Works Loan Board rates and rising bank rates. It is expected this position will change somewhat during 2022/23 as a large borrowing requirement will be required, and cash balances are expected to reduce as reserves containing residual Covid monies are spent.



153. The affordability and sustainability of the Investment Strategy and its total level of external borrowing and capital financing costs is self-regulated by the Council through a set of prudential indicators. These thresholds are set as part of the integrated annual budget setting process in late February each year. CIPFA and Government view this approach as best practice in ensuring resources are allocated prudently to capital schemes.

154. The table below gives a comparison of the budget against the actual position as at year-end 2021/22 on each of the prudential indicators adopted by the Council.

<b>Prudential Indicators - 2021/22 Outturn position</b>		
	<b>Budget</b>	<b>Actual</b>
	<b>(£m)</b>	<b>(£m)</b>
Capital Expenditure	93.716	56.899
<b>Financing</b>		
External Sources	57.114	20.800
Own Resources	12.103	13.503
Debt	24.499	22.596
Capital Financing Requirement	255.164	263.528
External Debt	248.100	208.880
Investments	15.000	32.500
Capital Financing	9.518	9.873
Cost as a % of revenue budget	8.2%	8.5%

155. The total capital spend & level of financing has reduced by £36.8m since the original budget was set for 2021/22. This is explained in more detail in the Investment Strategy section of the report but essentially reflects re-profiling of scheme requirements to later years due to the ongoing impact of the pandemic, changing

needs on individual schemes, and low contractor availability. The reduction is mainly related to grant funding being deferred into the next financial year.

156. The Council's total under borrowed position (external debt compared to the capital-financing requirement – or underlying need to borrow) is £54.6m at 31 March 2022. As cash balances reduce during the 2022/23 financial year to more normal levels with the level of reserves planned to be spent, plus the borrowing requirements within the Investment Strategy, around £30m of this under-borrowing will be needed to maintain the Council's overall liquidity position.

157. The amount of external debt at £208.8m and the total underlying need to borrow of £263.5m are both well below the Council's authorised debt limit of £315m for the year. This is the threshold above which any borrowing would be illegal. The cost of capital financing to the Council is slightly higher than set as part of the budget process due to review of asset lives as part of the minimum revenue provision calculation for the year and higher interest costs than budgeted for.

### **Reserves & Provisions**

158. As detailed in the report overall savings have been made in 2021/22, however there is a need to maximise reserves as far as possible in order to fund the potential pressures that will arise in future years due to the on-going effects of the significant and continued transformation work taking place within Children's Services, and also that which will take place within Adult Social Care regarding the Fair Cost of Care and Social Care Reforms.

159. Within the report a number of transfers to reserves have been detailed. These are summarised below and the Executive approved the transfers to the appropriate reserves at its meeting on 14 June 2022.

- Public Health Directorate underspend relating to sexual health service to the Public Health Reserve (£230,000)
- Covid -19 expenditure incurred during 2021/22 to the Covid Recovery Reserve (£390,000)
- The remaining balance on the Covid-19 Recovery Reserve to a new specific earmarked Car Parking Pressures Reserve (£782,000) and the General Fund Reserve (£3,340,000)
- Final year-end outturn underspend on non-Covid-19 elements (following Flexible Use of Capital Receipts and transfer to Public Health Reserve) to the General Fund Reserve (£2,325,000)
- General Fund Reserve to a new specific earmarked Social Care Transformation Reserve (£5,665,000)
- Transfer of the following Reserves into the new specific earmarked Social Care Transformation Reserve
  - Children's Services Improvement Reserve (£175,000)
  - Children's Services Demand Reserve (£732,000)
  - Social Care Demand Reserve (£500,000)

160. The table below sets out a summary of the balance of reserves and provisions at the start of 2021/22 and as at year-end and further detail is provided in Appendix 2.

