

Report of: The Elected Mayor of Middlesbrough; Chief Executive**Submitted to:** Executive – 24 November 2020**Subject:** Strategic Plan 2020-2023 – Progress at Quarter Two 2020/2021**Summary****Proposed decision(s)**

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

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

Contribution to delivery of the 2020-23 Strategic Plan

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

Ward(s) affected

None.

What is the purpose of this report?

1. This report advises the Executive of progress against the 2020-23 Strategic Plan and outlines strategic risks at Quarter Two 2020/21.

Why does this report require a member decision?

2. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.
3. This report provides the necessary information to enable the Executive to discharge its performance management responsibilities, setting out:
 - a progress update against the 2020-23 Strategic Plan, summarising the actual and likely future impact of the COVID-19 pandemic on the Council's strategic objectives, where they are known at this stage;
 - an update on the Council's Strategic Risk Register; and
 - actions that the Council has taken and plans to take to address the issues raised.
4. The financial projections for Quarter Two are presented separately at the same meeting of the Executive, and so not repeated here. Where performance has a significant impact on financial performance that is highlighted across both reports.

Report Background

Strategic Plan 2020-23

5. Full Council approved a Strategic Plan for the period 2020-2023 on 15 January 2020. The plan is organised around three strategic aims of People, Place and Business, setting out under each aim the priorities of the Elected Mayor of Middlesbrough and other key priorities of the Council. It sets out a comprehensive programme of activity to promote improved quality of life across Middlesbrough, which meets the Council's legal obligations and is within its financial means.
6. On 18 February 2020, the Executive approved a number of policy changes to maximise delivery of the revised Strategic Plan, and Leadership Management Team was in the process of developing an underpinning work programme for the plan when the COVID-19 outbreak began.
7. As reported at Year-End 2019/20 and Quarter One 2020/21, COVID-19, both the response to it and the recovery from it, will have a significant impact on the local people and communities, the local economy and fundamentally change the way the Council does business in the future.
8. Since the end of Quarter One, there has been a second wave of COVID-19 within the UK, requiring close outbreak management and enhanced local restrictions in many areas of the country, including Middlesbrough and the wider Tees Valley.
9. Clearly the need to respond to both this and potential subsequent waves must be the Council's key priority, and this and the disruption caused by the resurgence of COVID-19 has required the Council's COVID-19 Recovery Plan, approved by the Executive on 16 June 2020, to be reviewed. A separate report to today's meeting of

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

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

Progress against strategic priorities at Quarter Two 2020/21

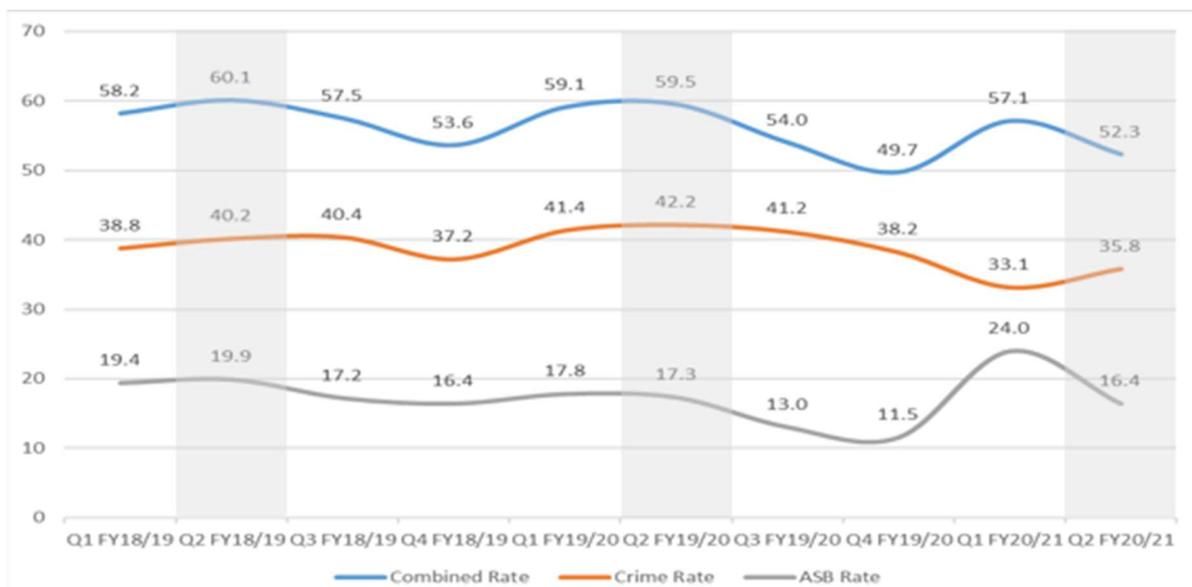
12. The following paragraphs set out in brief the key headlines from Quarter Two relating to the Council's *current* strategic priorities, including where available current estimates of the impact of COVID-19 and future plans.



