

Report of:	Andy Preston - The Mayor and Lead Member for Children's Safeguarding, Adult Social Care and Public Protection Tony Parkinson - Chief Executive
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Submitted to:	Overview & Scrutiny Board - 29 June 2021
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Subject:	Strategic Plan 2020-23 - Progress at Year-End 2020/21
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Summary

Proposed decision(s)

- That the Overview & Scrutiny Board notes progress in implementing the Council's Strategic Plan 2020-23 at Year-End 2020/21 and the ongoing impact of COVID-19.
- That the Overview & Scrutiny Board notes the changes and amendments to the COVID-19 Recovery Action Plans following Lockdown 3 (Appendix 1).
- That in light of the position outlined in the report, the Overview & Scrutiny Board notes the Council's updated Strategic Risk Register at Appendix 2.
- That the Overview & Scrutiny Board notes that future quarterly updates will report progress on the revised Strategic Plan for 2021-24, approved by Council on 24 February 2021, and that COVID-19 Recovery activity will be subsumed with the workplan underpinning the revised Strategic Plan, approved by the Executive on 27 May 2021.

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
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 Overview & Scrutiny Board of progress against the 2020-23 Strategic Plan and COVID-19 Recovery Plan, and outlines strategic risks at Year-End 2020/21.
2. The Council refreshed its Strategic Plan during Quarter Four for the 2021-24 period to ensure that it remained current and reflective of major developments in the past year, in particular COVID-19 and the ongoing impact of Britain's exit from the European Union.
3. This therefore will be last progress update on the 2020-23 plan, with future quarterly reports updating on progress against the new plan for 2021-24.

Why does this report require a member decision?

4. This report provides the necessary information to enable the Overview & Scrutiny Board to discharge its scrutiny 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.
5. The 2020/21 financial outturns are presented separately to this meeting of the Overview & Scrutiny Board, and so not repeated here. Where performance has had a significant impact on finances this is highlighted in both reports.

Report Background

COVID-19 Recovery Plan update

6. At its meeting of 24 November 2020, Executive approved the Council's revised approach to COVID-19 Recovery and noted the updated Recovery metrics and measures, as a result of nationally imposed restrictions and the resulting impact on the local approach to Recovery.
7. Also agreed was the delegation of approval for minor amendments to in-quarter timescales against Recovery metrics and measure timescales via the Recovery Group, with any significant variation to approach or deliverables, to be reported to and seek approval via the quarterly Strategic Plan progress reports to Executive.
8. Following this approval, work was undertaken to ensure revised metrics were reflective of the longer-term considerations for Recovery. As such, 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 in the coming quarter, until the impact of national lockdown upon Middlesbrough was fully understood, at which point Recovery approaches and priorities will be revisited / revised, where appropriate and brought back to Executive for approval as part of the Year-End Strategic Plan progress report, as advised at its meeting of 16 February 2021.

9. The current overall Red RAG status of the plan reflects the previously approved pause in Recovery activities and the impact of Lockdown 3 and subsequent focus on related exit activities.

Strategic Plan aim	Recovery workstream	Headline actions	RAG			Current Q4 RAG	Proposed change control RAG
			G	A	R		
People	Health and Wellbeing	3	3	0	0	G	G
	Children's Care	3	0	0	3	R	G
	Adult Social Care	4	3	1	0	A	G
	Education and Skills	3	2	1	0	G	G
Place	Environment and Infrastructure	3	2	0	1	R	G
	Business, Economy and Town Centre	5	4	1	0	G	G
Business	Council Services and Priorities	4	1	2	0	R	G
	Total	25	15	3	7	R	G

10. As such and following an assurance exercise against existing Recovery plans, a summary of proposed changes and amends are included at Appendix Two, which will see the overall Recovery RAG status shift to Green.
11. As one of the nine strategic priorities, going forward all associated Recovery works and activities will be subsumed within the Strategic Plan 2021-24 workplan approved by the Executive on 27 May 2021, and subject to the same governance process, with progress reported via quarterly Strategic Plan update reports to Executive and Overview and Scrutiny Board. As such as further update on progress will be included as part of the Quarter One Strategic Plan 2021-24 progress report and quarterly thereafter.

