

Appendix 5: Council Plan initiatives fully completed during 2024/25 and associated benefits and outcomes

Council Plan Priority	Council Plan Initiative	Activity Description	Key Benefits / Outcomes
A Successful and Ambitious Town	We will ensure housing provision meets local demands	CP-REG-07 Establish a strategic leadership role for the provision of housing to ensure that the provision aligns with needs	<ul style="list-style-type: none"> • Secondment to a Head of Housing role to identify current routes and costs used for providing temporary accommodation • Business case development to recruit to a permanent Head of Housing role to deliver savings • Development of a demand led model for the financially efficient supply of housing to meet service user needs
A Successful and Ambitious Town	We will improve attainment in education and skills	CP-E&P-02 Improve outcomes through delivery of the Priority Education Area action plan at key stages 1, 2 and 4.	<ul style="list-style-type: none"> • Supported schools to secure improved outcomes in reading so that attainment at the end of Key Stage 1 improved from 63% to 68% • Support schools to develop writing across the curriculum to improve outcomes at Key Stage 2 and 4 • Support schools to secure outcomes in mathematics at the end of Key Stage 4 from 34% to 45%
A Healthy Place	We will promote inclusivity for all	CP-PH-08 Develop and implement a pilot approach to housing and support, for inclusion health groups ensure this is reflected in the Supported Housing Strategy:	<ul style="list-style-type: none"> • An increase in the number of local residential rehabilitation bedspaces within South Tees, from six to twenty-one (with the possibility of up to four more); • Securing an additional six buildings across South Tees as a result of this programme. They provide a range of accommodation options, serving different purposes but provide a minimum of 33 x additional bedspaces in total (potentially more); • A comprehensive strategy and accompanying actions that will ensure that there are new and/or additional, high quality accommodation • The imminent launch (i.e. within the first half of 25/26) of the following accommodation-based initiatives: <ul style="list-style-type: none"> ○ Housing First-style accommodation with dedicated and enhanced multi-agency outreach and support package delivered via a cluster of properties (minimum 3 x 2-bed units); ○ An Oxford House (minimum 3-bed), which will see people who are abstinent living in a mutually supportive, 'dry' environment; ○ A 'prehabilitation' offer from an 8-bed unit, whereby people who are engaging with our community support services will move into the property and receive enhanced support from people with lived experience. This will better prepare them for detoxification and residential rehabilitation, providing the best chance of successful recovery outcomes.
A Healthy Place	We will promote inclusivity for all	CP-PH-07 Strengthen our approach to supporting dementia friendly communities programme through increasing voluntary and community sector capacity	<p>Identify and secure funding for community grassroots organisations to support wellbeing of residents living with dementia and their carers:</p> <ul style="list-style-type: none"> • Supported 3 community groups to access funding through Middlesbrough Council Small Grants Fund.

