

Report of: The Elected Mayor of Middlesbrough; Chief Executive**Submitted to:** Executive - 16 February 2021**Subject:** Strategic Plan 2020-23 - Progress at Quarter Three 2020/21**Summary****Proposed decision(s)**

- That the Executive notes progress made in implementing the Council's Strategic Plan 2020-23 in Quarter Three 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 Three 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 Three 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. The Council is in the process of refreshing its Strategic Plan in the light of COVID-19, with a separate report to this meeting setting out proposed changes for the endorsement of the Executive prior to consideration by full Council. This report outlines progress against the current Strategic Plan which was approved by Council on 15 January 2020.

COVID-19 Recovery Plan update

6. At its meeting of 24 November 2020, the Executive approved a revised approach to the Council's COVID-19 Recovery Plan. Approval of minor amendments to in-quarter timescales against Recovery metrics and timescales was also delegated to the Council's Recovery Group (chaired by the Chief Executive), with any significant variation to approach or deliverables reported via the quarterly Strategic Plan progress reports.
7. Since November, work was undertaken to ensure revised metrics are reflective of the longer-term considerations for Recovery and supported by robust milestone delivery plans. As at January 2021, progress against the plan (by Strategic Plan aim and workstream) was assessed as follows:

Strategic Plan aim	Recovery workstream	Headline metrics	G	A	R	Overall RAG
People	Health and Wellbeing	3	3	0	0	G
	Children's Care	3	2	1	0	A
	Adult Social Care	4	1	2	1	R
	Education and Skills	3	2	1	0	A
Place	Environment and Infrastructure	3	3	0	0	G
	Business, Economy and Town Centre	5	5	0	0	G
Business	Council Services and Priorities	5	4	1	0	A
	Total	26	20	5	1	R

8. The current overall Red status of the plan reflects the recent surge in COVID cases, nationally imposed restrictions and a renewed focus on Response, as opposed to Recovery.
9. As such and following detailed assurance against Recovery progress, a decision was taken by the Recovery Group on 7 January 2021 in line with its delegated authority to pause all Recovery sub-group meetings and associated activities until national lockdown arrangements are reviewed and the impact upon Middlesbrough is fully understood, at which point Recovery approaches and priorities will be revisited / revised, where appropriate.
10. A further update will be provided as part of the Year-End Strategic Plan progress report, with further changes to arrangements proposed if appropriate.