Progress against strategic priorities at Year-End 2020/21

12. The following paragraphs set out in brief the key headlines at year-end relating to the Council's 2020-23 strategic priorities, including where available current estimates of the impact of COVID-19 and future plans.

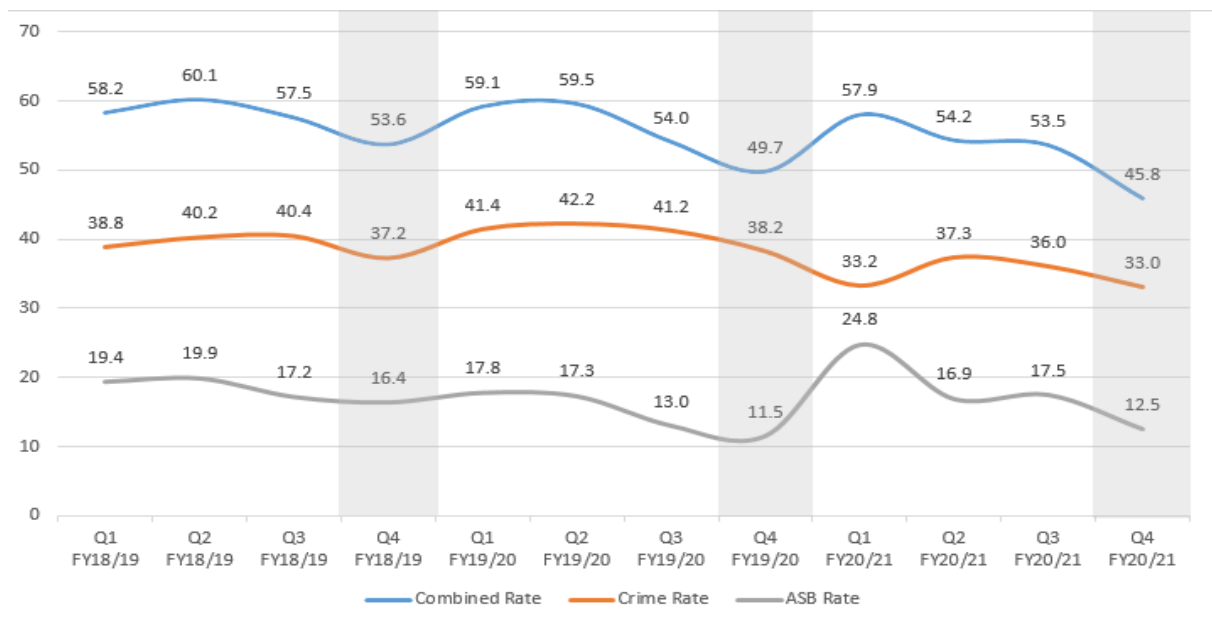


People

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 46.2 incidents per 1,000, the combined recorded crime and ASB measure in Middlesbrough showed a 14% decrease at the end of Quarter Four 2020/21 from the end Quarter Three.
15. The rate at Quarter Four was also 7% below the rate for the same period in 2019/20, and 14% 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 from Christmas at the end of Quarter Three, and throughout Quarter Four.



16. Six wards demonstrated an increased combined rate at Year-End, primarily driven by an increase in ASB, though for Kader and Marton East Crime is the key driver:
- Kader increased by 39% / 36 incidents (following a reduction of 13% / 13 incidents in the previous quarter);
 - Marton East increased by 23% / 25 incidents (following a reduction of 8% / 10 incidents in the previous quarter);
 - Acklam increased by 17% / 19 incidents (following a reduction of 4% / 4 incidents in the previous quarter);
 - Trimdon increased by 15% / 12 incidents (following a reduction of 29% / 34 incidents in the previous quarter);
 - Brambles and Thorntree increased by 11% / 45 incidents (following a reduction of 27% / 162 incidents in the previous quarter); and
 - Ayresome increased by 4% / 8 incidents (following a reduction of 21% / 53 incidents in the previous quarter).
17. 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 1,281 warnings and 303 Fixed Penalty Notices in total during 2020/21. January and February 2021 saw a crackdown on properties involved in drug dealing in Newport ward.
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 needs launched in April 2021 and will seek to address these issues by improving outcomes for people with complex, multiple needs.