Reserves and Provisions 2021/22	Opening Balance	Use in year	Additional Contributions	Transfers between reserves	Transfers to General Fund of final year-end underspend on non-Covid 19 expenditure	Transfers from General Fund to new earmarked Reserve	Balance at Year End
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
General Fund Reserve	10,500	0	695	3,340	2,325	(5,665)	11,195
Covid Recovery Reserve	4,512	(390)	0	(4,122)	0	0	0
Earmarked Reserve - Social Care Transformation Reserve	0	0	0	1,407	0	5,665	7,072
Earmarked Reserves	28,970	(45,806)	42,859	(2,748)	0	0	23,275
Earmarked Reserve - Dedicated Schools Grant (DSG)	(3,291)	(44)	0	0	0	0	(3,335)
School balances	4,864	(4,864)	4,956	0	0	0	4,956
Provisions	2,555	(3,579)	4,548	2,123	0	0	5,647
<b>TOTAL</b>	<b>48,110</b>	<b>(54,683)</b>	<b>53,058</b>	<b>0</b>	<b>2,325</b>	<b>0</b>	<b>48,810</b>

161. It should be noted that the level of Earmarked Reserves is increased by £5.833m for the accounting treatment required for Section 31 Business Rates Relief Grant which is required to be carried forward to 2022/23 to fund the Collection Fund deficit (as detailed in paragraph 87).

162. It should also be noted that the year-end balances may be subject to further change due to further technical adjustments which may be required as part of the closure of the Council's accounts. These will be mainly relating to the closure of the Collection Fund accounts. There may also be potential changes required as part of the external audit of the Council's accounts. The final year-end balances will be reported in the Council's Statement of Accounts, and as part of the Quarter One 2022/23 budget monitoring report.

163. The use of Reserves will be managed by the Director of Finance, with reports being provided to Executive as part of the quarterly budget monitoring reports.

### **What decision(s) are being recommended?**

The report requests that the OSB:

- Notes the 2021/22 revenue budget initial year-end outturn of a £2.462m overspend on non-Covid-19 elements.
- Notes the implementation of the Flexible Use of Capital Receipts Strategy totalling £5.017m in 2021/22, as approved by Council on 20 October 2021.
- Notes the transfer of £230,000 of the Public Health Directorate underspend relating to the sexual health service to the Public Health Reserve.
- Notes the 2021/22 revenue budget final year-end outturn (following the Flexible Use of Capital Receipts and transfer to Public Health Reserve) of a £2.325m underspend on non-Covid-19 elements,

- Notes the financial effect of Covid-19 in 2021/22 of £390,000.
- Notes the following transfers to Reserves
  - Covid -19 expenditure incurred during 2021/22 to the Covid Recovery Reserve (£390,000)
  - The remaining balance on the Covid Recovery Reserve to a new specific earmarked Car Parking Pressures Reserve (£782,000) and the General Fund Reserve (£3,340,000)
  - The final year-end outturn underspend on non-Covid-19 expenditure to the General Fund Reserve (£2,325,000)
- Notes the creation of a new specific earmarked Social Care Transformation Reserve to help support the on-going effects of the significant and continued transformation work taking place within Children’s Services, and also that which will take place within Adult Social Care regarding the Fair Cost of Care and Social Care Reforms, and approves the transfer of £5,665,000 to this Reserve from the General Fund Reserve.
- Notes the transfer of the following Reserves into the new specific earmarked Social Care Transformation Reserve, making a total of £7.072m available for the required transformation :
  - Children’s Services Improvement Reserve (£175,000)
  - Children’s Services Demand Reserve (£732,000)
  - Social Care Demand Reserve (£500,000)
- Notes the 2021/22 capital budget final year-end outturn of £56.899m against a revised capital budget of £59.035m, and approves the revised Investment Strategy to 2024/25 at Appendix 1.

**Rationale for the recommended decision(s)**

164. To enable the effective management of finances, in line with the Council’s Local Code of Corporate Governance, the Scheme of Delegation and agreed corporate financial regulations.

**Other potential decision(s) and why these have not been recommended**

165. Not applicable.

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

***Legal***

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



### ***Strategic priorities and risks***

167. The revenue and capital budgets form part of the Council's Policy Framework.
168. In line with the Council's Risk Management Policy, the corporate Strategic Risk Register was reported to the Executive at its meeting on 14 June 2022 as part of the Corporate Performance Update: 2021/22 Year End Results report.