Progress against strategic priorities at Quarter Three 2020/21

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

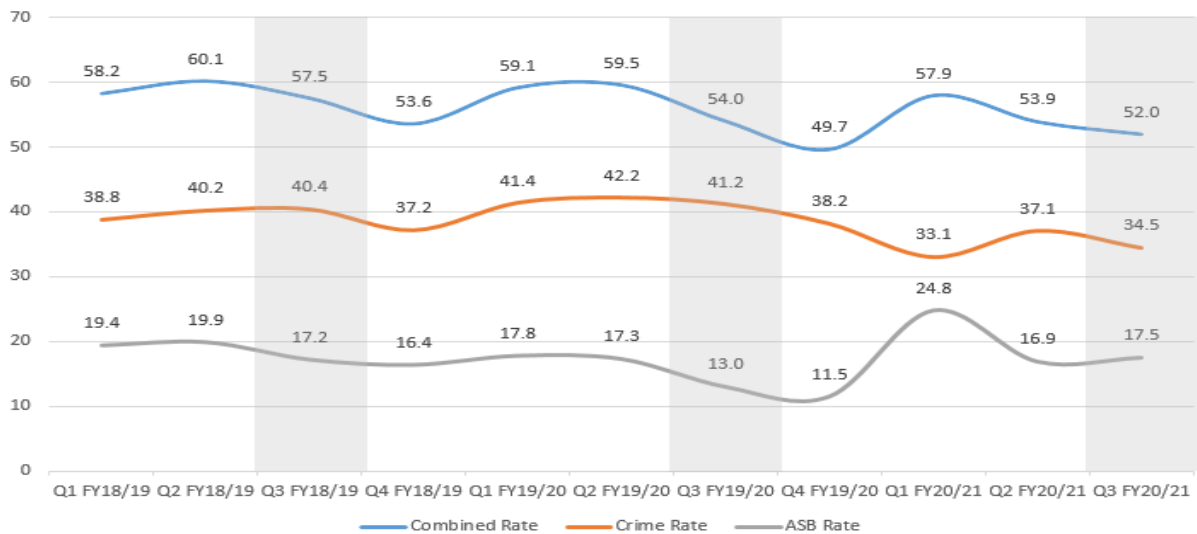


People

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

12. The impact of COVID-19 on crime and anti-social behaviour (ASB), both nationally and within Middlesbrough, remains significant.
13. At 52.0 incidents per 10,000, the combined recorded crime and ASB measure in Middlesbrough showed a 4% decrease at the end of Quarter Three 2020/21 from Quarter Two.
14. The rate at Quarter Three was also 4% below the rate for the same period in 2019/20, and 10% 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

periods in Quarter One and around Christmas in Quarter Three, and the subsequent rise in crime as lockdown restrictions eased.



15. Eight wards demonstrated an increased combined rate during Quarter Three, driven primarily by increases in ASB:
 - Hemlington increased by 46% (following a reduction of 22% in the previous quarter);
 - Berwick Hills & Pallister increased by 19% (following a reduction of 15% in the previous quarter);
 - Linthorpe increased by 17% (following an increase of 6% in the previous quarter);
 - Stainton & Thornton increased by 13% (following a reduction of 9% in the previous quarter);
 - Coulby Newham increased by 9% (following a reduction of 22% in the previous quarter);
 - North Ormesby increased by 9% (following a reduction of 6% in the previous quarter);
 - Nunthorpe increased by 8% (following a reduction of 35% in the previous quarter); and
 - Park End & Beckfield increased by 8% (following a reduction of 16% in the previous quarter).

16. The Council continues to implement a range of actions to tackle crime and anti-social behaviour in the town in partnership with Cleveland Police and other agencies, with street wardens issuing 636 warnings and 58 Fixed Penalty Notices during the past six months.

17. 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 needs will seek to address these issues by improving outcomes for people with complex, multiple needs and remains on track to launch in April 2021.

Ensuring Middlesbrough has the very best schools (Mayoral priority)

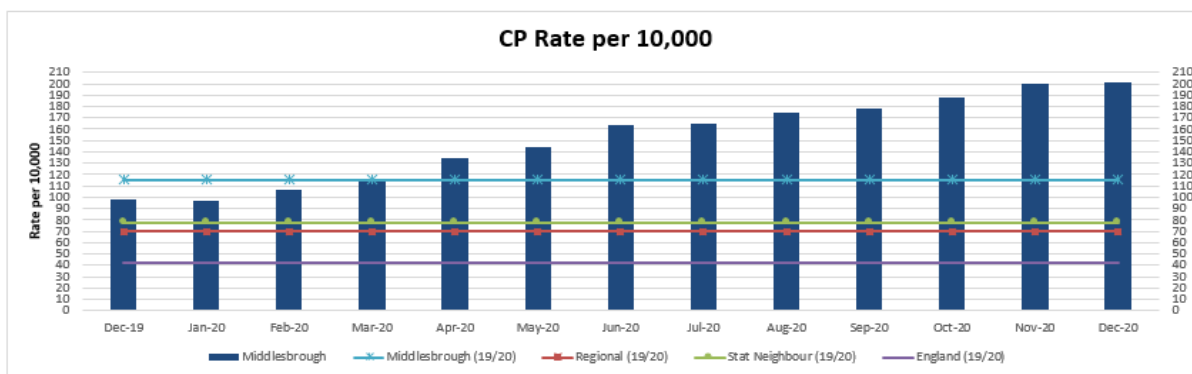
18. During Quarter Three the Department for Education published the Teacher Assessed Key Stage Four results. Middlesbrough children achieved 64.8% in grades 9-4 in English & Maths, against a national of 65.9%.
19. The DfE also announced that exams in 2021 will not go ahead as normal due to the ongoing pandemic. Further details on the approach for 2021 will be released in due course.
20. The Education and Partnerships Directorate continues to focus on ensuring that the most vulnerable children in the town are still able to engage in school work, and attend school where it is in their best interests to do so. To that end the Council is investing £60,000 in laptops, tablets, keyboards and dongles for the most disadvantaged children and young people across Middlesbrough schools where a need has been identified, ensuring digital access and connectivity for all students to participate in remote learning throughout Lockdown and beyond.
21. 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 continues to be a key focus of the Council's Recovery Plan.