Ensuring Middlesbrough has the very best schools (Mayoral priority)

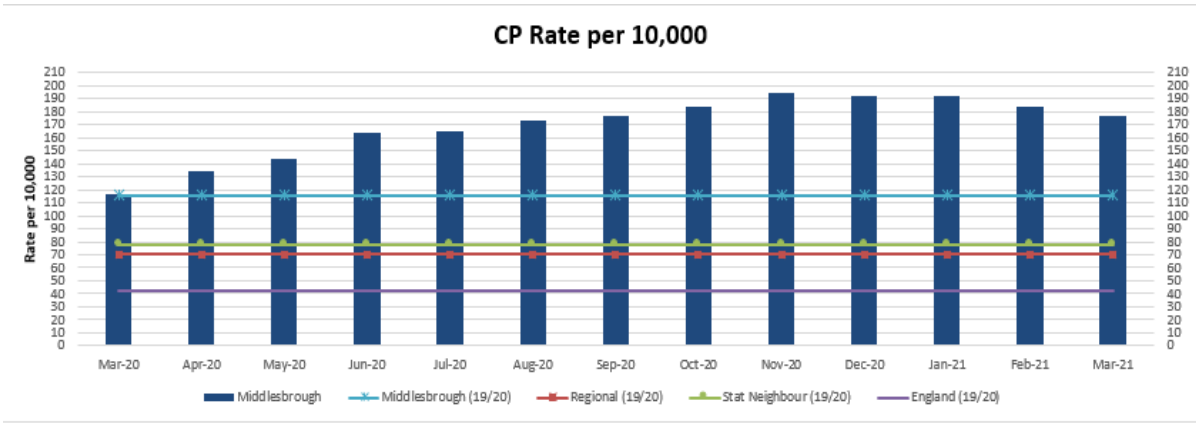
19. The DfE has announced that exams in 2021 will not go ahead as normal due to the ongoing pandemic. As in 2019/20, GCSEs, AS and A Levels will be awarded grades based on teacher assessment.
20. Outwood Academy Riverside, Middlesbrough's first new secondary school in a generation, moved into its temporary base at Russell Street during February 2021. Work on the school's permanent campus next to Middlesbrough College is due to start early next year, and it is now expected to open its doors in early 2024.
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.
22. During Quarter Four Middlesbrough pledged to be the first town or city in the UK to ensure every child will have access to an internet device to support their education. The Council will spend £350,000 on laptops and tablets to support more than 1,000 children.

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

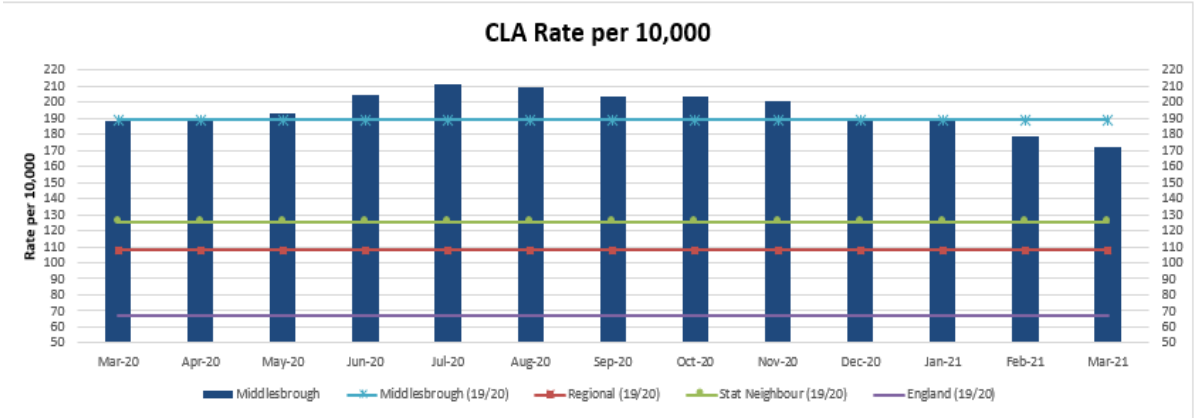
23. In Quarter Four Middlesbrough was named a "Tree City of the World" by The Arbor Day Foundation and the Food and Agriculture Organisation of the United Nations in recognition of its commitment to urban forestry.
24. Household recycling is reported in arrears so the Year-End 2020/21 result will be reported at Quarter One 2021/22.