### ***Human Rights, Equality and Data Protection***

169. As reported to Council on 24 February 2021, no negative differential impact on diverse groups and communities are anticipated from the Council's planned budgetary expenditure.

### ***Financial***

170. The Council's initial revenue year-end outturn position for 2021/22 for non-Covid-19 elements is an overspend of £2,462,000. Given that the transfers of £230,000 of the Public Health Directorate underspend to the Public Health Reserve, and Flexible Use of Capital Receipts of £5,017,000 were approved by the Executive, at its meeting on 14 June 2022, there is a final year-end outturn of a £2,325,000 underspend on non-Covid-19 elements. The £2,325,000 underspend on non-Covid-19 elements will initially be transferred to the General Fund Reserve.
171. There has been a financial pressure due to Covid-19 of £390,000 in 2021/22. It is proposed that this is funded from the £4,512,000 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. In light of the current levels of car parking income, it was agreed by the Executive on 14 June 2022 that a new earmarked Car Parking Pressures Reserve of £782,000 be set up for the potential ongoing effects of Covid-19 on car parking income in future years. Due to provision now being made in the MTFP presented to Council in February 2022 for the continuing effect of Covid-19 in future years, it has been agreed that the remaining balance of £3,340,000 on the Covid Recovery Reserve is transferred to the General Fund Reserve initially.
172. It was then agreed that £5,665,000 be transferred from the General Fund Reserve to a new specific earmarked Social Care Transformation Reserve in order to help support the significant and continued transformation work taking place within the Council, principally within Children's Services and that which will take place within Adult Social Care regarding the Fair Cost of Care and Social Care Reforms.
173. It has also been agreed that the remaining balances on the Children's Services Improvement Reserve (£175,000), Children's Services Demand Reserve (£732,000), and the Social Care Demand Reserve (£500,000), be transferred into the new specific earmarked Social Care Transformation Reserve and combined with the amount above to make a total of £7.072m available within the Social Care Transformation Reserve for the required transformation. The use of this Reserve will be managed by the Director of Finance, with reports being provided to Executive as part of the quarterly budget monitoring reports.

174. The final 2021/22 capital budget outturn at year-end is £56.899m. An updated Investment Strategy for the period to the end of 2024/25 is attached in Appendix 1 of this report.

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

<b>Action</b>	<b>Responsible Officer</b>	<b>Deadline</b>
Corporate revenue budget spending controls set out in the main body of the report will continue to be applied to Directorates as stated.	Director of Finance	31/3/23
Actions outlined within the body of the report in relation to overspending within Children's Care will continue to be implemented.	Director of Children's Services	31/3/23
If approved, adoption of the revised Investment Strategy included at Appendix 1.	Head of Financial Planning & Support	30/6/22

### **Appendices**

<b>1</b>	Proposed revised Investment Strategy to 2024/25
<b>2</b>	Detail of reserves and provisions as at 31/3/22

### **Background papers**

<b>Body</b>	<b>Report title</b>	<b>Date</b>
Council	Strategic Plan 2021-24	24/02/21
Council	Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2021/22	24/02/21
Executive	Revenue and Capital Budget – Projected Outturn position as at Quarter One 2021/22	7/09/21
Council	Flexible Use of Capital Receipts Strategy	20/10/21
Executive	Revenue and Capital Budget – Projected Outturn position as at Quarter Two 2021/22	9/11/21
Executive	Medium Term Financial Plan Update	9/11/21
Council	Medium Term Financial Plan Update	24/11/21

Executive	Revenue and Capital Budget – Projected Outturn position as at Quarter Three 2021/22	14/2/22
Executive	Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2022/23	14/2/22
Council	Revenue Budget, Council Tax, Medium Term Financial Plan and Capital Strategy 2022/23	23/2/22

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

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## Appendix 1: Revised Investment Strategy to 2024/25