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

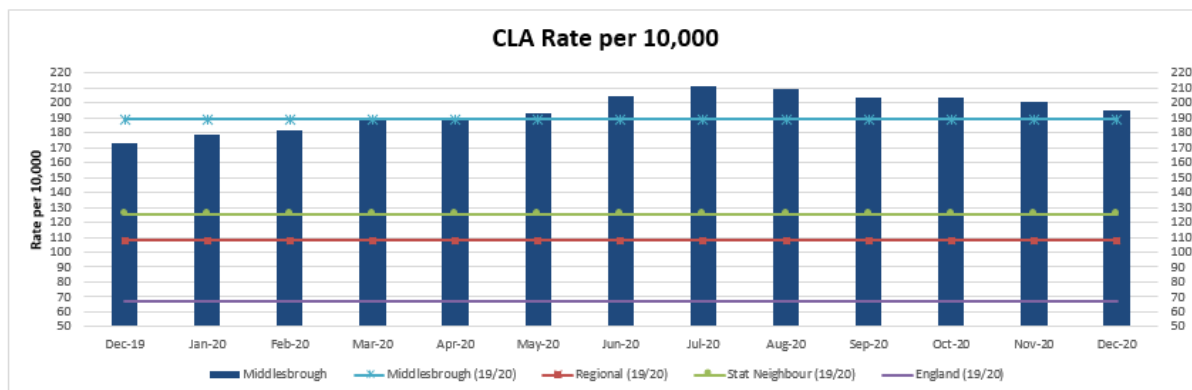
22. The proportion of household waste in Middlesbrough sent for reuse, recycling or composting was 33.7% during the previous quarter, up from 29.5% recorded in Quarter One. While this is an improvement it is expected that the figures for Quarter Three will see a reduction, as green waste collections stopped for the winter.
23. On 24 November 2020, the Executive approved the introduction of fortnightly refuse collections. At a subsequent meeting, following further information in respect of the Council's financial position, a decision was agreed to not introduce these measures at this time. A separate report is presented to this meeting of the Executive, outlining an enhanced recycling engagement approach.
24. After planting more than 700 trees last year across the town last year as part of the emerging Green Strategy, it has been taken one step further by offering free trees to residents to coincide with National Tree Week.
25. 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. Consultation was originally due to close in mid-January 2021, but was extended to the end of that month. A report outlining findings from the consultation and next steps will be presented to the Executive in March.

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

26. The Child Protection (CP) Plan rate rose from 178.4 per 10,000 to 201.6 at Quarter Three, while the rate of children looked after (CLA) by the Council decreased from 204.0 per 10,000 at Quarter Two to 194.5 (as shown in the graphs below). This increase in CP is an ongoing trend, at Year-end 2019/2020 it was 116.5 per 10,000. While the decrease in the rate of CLA by the Council is positive, both CP and CLA rates continue to be the highest in the North East.



	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Middlesbrough's No. of CPP	323	319	350	382	440	471	536	542	572	585	615	657	661
Middlesbrough's Rate of CPP	98.5	97.3	106.7	116.5	134.2	143.6	163.4	165.3	174.4	178.4	187.5	200.3	201.6



	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Middlesbrough's No. of CLA	568	587	596	618	623	634	670	692	686	669	667	659	638
Middlesbrough's Rate of CLA	173.2	179.0	181.7	188.4	190.0	193.3	204.3	211.0	209.2	204.0	203.4	201.0	194.5

27. The declining rate of children looked after by the authority since its high of 211.0 per 10,000 in July 2020 can be attributed to improvement work being undertaken within the service. Following the OFSTED inspection thresholds have been reviewed and re-aligned, and new strategies to help reduce the number of children in care are starting to bear fruition, examples of which are detailed below. A good indicator that improvement work is having results can be seen when comparing our figures with those of other local authorities, where they are seeing a continuing rise in CLA.

