



**CORPORATE RESOURCES & GOVERNANCE  
SCRUTINY & IMPROVEMENT COMMITTEE  
WEDNESDAY, 14 DECEMBER 2022 AT 10.00 AM  
CIVIC CENTRE, RIDLEY STREET, REDCAR, TS10 1TD**

**CONTACT**  
David Boville  
01642 444617  
5 December 2022

**CIRCULATION**

Councillors C Massey (Chair), S Jeffrey (Vice-Chair), C Brady, A Brown, J Craig, G Cutler, D Dowson, M Head, A Hixon, S Moody, I Nightingale, V Rider, Sandra Smith, P Thomson and A Watts  
Councillors G Nightingale and Lanigan (Cabinet Members - for information)  
All Members of the Council (for information)  
Managing Director (Head of Paid Service)  
The Press [except for Confidential item(s)]

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**A G E N D A**

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	<u>Pages</u>
1. Apologies for Absence.	
2. To confirm the Minutes of the meeting held on 2 November 2022	2 - 5
3. Declarations of Interest.	
4. Relevant Cabinet Reports.	
<b>Would Members please refer to their copy of the Cabinet Workbook for the meeting (these papers will follow).</b>	
5. Quarter 2 Performance Report.	6 - 35
6. Motion Tracker. (Verbal Update)	
7. Action List	36
8. Any items the Chair certifies as urgent.	

Wednesday, 2 November 2022

## **CORPORATE RESOURCES & GOVERNANCE SCRUTINY & IMPROVEMENT COMMITTEE**

A meeting of the Corporate Resources & Governance Scrutiny & Improvement Committee was held on Wednesday, 2 November 2022 at the Civic Centre, Ridley Street, Redcar, TS10 1TD.

**PRESENT** Councillor S Jeffrey (Vice-Chair, in the Chair),  
Councillors C Brady, J Craig, G Cutler,  
D Dowson, S Moody, I Nightingale, V Rider,  
Sandra Smith, P Thomson and A Watts.

**OFFICIALS** J Sampson, S Newton, P Winstanley, R Mitchell,  
D Boville and A Pearson.

**IN ATTENDANCE** Councillors M Lanigan and G Nightingale.

### **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors C Massey (Chair), M Head and A Hixon.

7 **TO CONFIRM THE MINUTES OF THE MEETING HELD ON 21  
SEPTEMBER 2022.**

**RESOLVED** that the Minutes of the Resources Scrutiny and Improvement Committee held on 21 September 2022 be confirmed and signed by the Chair as a correct record with the following amendments:

- Minute number 4, bullet point to be added, “A member highlighted issues in relation to the procurement exercise for Cat Nab Car Park”.
- Minute number 4, bullet point to be added, “A member stated that it was not always clear as to what the Council’s capital programme was trying to achieve and requested to view minutes of the Programme Management Group if possible”.

8 **RELEVANT CABINET REPORTS.**

### **CORPORATE PLAN IMPLEMENTATION PLAN QUARTER 2 2022/23 – PROGRESS REPORT**

The Managing Director presented an update on progress made against the actions contained within the Corporate Plan Implementation Plan, which would be considered by Cabinet on 8 November 2022.

Wednesday, 2 November 2022

As part of the ensuing discussion, the following points were made:

- Additional census data would be shared with Members as it becomes available. A link to the data would be made available on the Council's website. NOMIS was also a very useful source of more up to date information and a link would be circulated to Members.
- The Capital Programme Group had not been a part of the Council's constitutional arrangements and appeared to be a more formalised way of sharing information on the capital programme with relevant cabinet members. The Cabinet Member for Resources advised that he would look into whether there was a need for this group to be reconvened.
- Members requested that the agenda and relevant information be circulated in advance of the forthcoming Member conference on the budget.
- Members were advised that the Programme Management Group only ensured that the correct due diligence was undertaken for capital projects. The capital programme and approval for capital projects was undertaken by Cabinet.
- An update on the Equalities Framework would be provided to a future meeting of the Committee.
- Tough decisions would need to be taken on where to increase staffing capacity, particularly with the need to protect frontline jobs. Members were advised that the Corporate Peer Challenge had highlighted a need to strengthen the middle level of management within the Council that had been substantially weakened during previous budget saving exercises.
- There was a need to review the staffing, service and budget pressures on all areas of the Council.
- The public sector pay freeze had hindered the Council's ability to attract staff:-**NOTED**

9 **ANY ITEMS THE CHAIR CERTIFIES AS URGENT.**

**CORPORATE PEER CHALLENGE FEEDBACK**

The Strategic Policy Lead provided an update on the progress meeting with the Peer Challenge team that had taken place on 26 October 2022. The outcome letter from this meeting would be shared with Members when available:-**NOTED**

Wednesday, 2 November 2022

10 **MOTION TRACKER.**

The Governance Manager presented an update on the Motions that had been passed at the last meeting of the Borough Council.