	Total Funding Required					Council Funding £'000	External Funding £'000
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	TOTAL £'000		
<b>Regeneration and Culture</b>							
Town Centre Related Projects	1,250	1,382	204	-	2,836	1,959	877
Middlehaven Related Projects	73	507	-	-	580	563	17
Housing Growth	176	2,204	1,288	-	3,668	3,668	-
BOHO X	7,345	16,490	-	-	23,835	1,362	22,473
BOHO 8	13	21	-	-	34	-	34
Brownfield Housing Fund	1,542	5,750	630	-	7,922	-	7,922
Towns Fund	1,030	5,005	8,451	4,267	18,753	-	18,753
Towns Fund - East Middlesbrough Community Hub	113	2,087	-	-	2,200	1,700	500
Future High Streets Fund	669	9,038	4,500	-	14,207	37	14,170
Acquisition Of Town Centre Properties	12,829	207	1,000	-	14,036	14,036	-
New Civic Centre Campus	1,245	5,768	-	-	7,013	7,013	-
Middlesbrough Development Company	5,349	18,956	-	-	24,305	17,884	6,421
Teesside Advanced Manufacturing Park	1,179	11	-	-	1,190	1,190	-
Teesside Advanced Manufacturing Park Phase 2	-	1,500	7,320	-	8,820	8,820	-
Local Authority Delivery 2 Green Homes Grant	208	883	-	-	1,091	-	1,091
Capitalisation Of Major Schemes Salaries	530	530	530	530	2,120	2,120	-
Capitalisation Of Planning Services Surveys	20	60	40	40	160	160	-
Affordable Housing Via Section 106	-	-	1,684	-	1,684	830	854
Highways Infrastructure Development Section 106	-	-	2,260	-	2,260	-	2,260
The Big Screen	10	-	-	-	10	10	-
A66 Throughabout	4	-	-	-	4	-	4
Mandale Interchange	90	-	-	-	90	-	90
Tees Amp Footway/Cycleway	2	-	-	-	2	-	2
Linthorpe Road Cycleway	145	1,849	-	-	1,994	-	1,994
Replacement Of Ticket Machines	-	189	-	-	189	189	-
LED Street Lighting Upgrade (Phase 2)	69	-	-	-	69	69	-
Members Small Schemes	25	-	-	-	25	13	12
Grove Hill Joint Venture Projects	-	14	-	-	14	-	14
Gresham Projects	16	8	-	-	24	24	-
North Ormesby Housing Joint Venture - Section 106 funded	16	339	-	-	355	-	355
Empty Homes 2015 To 2018	89	192	-	-	281	-	281
Local Transport Plan	1,054	936	-	-	1,990	15	1,975
Town Hall Venue Development	48	-	-	-	48	48	-
Cultural Transformation	13	-	-	-	13	13	-
Theatre Winches / Lifts	13	24	-	-	37	37	-
Dorman Museum	17	3	-	-	20	20	-
Contribution To Public Arts Projects	23	-	-	-	23	23	-
Public Art Work	34	1	-	-	35	35	-
Leisure Trust Investment - Equipment	69	6	-	-	75	75	-
Stewart Park Section 106	-	45	-	-	45	-	45
Investment In Parks	39	61	-	-	100	100	-
Teessaurus Park	77	173	-	-	250	250	-
Archives Relocation	233	149	-	-	382	138	244
Capitalisation Of Transformation Expenditure (via Flexible Use of Capital Receipts)	11	-	-	-	11	11	-
<b>Total Regeneration and Culture</b>	<b>35,668</b>	<b>74,388</b>	<b>27,907</b>	<b>4,837</b>	<b>142,800</b>	<b>62,412</b>	<b>80,388</b>