- The threshold and response to new admissions to care have been realigned to reduce reactive care admissions as a result of family breakdown. This is supported by a revised approach from the service and from the additional support from the Futures for Families (FFF) model. While showing initial improvement of overall care admissions, the Safeguarding and Care Planning service will need to refer automatically where there is a risk of care admission as a result of family breakdown. This will become more challenging in the months ahead as the FFF

service reaches its capacity and creative wrap-around packages will be put into place to continue the current trajectory.

- The revised approach to pre-proceedings and gateway means that the number of urgent applications being made to court is reducing as a more focused pre-proceedings approach is taken, and improved 'front loading' of cases will start to emerge. This is in the infancy of its implementation and the impact will be measured going forward taking into account court comparator data from CAFCASS.
- Innovate Children and Young People's Services was commissioned in July 2020 to provide a team of social workers to progress 90 children subject to a Care Order. The aim of the intervention was to provide permanence for children, achieve placement stability, and support children out of residential placements back into family life, thus improving outcomes for children and reducing Middlesbrough's CLA population.

28. The continuing increase in the rate of children subject to CP also demonstrates a re-alignment of thresholds, and the continuing efforts of the Council to ensure that children receive the right level of support for their needs. Schools have reported a greater level of complexity in cases, partly due to the lack of available earlier interventions during the first national lockdown, which prevented the escalation of risk. One third of assessments completed have domestic abuse as a factor, due to a higher level of need presented, which reaches a social care threshold as a result of the lockdown and a reduced early intervention offer.

29. While significant work remains to do to improve the quality of practice for children and young people in other areas, there are pockets of improvement emerging:

- Key compliance performance figures are improving, such as contact to referral in 24 hours, which reached 95% by the end of the Quarter, and all other contacts were at 93%, in line with performance targets, with improvements sustained over two months. Incremental target setting has been successful in the Directorate performance clinic and the service has responded to this.
- Audits shows improvements in practice as overall judgements of grades have improved and we are seeing particularly improvement practice is key practice areas such as the voice of the child.

30. The Children's Services improvement programme continues to be scrutinised by the Department for Education and Ofsted. A recent independent report (November 2020) commissioned by the Children's Minister Vicky Ford identified the right improvements were being driven by the Directorate and the comprehensive improvement plan is addressing the failures Ofsted identified in the December 2019 inspection.

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

31. 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.

32. As reported during Quarter Two, the Council has 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 impacts might be greater. This toolkit was approved during Quarter Three, and Health Scrutiny has acknowledged it as a key tool for developing inclusive economies. Advanced public health practitioners have been allocated to support each of the recovery work streams in the identification and mitigation of health inequalities as part of recovery. This work has led to some positive engagement on the inequalities agenda, including:

- incorporating health care infrastructure into town centre design as part of the refreshed Town Centre Strategy, alongside ensuring that local developments take into context the health and care needs of communities; and
- an invitation for Public Health to join a bid team with Regeneration and Teesside University for research regarding strategic developments in housing and area 'liveability'.

33. The council is continuing to provide support to the health and social care sectors. During Quarter Three it has worked closely with the NHS to support hospital discharges as part of efforts to ensure the NHS is not overwhelmed by cases during the current wave of the pandemic. It is also continuing to act as a co-ordinator for PPE supplies for the care sector, and education. In addition, during Quarter Four it will be co-ordinating vaccine access to social care front line staff within the Council and the wider sector.

Working with local communities to redevelop Middlesbrough's disadvantaged estates

34. Locality working is now operating in both localities agreed by the Executive during Quarter Two, with a small number of operational staff physically using the locality hubs and a wider multi-agency team working remotely. A strategic Design and Implementation Group is meeting monthly to oversee the development of action plans based on community-led priorities.
35. Community involvement work has been delayed by the current COVID-19 lockdown, however communication with key community members has enabled locality managers to plan community projects that will resume as soon as restrictions lift. In addition, significant work has taken place in Newport linked to 'safer streets' and this is having positive impacts on the neighbourhood.