			<ul style="list-style-type: none"> Supported Grassroots music with bid to big lottery fund for intergenerational activity for care homes Know Your Neighbourhood Fund secured through collaboration with PH and Libraries and funding has supported 3 organisations to deliver dementia friendly community activities <p>Increased Opportunities for Care home residents with a dementia diagnosis to access dementia friendly activities:</p> <ul style="list-style-type: none"> Regular Community Activities set up through collaboration with Public Health and Dementia Friendly Businesses, Includes:- Good Vibes social afternoon (Dorman's Social Club) has up to 100 local people attending which includes care home residents. My Place Dementia Cafe has up to 5 care homes attending with residents who have a dementia diagnosis Intergenerational activity with Schools and Care Homes included world book day activity. Working with 5 local care homes. Supported Grassroots music to secure funding to do intergenerational music sessions with 2 care homes (Piloted through an MBC Small Grants fund) <p>Identify Volunteers to support programmes aimed at supporting people living with dementia which are aimed at reducing chronic loneliness:</p> <ul style="list-style-type: none"> Public Health are working with 35 recruited Age Friendly Ambassadors (Ambassador Programme) and most have completed dementia awareness to help support inclusive community events including community roadshow and international older people's day (October). Working with MBC volunteers lead and MVDA to create formal volunteer roles for inclusive projects including sensory clinic, dementia action week and International Older Peoples day events. <p>Delivery Age Friendly and Dementia Friendly Training to voluntary and community organisation to make their service and activities more inclusive for people living with dementia and their carers:</p> <ul style="list-style-type: none"> 45 Staff from the VCS have attended Age Friendly Training from August 2023 – August 24. Over 600 dementia friends created through delivery of Dementia Awareness Sessions
A Healthy Place	We will reduce poverty	CP-FIN-01 Relaunch Welfare Strategy to support Middlesbrough's vulnerable residents who need financial assistance, advice and support	<ul style="list-style-type: none"> A significant increase in unclaimed benefits which can be attributed to the volume of referrals coming into the service from residents and staff referrals. The total unclaimed benefits identified in 2024/25 was £3,053,163, which was broken down as £2,713,658 in ongoing awards and £339,503 in arrears payments. When compared to the previous financial year, the total unclaimed benefits were £1,430,732 which therefore represents an increase in benefit take up of 213% year on year. The benefit service, in conjunction with the Public Health team, undertook a pilot exercise in 2024/25 around the auto enrolment of free school meals for those children who met specific government criteria. During the pilot exercise, 546 more children now qualify for a free school meal which has also assisted Middlesbrough Schools with an additional £765k in pupil premium funding (this funding is recurring year on year). In addition to the

			<p>identification of a free school meal, residents were also offered a full benefit check and a referral to the welfare rights team to ensure their benefit was maximised.</p> <ul style="list-style-type: none"> As part of the Governments changes to welfare, the winter fuel payment was removed for some pensioners and only payable to those who met specific criteria. As a result, the service undertook a targeted take up campaign to ensure those who were entitled to pension credits, and subsequently the winter fuel payment, did not miss out. The outcome was that 194 pensioners are now entitled to pension credit with annual additional income totalling £716,248. Again, a full benefit check was undertaken to ensure all assistance was being received. Central Government issue each LA with funding to help residents with any housing related costs such as shortfalls in rent, storage or removal costs and deposits etc through the Discretionary Housing Payment scheme. In 2024/25, the benefit service spent £370,076 of this grant which covered 1,478 awards for 860 unique individuals. This element of the welfare strategy was of particular interest to a number of internal services who utilise this fund to help residents wherever possible. The compilation of a directory of support offered through the welfare strategy launched on the Middlesbrough Council's website, provides officers and residents with a single point of reference. A recent initiative also surrounded the individual teams within resident and business support who are being brought together to form a welfare support team. This will incorporate Crisis Support, Community Support, Free School Meals, Discretionary Housing Payments, Household Support Fund, Food and Fuel Support, White Goods, Welfare Rights and benefit take up therefore providing one focussed team to assist residents with any support required.
A Healthy Place	We will improve life chances of our residents by responding to health inequalities	CP-PH-02 Reduce health inequalities caused by excess weight, through implementation of the core Healthy Weight Declaration commitments.	<p>Health inequalities caused by excess weight include (but are not limited to) addressing food insecurity, creating safe and accessible environments through Physical Activity, supporting healthy food choices, expanding weight management services, reducing stigma around obesity, working in collaboration with LA departments. We have work ongoing across these areas that have their own performance relating to reducing inequalities relating to excess weight:</p> <ul style="list-style-type: none"> Eat Well Schools Embedding School Food Standards into Holiday, Activities and Food Programme Cooking programmes for vulnerable people through MEC grant You've Got This - creating safe and accessible environments through Physical Activity Managing Undernutrition South Tees Service Tier 2 Adult Weight management consultation Weight Stigma e-learning module <p>To note: The impact of the above activities take time to measure their effectiveness.</p>
A Healthy Place	We will protect and improve our environment	CP-ECS-03 Improve environmental standards of the town, through increased levels of environmental enforcement.	<p>For the period 1-19th December 2024 and 1-30th January 2025 combined</p> <ul style="list-style-type: none"> 23 stray dogs recovered from the 30 reports – 14 returned to owners and 2 dog remains under the 7-day statutory period prior to assessment and consideration for rehoming and 2 dogs passed for rehoming. 4 Legal microchipping notices served.