	Total Funding Required					Council Funding £'000	External Funding £'000
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	TOTAL £'000		
<b>Environment and Community Services</b>							
Purchase Of New Vehicles	990	940	1,200	1,200	4,330	4,330	-
Capitalisation Of Wheeled Bin Replacement	100	100	100	100	400	400	-
Capitalisation Of Street Furniture/Dog Fouling & Litter Bins	55	55	55	55	220	220	-
Capitalisation Of Highways Maintenance	575	575	575	575	2,300	2,300	-
Property Services Building Investment	340	340	340	340	1,360	1,360	-
Parks Improvement	83	-	-	-	83	83	-
Local Transport Plan - Highways Maintenance	3,301	183	-	-	3,484	-	3,484
Street Lighting-Maintenance	648	465	468	468	2,049	2,049	-
Urban Traffic Management Control	54	237	-	-	291	-	291
Flood Prevention	67	-	-	-	67	44	23
Members Small Schemes	38	161	60	60	319	319	-
Property Asset Investment Strategy	1,236	670	852	1,200	3,958	3,957	1
Nunthorpe Sports Facilities	34	66	-	-	100	-	100
East Middlesbrough Community Hub	75	-	-	-	75	75	-
Section 106 Ormesby Beck	-	15	-	-	15	-	15
Section 106 Cypress Road	-	20	-	-	20	-	20
Hostile Vehicle Mitigation	243	131	-	-	374	374	-
Transporter Bridge	523	-	-	-	523	261	262
Bridges & Structures (Non Local Transport Plan)	141	1,885	-	-	2,026	2,026	-
Henry Street	47	17	-	-	64	-	64
CCTV	31	369	-	-	400	400	-
Captain Cook Public House	726	-	-	-	726	538	188
Outer Area Shopping Centres	40	-	-	-	40	40	-
Waste Procurement Project	176	-	-	-	176	176	-
Lighting Up The Town	200	-	-	-	200	200	-
Town Hall Roof	-	1,000	1,000	1,000	3,000	3,000	-
Municipal Buildings Refurbishment	-	1,500	-	-	1,500	1,500	-
Resolution House	22	587	-	-	609	609	-
Central Library WC	-	87	-	-	87	87	-
Cleveland Centre	-	1,970	-	-	1,970	1,970	-

Cargo Fleet Nature Reserve	6	94	-	-	100
Towns Fund Initiatives	-	778	-	-	778
Traffic Signals - Tees Valley Combined Authority	126	374	-	-	500
Hemlington MUGA	-	30	-	-	30
Capitalisation Of Transformation Expenditure (via Flexible Use of Capital Receipts)	263	-	-	-	263
<b>Total Environment and Community Services</b>	<b>10,140</b>	<b>12,649</b>	<b>4,650</b>	<b>4,998</b>	<b>32,437</b>

-	100
-	778
-	500
30	-
263	-
<b>26,611</b>	<b>5,826</b>

	Total Funding Required				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Public Health</b>	£'000	£'000	£'000	£'000	£'000
Health & Wellbeing Hub	-	756	-	-	756
Relocation Of The Safe Haven To Middlesbrough Bus Station	-	140	35	-	175
<b>Total Public Health</b>	<b>-</b>	<b>896</b>	<b>35</b>	<b>-</b>	<b>931</b>

Council Funding	External Funding
£'000	£'000
679	77
-	175
<b>679</b>	<b>252</b>

	Total Funding Required				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Education and Partnerships</b>	£'000	£'000	£'000	£'000	£'000
Block Budget (Grant) Devolved Formula Capital - Various Schools	-	240	-	-	240
Block Budget (Grant) Special Provision Capital Fund	-	55	-	-	55
Block Budget (Grant) Section 106 Avant Low Gill	-	35	-	-	35
Block Budget (Grant) School Condition Allocation	-	913	-	-	913
Block Budget (Grant) Basic Needs	-	66	1,441	-	1,507
Block Budget (Grant) High Needs Provision Capital Allocation (HNPCA)	-	1,870	4,129	-	5,999
Schemes In Maintained Primary Schools	1,005	1,073	131	-	2,209
Schemes In Primary Academies	138	234	399	-	771
Schemes In Secondary Academies	(81)	2,021	414	-	2,354
Schemes In Special Schools	144	866	5,937	-	6,947
Capitalisation Of Salary Costs	103	106	-	-	209
Contribution To New School At Middlehaven	54	1,646	-	-	1,700
Block Budget (Grant) EFA Early Years 2 Year olds Entitlement (Trajectory Project)	-	7	-	-	7
<b>Total Education and Partnerships</b>	<b>1,363</b>	<b>9,132</b>	<b>12,451</b>	<b>-</b>	<b>22,946</b>