Place

Transforming our town centre (Mayoral priority)

36. Town centre footfall decreased by 11% in Quarter Three from Quarter Two (from 2,610,000 to 2,311,000). The decrease was primarily driven by reduced footfall in November, at just under half a million. Footfall in December, with Christmas and late night shopping, increased to 1,048,000 – the highest monthly figure since recording commenced in February 2020. However, the continued closure of some premises, national consumer confidence and most particularly the continued absence of the office-based town centre workforce will continue to have an impact on footfall within the town centre.

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

37. Ninety two houses were completed during Quarter Three, increasing performance from 33% to 35% of the overall Investment Prospectus target.
38. During the quarter the Council received £14.1m from the Government's Future High Streets Fund to boost population and create a regional leisure hub. The bid envisages 650 new homes to be built in the town centre for around 1,500 residents.

Making Middlesbrough look and feel amazing (Mayoral priority)

39. The 20-week initiative to purge Middlesbrough's potholes was successfully completed during the quarter. The scheme repaired 5,350 defects (equivalent to 26,750 individual potholes), with 13,898m² patches completed and 17,663m² of carriageway surfacing undertaken by the Council's main contractor.

Implementing our cultural strategy

40. The Council's performance venues remained closed in Quarter Three in line with COVID-19 restrictions, however Middlesbrough Mela 2020 received national recognition in being named as a winner in the 'Best Online Mela' category by the UK Bhangra Awards 2020.
41. The impact of COVID-19 on the Council's culture ambitions will continue to be a key focus of its Recovery Plan when activity is resumed.

Improving Middlesbrough's rail connectivity

42. 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 January 2021 with the extension of platform 2.

Developing Middlehaven as a residential, leisure and commercial centre

43. New plans for the flagship development at the heart of Middlesbrough's Digital City, Boho X, were submitted in December 2020. Part-funded by £26.5 million from the Tees Valley Mayor and Combined Authority, the development will bring 60,000 sq. ft. of high-quality Grade A office space for the digital and creative sector.



Business

Winning investment and creating jobs (Mayoral priority)

44. Commercial and housing investment in Middlesbrough remains in line with targets, with 52.2% of the overall Investment Prospectus targets achieved at the end of the quarter – up from 50.7% at the end of Quarter Two. As with previous quarters, the rate of growth remains low given the ongoing pandemic.

45. The number of new jobs attributable to the Investment Prospectus increased to 26.2% of the overall Investment Prospectus target (up from 25.1% at the end of Quarter Two), again this reflects the impact of the pandemic, but remains significantly above target.
46. The overall employment rate for Middlesbrough dropped slightly from 65.1% at the end of Quarter One, to 64.2% at the end of Quarter Two. 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.
47. The rise in unemployment as a result of COVID-19 poses a significant risk to living standards – claimant count in Middlesbrough for November remains at 10.2%, 3% above the regional, and 3.9% above national averages. Following recent restrictions and the subsequent lockdown, this is only expected to increase in December and January data.
48. 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 once recovery activity is resumed.

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

49. COVID-19 has expedited the transparency agenda significantly, with all Council committees currently being broadcast live on social media.
50. Over 935 datasets are now available on the Council's Open Data site. The site is refreshed on a weekly basis with additional data added in response to request from residents, members, regulators, and others.
51. The Council launched 'Let's Talk' in December 2020 to seek the views of residents and businesses on proposed revisions to its strategic priorities and approach to the 2020/21 revenue budget. The outcome of this consultation is set out in separate reports to this meeting of the Executive on those matters.

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

52. A Marketing and Communications Delivery Plan for 2021-23 continued to be developed during Quarter Three. Once finalised this plan will guide the Marketing and Communications team work in relation to the refreshed Strategic Plan. The delivery plan will be presented to the Corporate Management Team and the Ad-Hoc Scrutiny Panel during Quarter Three for their views.