People

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

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



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

Ensuring Middlesbrough has the very best schools (Mayoral priority)

19. During Quarter Two, schools re-opened to *all* children for the first time since national lockdown in March 2020. The Council’s education and health and safety teams worked with maintained schools and academy trusts to help prepare for the new term and are providing ongoing support to ensure pupils can safely remain in the classroom.
20. It is commonly acknowledged that months of lost time in school and longer-term changes to schooling arrangements are likely to have a significant detrimental effect on pupil attainment (particularly that of disadvantaged groups) in future years. The impact of COVID-19 on inequalities in educational outcomes will continue to be a key focus of the Council’s Recovery Plan.
21. In partnership with local colleges and training providers, the Council launched the Your Future Matters campaign during Quarter Two to provide information, advice and guidance to young people and their families in relation to COVID-19 and the further education and career opportunities available within Middlesbrough.

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

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

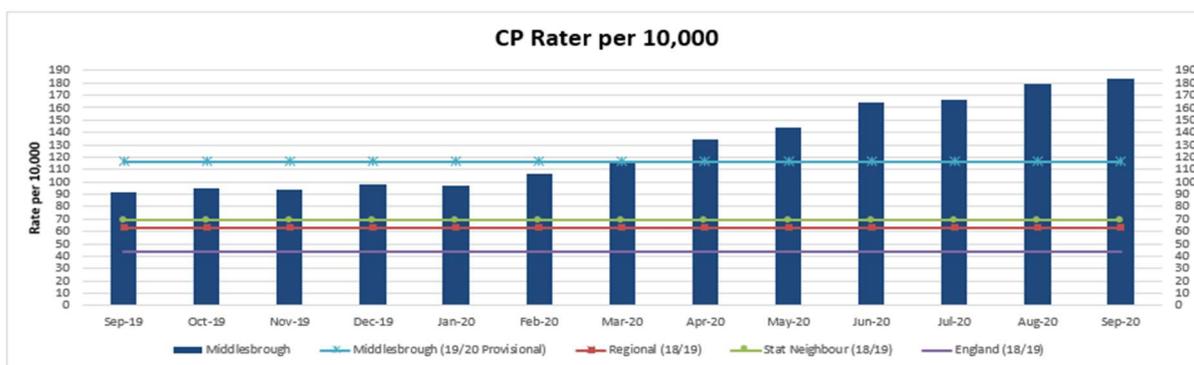
23. On 1 September 2020, the Executive approved consultation on the adoption of an emerging Green Strategy to deliver on the Council's obligations to address climate change. The proposed strategy comprises a number of key initiatives, including:

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

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

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

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



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



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

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

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

30. It is clear that COVID-19 will have a negative impact on health inequalities, which are already pronounced within Middlesbrough, particularly around obesity, mental health and substance misuse, and healthy life expectancy.
31. The impact of COVID-19 on inequalities in health will continue to be a key focus of the Council's Recovery Plan, alongside the safety and sustainability of the care home

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

Working with local communities to redevelop Middlesbrough's disadvantaged estates

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



Place

Transforming our town centre (Mayoral priority)