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

25. The Child Protection (CP) Plan rate decreased from 192.1 per 10,000 at Quarter Three to 176.9 at Year-End, while the rate of children looked after (CLA) by the Council decreased from 190.6 per 10,000 at Quarter Three to 171.7 (as shown in the graphs below). While the decrease in the rate of both CP and CLA within Middlesbrough is positive, and CLA has fallen below our rate at the end of March 2020, both rates continue to be the highest in the North East when compared to latest published figures.



	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Middlesbrough's No. of CPP	382	440	471	536	542	567	580	601	637	630	629	602	580
Middlesbrough's Rate of CPP	116.5	134.2	143.6	163.4	165.3	172.9	176.9	183.3	194.2	192.1	191.8	183.6	176.9



	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Middlesbrough's No. of CLA	618	623	634	670	692	687	669	667	657	625	617	585	563
Middlesbrough's Rate of CLA	188.4	190.0	193.3	204.3	211.0	209.5	204.0	203.4	200.3	190.6	188.1	178.4	171.7

26. Despite the decreasing rates in CP and CLA demand for statutory services remains high in Middlesbrough. Given local issues of deprivation, the low quality of housing in some wards and the high levels of substance misuse, domestic abuse and mental health issues across the town, there will be a higher level of need for statutory services compared to some parts of the Country.
27. Benchmarking tools are being used to help understand where Middlesbrough compares to other authorities, and a forecasting model has been developed to help understand Middlesbrough's 'steady state' i.e. at what point it can be said, with all of the above factors in mind, the number of children who would be expected to be seen in Children's social care.
28. Middlesbrough still has more cases in social care compared with overall early help numbers, internally and across the partnership. However, as part of ongoing improvement work, thresholds have been realigned and the continuum of need is reflecting the realignment of demand in line with service targets i.e. more children are being worked at an earlier stage in early help and less children at a Child Protection and Looked After threshold.
29. Key compliance performance figures continue to improve, with good performance on indicators such as such as contact to referral in 24 hours being maintained, and during in March 2021 visits, supervisions and assessment timescales reached the highest performance in the past 12 months.

30. Incremental target setting has been successful in the Children's Care Directorate's performance clinic. Average caseloads are reducing slightly, and audit compliance has reached 100% in early help and 80% in social care – the highest performance to date. At the end of Quarter Four, 78% of audits were graded as Requires Improvement or better (the targeted level of performance) with 22% Inadequate.

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 is 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. Community capacity building has been a key element of the Council's 'combination prevention' approach to minimising the spread of COVID-19 infection and the impact of any outbreaks within Middlesbrough.
34. In line with this, a grants programme has been implemented to enable grass roots organisations to support vulnerable people, with £366,000 provided to in 24 local organisations and a further £195,000 allocated to mental health and isolation support.
35. In addition, a community champions model has been established, with 41 community champions recruited covering a range of targeted groups, and a citizen-led approach to local communications adopted, with 21 grants of up to £5,000 issued to develop tailored messaging around testing, self-isolation and vaccination for targeted groups.
36. The Council is continuing to provide support to the health and social care sectors. During Quarter Three it 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.
37. In addition, during Quarter Four it co-ordinated vaccine access to social care front line staff within the Council and the wider sector, and assisting services in their

roadmap planning for recovery. As at 18 May 2021, 54% of Middlesbrough's adult population had received at least one vaccination, with 34% of the total population being fully vaccinated according to Public Health England data.

Working with local communities to redevelop Middlesbrough's disadvantaged estates

38. 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, with weekly officer meetings also underway.
39. 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 ward linked to 'safer streets' and this is having positive impacts on the area.



Place

Transforming our town centre (Mayoral priority)

40. Town centre footfall decreased by 57% in Quarter Four from Quarter Three (from 2,311,000 to 998,760), driven by Lockdown 3. 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, though the easing of lockdown and the re-opening of premises will see performance improve from Quarter One 2021/22.

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

41. 137 new houses were completed during Quarter Four, increasing performance from 35% to 37.1% of the overall Investment Prospectus target.
42. Middlesbrough's £14.1 million allocation from the Future High Streets Fund will help to boost the town's population and create a regional leisure hub. The Council's bid envisaged 650 new town centre homes for around 1,500 residents, with retail space converted to ensure the town has the right mix to attract footfall and spending. Investment will also be channelled to key projects including the old Town Hall, the Captain Cook pub, the new Southlands Centre and Captain Cook Square.