Developing and delivering balanced budgets every year

53. The Revenue and Capital Budget / Projected Outturn Position at Quarter Three 2020/21 report presented to the Executive today outlines the current financial position facing the Council, with a total projected outturn pressure on the revenue budget at year end 2020/21 of £2.796m, comprising of a non-COVID underspend of £294,000 against the revenue budget, and £3.090m relating to COVID-19 pressures. This is a reduction to the total projected outturn pressure from the £4.405m reported at Quarter Two. The overspend in 2020/21 will be covered by the General Fund Reserve, as approved by Council on 2 September 2020.

54. The Council's spending with local businesses reduced below target in Quarter Three to 31% of overall expenditure, largely as a result of the ongoing pandemic. 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.
55. The number of customer transactions undertaken online during Quarter Three was 59% higher than Quarter Two at 264,000, largely as a result of new services being available online such as COVID-19 Winter Grant Application forms, and Household Waste Recycling Centre bookings. Numbers to date are cumulatively 41% over the target for the year to date.

Making sure our management practices compare with those of the best

56. During Quarter Three the Council's External Auditors, EY, provided their assessment of the Council to Corporate Affairs and Audit Committee. They issued an unqualified opinion on the financial statements made by the Council. The Value for Money opinion was qualified on the grounds they were 'unable to conclude that the Council had proper arrangements in place to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people within its children's social care services during 2019/20 given the significant findings raised by the Ofsted inspection published in January 2020.'
57. The Council is addressing these matters through the Children's Services Improvement Plan, as outlined within this report.

Becoming recognised as a good employer

58. Employee sickness absence increased from an average of 3.6% of working time at the end of Quarter Two to an average of 4.7% during Quarter Three, reflecting primarily the increase in COVID-19-related absence. At the same point in 2019/20 employee sickness stood at 4.2%.
59. The Council continues to support its workforce through the pandemic through the provision and effective utilisation of remote working technologies and a range of individual support initiatives, including face-to-face counselling. While under current restrictions employees must work at home wherever possible, an exceptions process is in place to allow employees access to office space in view of their household or personal circumstances, subject to a robust managerial risk assessment.
60. While disrupted by the current lockdown, planning for the eventual large-scale reoccupation of office space has continued, with building layouts being redesigned against agreed design standards.

What decisions are being asked for?

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

Why is this being recommended?

63. 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

64. Not applicable.

Impact(s) of recommended decision(s)

Legal

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

Financial

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

Policy framework

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

Equality and diversity

68. 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.
69. 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

70. In line with the Council's Risk and Opportunity Management Policy, the corporate Strategic Risk Register (SRR) was reviewed in the quarter.
71. At Quarter Three 2020/21, the total number of risks on the SRR remained at 35 (23 red, 11 Amber and one green) but with some movement. The SRR is summarised at Appendix 1.
72. Three risks have reduced to a level below the SRR threshold and will be monitored at Directorate level:

- insufficient Year 7 school places to meet demand, due to the opening of the new school at Middlesbrough College and allocation of places;
- failure of Centre Square development to provide expected returns, as lettings have advanced beyond business case assumptions; and
- failure of TeesAMP development to provided expected benefits and returns, as over 50% of the development is now let, or in contractual positions, beyond business case assumptions.

73. Three new risks were added:

- failure to achieve full reimbursement from Government for costs incurred responding to COVID-19 to date;
- the risk of business continuity being impacted by a 'No Deal' BREXIT has been closed following the UK / EU Trade and Security Agreement in December 2020, and replaced with a new risk focused on the risk of the agreement and ensuing discussions on matters including data protection adversely affecting Council operations in future; and
- corporate procurement policies not being adhered to – a risk that was identified as part of work to strengthen risk recording within the Finance directorate, rather than because of a new, emerging risk.