Council Funding	External Funding
£'000	£'000
-	240
-	55
-	35
-	913
-	1,507
-	5,999
822	1,387
13	758
-	2,354
36	6,911
-	209
700	1,000
-	7
<b>1,571</b>	<b>21,375</b>

	Total Funding Required				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Children's Care</b>	£'000	£'000	£'000	£'000	£'000
Edge Of Care Project (Hub)	15	-	-	-	15
Rosecroft Renovations	173	6	-	-	179
34 Marton Avenue, Fir Tree - Garage Conversion	246	28	-	-	274
Contact Centre - Bus Station Unit 1	76	251	-	-	327
Bathroom Refurbishment	18	3	-	-	21
Holly Lodge Sensory Room	-	38	-	-	38
Capitalisation Of Transformation Expenditure (via Flexible Use of Capital Receipts)	4,217	-	-	-	4,217
<b>Total Children's Care</b>	<b>4,745</b>	<b>326</b>	<b>-</b>	<b>-</b>	<b>5,071</b>

Council Funding	External Funding
£'000	£'000
15	-
179	-
274	-
327	-
21	-
-	38
4,217	-
<b>5,033</b>	<b>38</b>

	Total Funding Required				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Adult Social Care and Health Integration</b>	£'000	£'000	£'000	£'000	£'000
Chronically Sick & Disabled Persons Act - All Schemes	618	824	610	610	2,662
Disabled Facilities Grant - All Schemes	1,735	1,683	-	-	3,418
Capitalisation of Staying Put Salaries	50	50	50	50	200
Home Assistance Loan	-	-	-	-	-
Home Loans Partnership (formerly 5 Lamps)	23	60	-	-	83
Small Schemes	-	33	-	-	33
Connect/Telecare IP Digital Switchover	75	63	-	-	138
<b>Total Adult Social Care and Health Integration</b>	<b>2,501</b>	<b>2,713</b>	<b>660</b>	<b>660</b>	<b>6,534</b>

Council Funding	External Funding
£'000	£'000
2,602	60
4	3,414
200	-
-	-
-	83
-	33
138	-
<b>2,944</b>	<b>3,590</b>

	Total Funding Required				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Legal and Governance Services</b>	£'000	£'000	£'000	£'000	£'000
Desktop Strategy / Device Refresh	366	-	-	-	366
Enterprise Agreements	587	353	-	-	940
CRM	31	65	-	-	96
IT Refresh - Network Refresh	69	170	-	-	239
IT Refresh - Lights On	338	-	-	-	338
IT Refresh - LCS Development Capture	-	25	-	-	25
IT Refresh - Business Intelligence	-	3	-	-	3
ICT Essential Refresh & Licensing	270	3,197	2,185	2,185	7,837
ICT Innovation Budget	12	148	-	-	160
GIS Replacement	36	93	-	-	129
Prevention & Partnership Tablets	3	67	-	-	70
HR Pay	-	37	-	-	37
Capitalisation Of Transformation Expenditure (via Flexible Use of Capital Receipts)	526	-	-	-	526
<b>Total Legal and Governance Services</b>	<b>2,238</b>	<b>4,158</b>	<b>2,185</b>	<b>2,185</b>	<b>10,766</b>

Council Funding	External Funding
£'000	£'000
366	-
940	-
96	-
239	-
338	-
25	-
3	-
7,837	-
160	-
129	-
70	-
37	-
526	-
<b>10,766</b>	<b>-</b>

	Total Funding Required				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>Finance</b>	£'000	£'000	£'000	£'000	£'000
Former Partnership Investment (ICT Infrastructure Revenues & Benefits)	130	167	100	-	397
Business World Upgrade	8	27	-	-	35
Derisking Sites	97	219	1,355	900	2,571
Capitalisation Of Property Finance Lease Arrangements	-	-	3,500	1,000	4,500
White Feather Project North Ormesby	9	-	-	-	9
<b>Total Finance</b>	<b>244</b>	<b>413</b>	<b>4,955</b>	<b>1,900</b>	<b>7,512</b>