Making Middlesbrough look and feel amazing (Mayoral priority)

43. Street cleanliness improved significantly during 2020/21 with the proportion of sites inspected classed as acceptable increasing to 93%, up from 88.5% in the previous year.

Implementing our cultural strategy

44. The Council's performance venues remained closed in Quarter Four in line with COVID-19 restrictions, however following the Government's announcement of a roadmap back to recovery plans are in place for reopening the Town Hall later in 2021. 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

45. 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.
46. The ambitious plan will see Platform 2 extended in anticipation of the direct London service, while the redevelopment of the undercroft will restore the building's distinctive archways, along with a direct pedestrian connection from Zetland Road to the northern entrance on Bridge Street West. Meanwhile funding from Historic England is helping to restore the public realm within Middlesbrough's Historic Quarter, with Zetland Road and Exchange Square set to form one of the key gateways into the town.

Developing Middlehaven as a residential, leisure and commercial centre

47. The £2.3 million Boho 8 project – the latest element of the hugely successful Boho quarter and the first development within Middlesbrough's Digital City project – was completed in January 2021.
48. Plans to build an urban farm in an historic part of Middlesbrough were approved in Quarter Four. The farm will provide a street café and shop selling produce grown on site, and facilitate the creation of jobs for local people.



Business

Winning investment and creating jobs (Mayoral priority)

49. Commercial and housing investment in Middlesbrough remains in line with targets, with 54.8% (£342,286,853) of the overall Investment Prospectus targets achieved at the end of the quarter – up from 52.2% (£326,086,853) at the end of Quarter Three. As with previous quarters, the rate of growth remains low given the ongoing pandemic. Areas of investment during the quarter were:

- Acklam Gardens
- Bracken Grange
- Grey Towers Village
- Ladgate Woods
- Milan Grove
- Millbrook – Low Gill
- Roworth Road
- Brookfield Woods
- Brookland Park
- Ashwood Park, Hemlington
- Flats at Hutton Road
- Elderwood Park Phase 1, Hemlington
- Boho 8

50. The number of new jobs attributable to the Investment Prospectus increased to 33.3% (1,666 total jobs) of the overall Investment Prospectus target (up from 26.2% / 1,354 jobs at the end of Quarter Three), driven by the new jobs brought by companies moving into Middlesbrough Centre Square offices.
51. The overall employment rate for Middlesbrough increased slightly from 64.2% at the end of Quarter Two, to 64.4% at the end of Quarter Three. Data is released a quarter in arrears, so the impact of COVID-19 will not be fully seen in the figures as yet.
52. The rise in unemployment as a result of COVID-19 poses a significant risk to living standards – claimant count in Middlesbrough has been steadily rising since December 2020, where it was at 10%, and has increased to 10.5% at the end of Quarter Four – 3.3% higher than the regional average.
53. 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 to access jobs.

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

54. During 2020/21, the Council continued to ensure its democratic processes were accessible to the public by broadcasting all formal committee meetings. Following the cessation of regulations to enable remote committee meetings to be held, the Council reverted to in-person meetings from the end of Quarter four.
55. Over 1,225 datasets are now available on the Council's Open Data site. The site continues to be refreshed on a weekly basis with additional data added in response to request from residents, members, regulators, and others.

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

56. A Marketing and Communications Delivery Plan for 2021-23 was finalised during Quarter Four, and is now in place. The delivery plan was presented to the Corporate Management Team and the Ad-Hoc Scrutiny Panel during Quarter Four for their views.
57. Alongside priority work relating to COVID-19, the Marketing and Communications team continued to concentrate on media activity linked to the Council's strategic priorities.

Developing and delivering balanced budgets every year

58. The Council's year end revenue outturn position for 2020/21 for non-COVID-19 elements is an underspend of £355,000 assuming that proposed transfers of £438,000 of the Public Health Grant underspend to a Public Health reserves and £1,598,000 of the Adult Social Care underspend to an Adult Social Care COVID Recovery Reserve, in order to help to mitigate future costs arising from COVID-19 in these areas, are approved by Executive.
59. There has been a financial pressure due to COVID-19 of £416,000 in 2020/21. On 2 September 2020 the Council approved the use of the General Fund Reserve to fund any overspend in 2020/21, with £4.928m being transferred from the Investment Fund

Contingency Reserve to the General Fund Reserve to fund this. It is now proposed that the remaining £4.512m funding set aside for this in the General Fund is transferred to a separate Reserve to cover potential costs arising from the COVID-19 recovery in 2021/22 and future years.