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

Building more town centre homes – and protecting our green spaces (Mayoral priority)

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

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

Making Middlesbrough look and feel amazing (Mayoral priority)

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

Implementing our cultural strategy

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

Improving Middlesbrough's rail connectivity

42. Though the publication of data for 2019/20 has been delayed due to COVID-19, it is clear that both rail and bus patronage in Middlesbrough has been in decline for some years.
43. As reported at Quarter One, a £35m local partnership has been formed to transform Middlesbrough station, with support from train operators. The scheme will deliver more train services to the town, including a direct rail link to London, platform extensions to accommodate longer trains and major customer service improvements. It will be a major contributor to the regeneration of the surrounding area, with accompanying business units on Zetland Road, with works to commence in 2021.

Developing Middlehaven as a residential, leisure and commercial centre

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



Business

Winning investment and creating jobs (Mayoral priority)

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

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

52. COVID-19 has expedited the transparency agenda significantly, with all Council committees currently being broadcast live on social media.
53. During Quarter Two the Council launched the open data site, creating a single hub for all data published by the Council and accessible via the Council's website. Over 860 datasets are currently available, and the Council will build on this significantly over time, looking at demand from members, customers, regulators and others.

Creating positive perceptions of our town on a national basis (Mayoral priority)

54. As reported at Quarter One, following the appointment of a new Head of Marketing and Communications in April 2020, a delivery plan for the service is in development. A draft delivery plan for the service will be shared with the Mayor, the Executive and Corporate Management Team in Quarter Three. The plan will align with the Elected Mayor's strategic priorities and increase the town's national profile.

Developing and delivering balanced budgets every year

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

Making sure our management practices compare with those of the best

58. The Council currently holds an unqualified value for money opinion from its external auditor and is currently finalising its Annual Governance Statement for 2019/20, which will address the findings of the Ofsted inspection and other key governance issues arising during the year. The final Annual Governance Statement will be presented to Corporate Affairs and Audit Committee in November 2020.
59. As set out in the Quarter One report, a new officer Corporate Governance Board has now been established to oversee delivery the associated action plan during 2020/21.

Becoming recognised as a good employer

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

What decisions are being asked for?

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

Why is this being recommended?

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

Other potential decisions and why these have not been recommended

65. Not applicable.

Impact(s) of recommended decision(s)

Legal

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

Financial

67. There are financial implications relating to some performance issues and COVID-19 recovery activity outlined in this report. These were summarised in the Revenue and Capital Budget / Projected Outturn Position at Quarter Two 2020/21 report considered by Executive on 24 November 2020.

Policy framework

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

Equality and diversity

69. As reported to Council in January 2020, no negative differential impact on diverse groups and communities is anticipated from the direction of travel set out in the Strategic Plan 2020-23.
70. As reported to the Executive in June 2020, no negative differential impacts on diverse groups and communities within Middlesbrough are anticipated from the delivery of activity set out within the COVID-19 Recovery Plan, which in part aims to address the assumed increase in local inequalities in income, health, educational attainment and other areas arising from COVID-19.

Risk

71. In line with the Council's Risk and Opportunity Management Policy, the corporate Strategic Risk Register (SRR) was reviewed in the quarter, and is summarised at Appendix 1.
72. At Quarter Two 2020/21 the total number of risks on the SRR has reduced by one to 35. Following the opening of the new school at Middlesbrough College and the allocation of places, the strategic risk around insufficient Year 7 school places has now reduced to level below the SRR threshold and will be monitored at Directorate level.
73. No new risks have been added since Quarter One 2020/21, however the severity of three existing strategic risks increased during Quarter Two:

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

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

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

Actions to be taken to implement the decision(s)