			<ul style="list-style-type: none"> • 37 vehicles seized for being either untaxed or abandoned. • 3 Fixed penalty notice issued for fly tipping offences and commercial duty of care (Failing to provide waste transfer notes on request of the authority) • 3 case files prepared and submitted for legal review; this is for fly tipping offences.
Safe and Resilient Communities	We will reduce crime and anti-social behaviour	CP-CS-CC-01 Implement a multidisciplinary approach (SHIFT) to increase prevention opportunities through early intervention	<ul style="list-style-type: none"> • Implementation of SHiFT programme in September 2024 • 17 (out of 27) children had no arrests, 22 children had not committed any proven offences, and 21 children had not been missing. • Children's Social Care involvement had reduced for 4 children with 4 children moved back to Middlesbrough, 2 of whom were previously in custody and 2 were living in placements out of area. • Guide's ratings of mental health had improved for 6 children from the identified cohort.
Delivering Best Value	We will ensure robust and effective corporate governance	CP-LGS-02 Develop and implement approach to achieve organisational change through implementation of transformation portfolio of programme and projects and associated governance structure	<ul style="list-style-type: none"> • The implementation of a Transformation programme with robust governance structures in place that have enabled cross-Directorate strategic discussion and decision making. • Improvements made to Programme and Project management processes and documentation. • The successful delivery of 21 transformation initiatives / projects • The achievement of £11.797m savings during 2024/25 (subject to final year-end assurance)
Delivering Best Value	We will ensure robust and effective corporate governance	CP-LGS-03 Refresh the Information Strategy to ensure legal compliance in regard to information governance	<ul style="list-style-type: none"> • Assessment of the quality of data held by the organisation to inform priorities • Approval of a refreshed Information Strategy that will enable data to be open and transparent. • Enable the reuse of data in predictive analytics to support services to better forecast demand and target resources.
Delivering Best Value	We will set a balanced revenue budget and Medium Term financial Plan to restore financial resilience and stability	CP-FIN-06 Implementation and review effectiveness of demand and cost modelling forecast, for high-spend areas to feed in to MTFP assumptions	<ul style="list-style-type: none"> • Focused activity to review and implement a demand and cost modelling forecast, for high-spend areas has led to an improved production of the current MTFP supported the achievement of a balanced budget for the next two years.
Delivering Best Value	We will set a balanced revenue budget and Medium Term Financial Plan to restore financial resilience and stability	CP-LGS-04 Implementation of a People Strategy to underpin the Council's cultural transformation ambitions and financial stability	<ul style="list-style-type: none"> • Development of an action plan to outline activity against six key themes: <ul style="list-style-type: none"> ○ Recruitment and Retention ○ Equality, Diversity and Inclusion ○ Performance and Recognition ○ Culture and Communications ○ Learning and Development ○ Health, Safety and Wellbeing

			<p>Key areas of progress in the first year launch includes:</p> <ul style="list-style-type: none"> • Culture and Communication theme key activities <ul style="list-style-type: none"> ○ New Staff awards event held with over 140 submissions from all services ○ CEX Roadshow planned to increase staff awareness and engagement ○ Staff survey completed; new survey developed to roll out in June 2025 to measure progress ○ HR Newsletter and Manager Briefings rolled out • Learning and Development theme key activities <ul style="list-style-type: none"> ○ Induction Programme reviewed and relaunched ○ Coaching and Mentoring Programmes developed and launched ○ School Work Experience Programme developed and launched ○ New 2-year OD plan for staff and managers at all levels developed and approved by LMT for launch in September
Delivering Best Value	We will set a balanced revenue budget and Medium Term Financial Plan to restore financial resilience and stability	CP-CS-CC-05 Maximise grant opportunities to support service delivery	<ul style="list-style-type: none"> • Recruitment to a temporary Grants Review Officer to support the achievement of existing and future savings • Review of Section 17 to maximise the use of funding from other sources • Recruited to a temporary bid writer that will support scanning portals and identifying bid opportunities across directorates • Brought parenting assessments expertise in-house and trained up our successors to avoid external costs within our control to support demand management