60. The final 2020/21 capital budget outturn at year-end is £42.078m. An updated Investment Strategy for the period to the end of 2023/24 is presented to this meeting of the Executive.
61. The Council's spending with local businesses reduced further below target in Quarter Four to 26% 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.
62. The number of customer transactions undertaken online during Quarter Four was 12% higher than Quarter Three at 295,000, largely driven by residents booking a slot at the Household Waste Recycling Centre. Numbers for the entirety of 2020/21 are cumulatively 52% over the target for the year.

Making sure our management practices compare with those of the best

63. As previously reported, 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. However, their 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'.
64. The Council is addressing these matters through the Children's Services Improvement Plan, as outlined within this report. A progress inspection will be undertaken by OFSTED during Quarter One 2021/22 and the outcome reported to members thereafter.

Becoming recognised as a good employer

65. Employee sickness absence decreased from an average of 4.7% of working time at the end of Quarter Three to an average of 4.4% during Quarter Four. At the same point in 2019/20 lost working time stood at 4.3%.
66. 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.
67. Taking into account illness from COVID-19, the 2021/22 sickness absence figures strongly suggest enabling home working has had a positive impact on employee

health and wellbeing overall, and this will inform the Council's future working arrangements.

What decisions are being asked for?

68. That the Overview & Scrutiny Board notes progress in implementing the Council's Strategic Plan 2020-23 at Year-End 2020/21 and the ongoing impact of COVID-19.
69. That the Overview & Scrutiny Board notes the proposed changes and amendments to COVID-19 Recovery Action Plans following Lockdown 3 (Appendix 1).
70. That in light of the position outlined in the report, the Overview & Scrutiny Board notes the Council's updated Strategic Risk Register at Appendix 2.
71. That the Overview & Scrutiny Board notes that future quarterly updates will report progress on the revised Strategic Plan for 2021-24, approved by Council in February 2021, and that COVID-19 Recovery activity will be subsumed with the workplan underpinning the revised Strategic Plan, approved by the Executive on 27 May 2021.

Why is this being recommended?

72. 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

73. Not applicable.

Impact(s) of recommended decision(s)

Legal

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

Financial

75. 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 / Final Outturn Position at Year-End 2020/21 report considered by the Overview & Scrutiny at this meeting.

Policy framework

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

Equality and diversity

77. 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.

78. 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

79. In line with the Council's Risk and Opportunity Management Policy, the corporate Strategic Risk Register (SRR) was reviewed in the quarter.

80. At Year-End 2020/21, the total number of risks on the SRR remained at 35 (19 red, 15 Amber and one green) with some movement. The SRR is summarised at Appendix 2.

81. One risk has been closed completely:

- Partners' funding issues impacting on joint services – this risk was closed as the context has changed significantly in light of ICS development and NHS restructuring.

82. One new risk was added to the SRR during Quarter Four:

- Failure of Boho X to deliver anticipated benefits and financial returns to Middlesbrough – the inclusion of this risk reflects the continuation of existing good practice in individually assessing and reporting the risks around large scale investment projects, with the current scoring reflecting the early stage of the project. The project is progressing well (planning permission is in place and a start on site is programmed for this autumn) and it is being managed through the formal, established processes. The impact of external factors on the project such as volatile construction pricing, third party performance and the attraction of appropriate tenants do however influence the risk profile, and need managing closely.

83. The severity of two existing strategic risks increased during Quarter Four:

- future contract costs for waste disposal are likely to rise significantly in the longer term, impacting on future MTFPs; and
- there is some risk around the sufficiency of Year 7 school places in the medium-term.

84. The latter risk was scored upwards to reflect initial notification from the Department for Education (DfE) of a potential delay in the scheduled completion of Outwood Academy Riverside, which the DfE has advised may now be January 2024, rather than summer 2023 as originally planned. This potential delay could result in a shortfall in school places for the September 2023 intake. However, the Council is working with DfE to mitigate any delay and plan for any extra spaces that may be required.