74. The severity of five existing strategic risks reduced during Quarter Three:

- external factors (e.g. Brexit, COVID-19) impacting Middlesbrough's economy *reduced* as a late trade deal was agreed with the EU at the end of 2020, which has improved the circumstances for mitigated trade disruption and the depth of any future economic shock;
- inaccurate MTFP resulting in funding gap requiring further savings has *reduced* as more certainty for 2021/22 following the provisional Local Government Finance Settlement;
- the risk of a terrorist incident (reflects National Threat Level) has *reduced* in the short term due to a reduction in the likelihood of large gatherings occurring;
- limited or no partnership involvement due to COVID-19 with the Children's Service Safeguarding Improvement Plan has *reduced* as partners now involved via Strategic Board, supported by Children's Trust, and COVID planning incorporates partners; and
- poor skills profile of school leavers has *reduced* as NEET figures remain low for Middlesbrough, and strong links between CLC / Middlesbrough College and schools to ensure avoidance of NEET.

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 Three 2020/21

Background papers

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
18/8/20	Executive	Strategic Plan 2020-23 – Progress at Quarter One 2020/21
24/11/20	Executive	Strategic Plan 2020-23 – Progress at Quarter Two 2020/21

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

The table below sets out high and medium risks to the achievement of the Council's strategic priorities at Quarter Three 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	Likelihood	Impact	Trend
High	Failure to control expenditure within Children's Services (MFTP pressure).	Likely	Extreme	→
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 (MFTP pressure).	Possible	Extreme	→
High	Insufficient funding to meet increased expenditure that might be incurred from increased demand as a result of COVID-19 (MFTP pressure).	Possible	Extreme	→
High	Failure to adapt service delivery to COVID-19 Secure guidelines.	Possible	Extreme	→
High	External factors (e.g. Brexit, COVID-19) impacting Middlesbrough's economy.	Likely	Major	↓
High	Retail market distress impacting Middlesbrough town centre.	Likely	Major	→
High	Breach of data rights due to untimely response to information requests.	Likely	Major	→
High	High residential voids / low sale values within Middlesbrough.	Likely	Major	→
High	Inadequate safeguarding practices lead to children and young people being at risk.	Likely	Major	→
High	UK / EU Trade and Security Deal adversely affecting Council operations.	Possible	Major	NEW
High	Historical investigations requiring changes to social work practice.	Possible	Major	→
High	Inaccurate MFTP resulting in funding gap requiring further savings.	Possible	Major	↓
High	Partners' funding position impacting the Council (MFTP pressure).	Possible	Major	→
High	Children impacted by social care transformation.	Possible	Major	→
High	New historic child abuse claims.	Possible	Major	→
High	Failure to maintain adequate corporate governance.	Possible	Major	→
High	Failure to align operations and culture within strategic objectives.	Possible	Major	→

Risk Level	Risk	Likelihood	Impact	Trend
High	Decline in new housebuilding impact on Council income.	Possible	Major	→
High	Failure to adequately plan for new COVID-19 wave or subsequent pandemics.	Unlikely	Extreme	→
High	Failure to comply with statutory duties.	Unlikely	Extreme	→
High	Terrorist incident (reflects National Threat Level).	Rare	Extreme	↓
High	Failure to adhere to corporate procurement policies.	Likely	Moderate	NEW
High	Disruption from national / local elections.	Likely	Moderate	→
Medium	Failure to develop effective partnerships.	Unlikely	Major	→
Medium	Data protection law breach – failure of staff to complete training.	Unlikely	Major	→
Medium	National Waste Review (MTFP pressure).	Unlikely	Major	→
Medium	Future waste disposal contract costs (MTFP pressure).	Unlikely	Major	→
Medium	Reduction in frontline policing impacting on crime / community resilience.	Possible	Moderate	→
Medium	Failure to recruit and / or retain key staff.	Possible	Moderate	→
Medium	Limited or no partnership involvement due to COVID-19 with the Children's Service Safeguarding Improvement Plan.	Possible	Moderate	↓
Medium	Poor skills profile of school leavers.	Unlikely	Moderate	↓
Medium	Inward migration increasing demand for services.	Unlikely	Moderate	→
Medium	Insufficient primary school places in central Middlesbrough.	Unlikely	Moderate	→
Medium	Poor quality of services provided by health partners impacting / increasing demand for Council services.	Possible	Minor	→
Low	Insufficient year 7 school places available to meet demand over the next 5 years	Unlikely	Moderate	→