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

Appendices

- 1 Summary Strategic Risk Register at Quarter Two 2020/21

Background papers

03/09/19	Executive	Strategic Plan 2019-22 – Progress at Quarter One 2019/20
19/11/19	Executive	Strategic Plan 2019-22 – Progress at Quarter Two 2019/20
15/01/20	Council	Priorities of the Elected Mayor and Strategic Plan 2020-2023
18/02/20	Executive	Strategic Plan 2019-22 – Progress at Quarter Three 2019/20
16/06/20	Executive	Strategic Plan 2020-23 – Progress at Year-end 2019/20
18/08/20	Executive	Revenue and Capital Budget / Projected Outturn Position at Quarter One 2020/21
18/8/2020	Executive	Strategic Plan 2020-23 – Progress at Quarter One 2020/21

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

The table below sets out high and medium risks to the achievement of the Council's strategic priorities at Quarter Two 2020/21 in order of severity, with impacts ranging from insignificant to extreme, and likelihood ranging from rare to almost certain to happen.

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

Risk Level	Risk	Impact	Likelihood	Trend
High	Business continuity impacted by No Deal Brexit.	Extreme	Almost certain	⬆️
High	External factors (e.g. Brexit, COVID-19) impacting Middlesbrough's economy.	Extreme	Almost certain	⬆️
High	Failure to control expenditure within Children's Services (MTFP pressure).	Extreme	Likely	➡️
High	Retail market distress impacting Middlesbrough town centre.	Major	Almost certain	➡️
High	Failure to achieve full reimbursement from Government for costs incurred in responding to COVID-19 to date and risks of further costs being incurred as a result of local outbreaks (MTFP pressure).	Extreme	Possible	➡️
High	Insufficient funding to meet increased expenditure that might be incurred from increased demand as a result of COVID-19 (MTFP pressure).	Extreme	Possible	➡️
High	Failure to adapt service delivery to COVID-19 Secure guidelines.	Extreme	Possible	➡️
High	Inaccurate MTFP resulting in funding gap requiring further savings.	Major	Likely	➡️
High	Breach of data rights due to untimely response to information requests.	Major	Likely	➡️
High	High residential voids / low sale values within Middlesbrough.	Major	Likely	➡️
High	Inadequate safeguarding practices lead to children and young people being at risk.	Major	Likely	➡️
High	Historical investigations requiring changes to social work practice.	Major	Possible	⬆️
High	Partners' funding position impacting the Council (MTFP pressure).	Major	Possible	➡️
High	Children impacted by social care transformation.	Major	Possible	➡️
High	New historic child abuse claims.	Major	Possible	➡️
High	Failure to maintain adequate corporate governance.	Major	Possible	➡️
High	Failure to align operations and culture within strategic objectives.	Major	Possible	➡️

Risk Level	Risk	Impact	Likelihood	Trend
High	Decline in new housebuilding impact on Council income.	Major	Possible	→
High	Limited or no partnership involvement due to COVID-19 with the Children's Service Safeguarding Improvement Plan.	Major	Possible	→
High	Failure to adequately plan for new COVID-19 wave or subsequent pandemics.	Extreme	Unlikely	→
High	Failure to comply with statutory duties.	Extreme	Unlikely	→
High	Terrorist incident (reflects National Threat Level).	Extreme	Unlikely	→
High	Disruption from national/local elections.	Moderate	Likely	→
Medium	Failure to develop effective partnerships.	Major	Unlikely	→
Medium	Poor skills profile of school leavers.	Major	Unlikely	→
Medium	Data protection law breach – failure of staff to complete training.	Major	Unlikely	→
Medium	National Waste Review (MTFP pressure).	Major	Unlikely	→
Medium	Future waste disposal contract costs (MTFP pressure).	Major	Unlikely	→
Medium	Reduction in frontline policing impacting on crime / community resilience.	Moderate	Possible	↓
Medium	Failure to recruit and / or retain key staff.	Moderate	Possible	→
Medium	Inward migration increasing demand for services.	Moderate	Unlikely	→
Medium	Failure of Centre Square development to provide expected returns.	Minor	Possible	→
Medium	Failure of TeesAMP to provide expected returns.	Minor	Possible	→
Medium	Insufficient primary school places in central Middlesbrough.	Moderate	Unlikely	→
Medium	Poor quality of services provided by health partners impacting / increasing demand for Council services.	Minor	Possible	→