85. There is no potential shortfall in places for September 2021 and the potential shortfall in places for September 2022 has been mitigated by actions undertaken by the

Council, in particular approval by the Executive on 24 May 2021 of £2.3m capital investment at Kings Academy to create 128 addition places.

86. The severity of six existing strategic risks reduced during Quarter Four:
- high residential voids in Middlesbrough and the impact of sales values on the Council;
 - impact of external factors such as exiting in the European Union and COVID-19 on local development and Middlesbrough's economy;
 - failure to adhere to corporate procurement policies;
 - failure to comply with statutory duties;
 - failure to adapt service delivery to COVID-19 Secure guidelines; and
 - failure of employees, volunteers, and others to complete data protection training in turn causing breaches of data protection legislation.
87. Strategic risks will be subject to a fundamental review during Quarter One to reflect revisions to the Council's strategic priorities outlined in the Strategic Plan 2021-24.

Actions to be taken to implement the decision(s)

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

Appendices

- 1 Summary of proposed changes and amendments to Recovery Action Plans
- 2 Summary Strategic Risk Register at Year-End 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
16/06/20	Executive	COVID-19: the Council's response and Recovery Plan
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
24/11/20	Executive	Revised approach to COVID19 Recovery
16/02/21	Executive	Strategic Plan 2020-23 – Progress at Quarter Three 2020/21

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Appendix 1: Summary of proposed changes and amendments to Recovery Action Plans

Recovery workstream	Action	Milestone ref.	Change required / proposed	Decision maker
Business, Economy and Town Centre	Increase town centre commercial property occupancy rates to 85% (69.7%) of pre-COVID levels	BE02.02: Undertake survey to identify occupancy % levels	End date to slip from April to May 2021	Chief Executive In-quarter movement
Environment and Infrastructure	Undertake a review of the longer-term effects / impact of COVID on community cohesion	EI01.01: Undertake survey to understand COVID19 related impact on community cohesion EI01.02: Produce action plan based on survey to Executive to inform further Recovery approach EI01.03: Establish monitoring arrangements to undertake activity to address / mitigate impact on community cohesion	End date slippage from June to September 2021 Date slippage from June - August 2021 to September - November 2021 Date slippage from September - October 2021 to November 2021 - January 2022	Executive Outside of in-quarter movement
Health and Wellbeing	Co-produce and deliver a Middlesbrough Health and Wellbeing Recovery Plan to address the impact of COVID-19 on health inequalities and relative targeted support by August 2023	HW02.01: Work with key partners to confirm delivery arrangements and associated plans for key areas of focus identified within the overarching Middlesbrough Health and Wellbeing Recovery Plan, to establish deliverables / outcomes	End date slippage from March to May 2021	Executive Outside of in-quarter movement
Adult Social Care	Develop and maintain appropriate support provision for informal carers, by June 2021	AS04.02: Delivery of training package for assessors AS04.03: Review and audit impact of training delivered AS04.04: Practice audit of carer needs to undertake review of carer support services	Action title references June 2021 and milestones to be amended accordingly: End date slippage from January to May 2021 End date slippage from February to June 2021 End date slippage from June to July 2021	Executive Outside of in-quarter movement
Education and Skills	Support all Middlesbrough schools following spikes / outbreaks, ensuring all vulnerable children have continued access to education by December 2021	ES02.06: Develop effective and accessible holiday enrichment activity in both the Easter and Summer school holiday periods ES02.07: Implement the Vulnerable Children's Attendance Project to contribute to improved school attendance of the most vulnerable children	2 new milestones added to reference learning / impact of lockdowns.	Chief Executive
Education and Skills	Provide opportunities and training to support people to move in to work and further training by March 2022	ES03.04: Secure Adult Learning Funding for the academic year 21/22 to deliver adult education and training for Middlesbrough residents	New milestone added to reference learning / impact of lockdowns.	Chief Executive