Council Funding	External Funding
£'000	£'000
397	-
35	-
2,571	-
4,500	-
9	-
<b>7,512</b>	<b>-</b>

	Total Funding Required				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>ALL DIRECTORATES</b>	£'000	£'000	£'000	£'000	£'000
<b>Total ALL DIRECTORATES</b>	<b>56,899</b>	<b>104,675</b>	<b>52,843</b>	<b>14,580</b>	<b>228,997</b>

Council Funding	External Funding
£'000	£'000
<b>117,528</b>	<b>111,469</b>

	Total Funding				
	2021/22	2022/23	2023/24	2024/25	TOTAL
<b>FUNDED BY:</b>	£'000	£'000	£'000	£'000	£'000
Borrowing	22,596	40,690	14,871	-	78,157
Finance Leases	-	-	3,500	1,000	4,500
Capital Receipts	13,482	6,412	5,242	9,313	34,449
Grants	18,715	52,571	25,682	4,267	101,235
Contributions	2,085	4,601	3,548	-	10,234
Revenue Resources	21	401	-	-	422
Funding from Reserves	-	-	-	-	-
<b>Total FUNDING</b>	<b>56,899</b>	<b>104,675</b>	<b>52,843</b>	<b>14,580</b>	<b>228,997</b>

Council Funding	External Funding
£'000	£'000
78,157	-
4,500	-
34,449	-
-	101,235
-	10,234
422	-
-	-
<b>117,528</b>	<b>111,469</b>

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**Appendix 2: Detail of reserves and provisions as at 31/3/22**

	Opening Balance	Use in year	Additional Contributions	Transfers between reserves	Transfers to General Fund of final year end underspend on non-Covid 19 expenditure	Transfers from General Fund to new earmarked Reserve	Balance at Year-End
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>General Fund Reserve</b>	<b>10,500</b>		695	3,340	2,325	(5,665)	<b>11,195</b>
<b>Covid Recovery Reserve</b>	<b>4,512</b>	<b>(390)</b>		(4,122)			<b>0</b>
<b>Earmarked Reserve</b>	<b>0</b>			1,407		5,665	<b>7,072</b>
<b>Social Care Transformation Reserve</b>							
<b>Earmarked for specific purposes</b>							
Public Health Reserves	438	0	230				668
Adult Social Care Covid Recovery Reserve	1,598	(68)					1,530
Ofsted Support Reserve	188	(188)					0
Children's Services Improvement Reserve	175			(175)			0
Children's Services Demand Reserve	732			(732)			0
Social Care Demand Risk Reserve	500			(500)			0
Business Rates Deficit Reserve	10,555	(10,555)	5,833				5,833
Business Rates Risk Reserve	1,670						1,670
Business Rates Relief Reserve	49						49
Change Fund	445	(688)	230	187			174
Investment Fund	0						0
Insurance Fund (MBC)	270	(254)	100				116
CCC Insurance Fund	35	(35)					0
Insurance Fund (Fire)	0	(212)	212				0
Capital Refinancing Reserve	175	(175)					0
Car Parking Pressures Reserve	0			782			782
Other Reserves & Provisions	12,140	(33,631)	36,254	(2,310)			12,453
<b>Earmarked Reserves</b>	<b>28,970</b>	<b>(45,806)</b>	<b>42,859</b>	<b>(2,748)</b>	<b>0</b>	<b>0</b>	<b>23,275</b>
<b>Earmarked Reserve</b>							
<b>- Dedicated Schools Grant (DSG) Reserve</b>	<b>(3,291)</b>	<b>(44)</b>					<b>(3,335)</b>
<b>School balances</b>	<b>4,864</b>	<b>(4,864)</b>	<b>4,956</b>				<b>4,956</b>
<b>Provisions</b>	<b>2,555</b>	<b>(3,579)</b>	<b>4,548</b>	<b>2,123</b>	<b>0</b>		<b>5,647</b>
<b>TOTAL</b>	<b>48,110</b>	<b>(54,683)</b>	<b>53,058</b>	<b>0</b>	<b>2,325</b>	<b>0</b>	<b>48,810</b>

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