Recovery workstream	Action	Milestone ref.	Change required / proposed	Decision maker
Children's Care	Increase the number of early interventions where domestic abuse is factor, in response to the upsurge in rates of domestic abuse, as a result of COVID-19	CC01.01: Through analysis of the drivers for demand impacted by COVID 19, create a baseline, forecast model and targets to increase early interventions in relation to domestic abuse. CC01.02: Through development and implementation of the Early Help and Prevention Strategy, support a targeted offer for more families impacted by domestic abuse prior to risk escalation, including development of the referral pathway and training for partners.	End date slippage on both from March to September 2021	Executive Outside of in-quarter movement
Children's Care	Increase Early Help assessments across Newport and North Ormesby to mitigate increased levels of deprivation, unemployment and crime in Newport and North Ormesby as a result of COVID-19	CC02.03: Establish plan and approach to increase the proportion of Early Help assessments in Newport and North Ormesby to 6% with a view to mitigate impact of COVID-19. CC02.04: Establish a monitoring process to track early help assessments within Newport and North Ormesby to analyse effectiveness of early intervention	End date slippage on both from February to July 2021	Executive Outside of in-quarter movement
Children's Care	Resume service plans impacted by COVID-19 to support children in remaining with their families e.g. futures for families and family group conferencing	CC04.02: Review and ensure alternative ways of delivery are in place to support the delivery of family group conferencing	End date slippage from March to September 2021	Executive Outside of in-quarter movement
Council Services and Priorities	Agree a revised approach to community engagement through agreement of a 'Middlesbrough Community approach' by March 2021	All	Action monitored within SP workplan. Seeking approval to remove entirely.	Executive
Council Services and Priorities	To effectively enable all staff to work from the office environment for a proportion of time, by March 2021	All	Action monitored within SP workplan. Seeking approval to remove entirely.	Executive

Recovery workstream	Action	Milestone ref.	Change required / proposed	Decision maker
Council Services and Priorities	Key Council plans (MFTP, Strategic Plan, Business Continuity, Operations Strategy, etc.) will reflect the impact of COVID, to support Recovery / new normal, by December 2020	CS04.03: Review organisational needs in relation to plans for Customer, Digital, ICT, Communications, Accommodation and service delivery models, ensuring they support the new normal for agile working, post-COVID	Action title references December 2020 / mid-Lockdown 2 and 3. End date slippage from March to June 2021.	Executive Outside of in-quarter movement

Appendix 2: Summary Strategic Risk Register at Year-End 2020/21

The table below sets out high and medium risks to the achievement of the Council's strategic priorities at Year-End 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	Retail market distress impacting Middlesbrough town centre.	Likely	Major	→
High	Breach of data rights due to untimely response to information requests.	Likely	Major	→
High	Inadequate safeguarding practices lead to children and young people being at risk.	Likely	Major	→
High	Failure of Boho X to deliver anticipated benefits and financial returns.	Possible	Major	NEW
High	High residential voids / low sale values within Middlesbrough.	Possible	Major	↓
High	UK / EU Trade and Security Deal adversely affecting Council operations.	Possible	Major	→
High	Historical investigations requiring changes to social work practice.	Possible	Major	→
High	Inaccurate MFTP resulting in funding gap requiring further savings.	Possible	Major	→
High	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	→
High	Decline in new housebuilding impact on Council income.	Possible	Major	→
High	External factors (e.g. Brexit, COVID-19) impacting Middlesbrough's economy.	Possible	Major	↓

Risk Level	Risk	Likelihood	Impact	Trend
High	Failure to adequately plan for new COVID-19 wave or subsequent pandemics.	Unlikely	Extreme	→
High	Disruption from national / local elections.	Likely	Moderate	→
Medium	Future waste disposal contract costs (MTFP pressure).	Possible	Major	↑
Medium	Insufficient year 7 school places available to meet demand over the next 5 years	Possible	Major	↑
Medium	Failure to develop effective partnerships.	Unlikely	Major	→
Medium	National Waste Review (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	Failure to adhere to corporate procurement policies.	Possible	Moderate	↓
Medium	Terrorist incident (reflects National Threat Level).	Rare	Extreme	→
Medium	Failure to comply with statutory duties.	Rare	Extreme	↓
Medium	Failure to adapt service delivery to COVID-19 Secure guidelines.	Rare	Extreme	↓
Medium	Poor skills profile of school leavers.	Unlikely	Moderate	→
Medium	Inward migration increasing demand for services.	Unlikely	Moderate	→
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	Data protection law breach – failure of staff to complete training.	Rare	Major	↓