As part of the ensuing discussion, the following points were made:

- The Council's motion on crustacean deaths had clearly put pressure on Government to appropriately scrutinise this issue.
- Members requested a full set of information to date on the Crustacean Mass Mortality Event.
- Members requested further information on what was being done to introduce Prohibition of Overnight Parking Orders throughout the rest of the Borough.
- There had been issues with motor homes parking overnight on South Gare. This had been raised with the South Tees Development Corporation who owned the land: **-NOTED**

11 **ACTION LIST.**

The Governance Manager presented an update on the actions arising from the last meeting of the Resources Scrutiny & Improvement Committee: **-NOTED**

## Resources Scrutiny Committee

### ATTENDANCE RECORD - 2022/23

Surname	First name	15.06.2 2	27.07.2 2	21.09.2 2	02.11.2 2	14.12.2 2	dd.mm. yy	dd.mm. yy	dd.mm. yy	dd.mm. yy	Total Meetings Attended / total possible
Massey	Chris	✓	✓	✓	Apols2						
Jeffrey	Sue	✓	✓	✓	✓						
Brown	Alec	Apols	RA1	X	X						
Dowson	Deborah	✓	✓	Apols	✓						
Head	Malcom	✓	✓	Apols1	Apols3						
Nightingale	Irene	✓	✓	Apols3	✓						
Hixon	Andrew	✓	✓	Apols3	Apols2						
Turner	Andrea	X	Apols	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Thomson	Phillip	✓	✓	✓	✓						
Wells	Billy	✓	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Smith	Sandra	✓	Apols1	✓	✓						
Cutler	Graham	Apols 1	✓	✓	✓						
Rider	Vera	✓	✓	✓	✓						
Watts	Anne	✓	✓	✓	✓						
Craig	Julie	✓	Apols2	Apols1	✓						
Moody	Shaun	n/a	n/a	X	✓						
Brady	Charlie	n/a	RA	✓	✓						
<b>Substitutes</b>											
Brook	Adam		✓								
Cook	Carrie		✓								

Page 5

Key	
✓	Attended
RA	Apologies Submitted (replacement attended)
Apols	Apologies Submitted (no replacement)
X	Did Not Attend (no apologies received)
C	Cancelled Meeting
n/a	Not a Member

Reason for Absence (NB Full details may not be provided for reasons of confidentiality)	
1	Personal Commitment
2	Work Commitment
3	Illness/Medical
4	Conflicting Council Commitment
5	Other
6	Civic Duties

# RESOURCES DIRECTORATE PERFORMANCE UPDATE



Page 6

**Performance Improvement Board – 1<sup>st</sup> December 2022.**

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Agenda Item 5

## What will we cover

Corporate Plan/ Peer Challenge Update

Directorate Overview / Discussion

Financial Services

Governance Services

What we will  
cover:

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# DELIVERY OF CORPORATE PLAN & PEER CHALLENGE ACTIONS





# Corporate Plan – Actions due to be delivered by quarter 2



## Priority – Investing for the Long Term

**Action** - Apply the Equalities Framework for Local Government within the Council to ascertain a benchmark in relation to equality, diversity and inclusion (EDI) and a subsequent action plan for improvement.

**Update** – Through the staff equality group an initial self-assessment has been undertaken, to see to benchmark the council’s current position. The next step is to prioritise the areas for action, with a revised set of equality objectives to be agreed through Members to reflect this.

**Action** - Analyse the first tranche of information / data from the 2021 Census

**Update** – Action delivered. Information, inclusive of high-level population information has been considered and communicated to colleagues. An initial all-member briefing took place on 24<sup>th</sup> November. Further briefings to be delivered or information shared as appropriate.

# Corporate Peer Challenge Actions due quarter 2/3



Action	Status	
Review existing governance and gatekeeping arrangements for capital spend.	Programme Management Group which is made up of key officers from across the council perform this constant review process, challenging and appraising the business cases of our capital schemes from inception through to post completion review; thereby helping Cabinet to make informed decisions on individual projects along the way. The current challenges have reinforced the need	✓
Introduce a process for additional financial forward planning with a view to develop potential savings independent of the setting of the Medium Term Financial Strategy.	The current financial challenge and uncertainty has required the team develop savings options based on multiple scenarios. These have been developed alongside Cabinet and councillors more widely as well as by senior management and staff. Such an approach could be replicated in the future.	✓
Agree a new performance management framework for the Council.	Framework agreed, getting on with implementation.	✓
Agree equality objectives for the Council following consultation and progress actions accordingly	As per previous slide.	✓
Review the organisation's structure to establish if there is a need to rebuild some corporate capacity.	New structure agreed in summer.	✓



# RESOURCES DIRECTORATE

# RESOURCES – Q2 MANAGEMENT INFORMATION



## Sickness absence

5.92 FTE  
Target 7.25



## Appraisals

78%  
Target 95%



## Health and Safety

0 Accidents  
Target 0



## Budget Position

Underspend  
£0.605m  
Target balanced



Page 12

## Customer Service

13 of 18 service  
requests answered  
on time (5 working  
days)

## Customer Service

0 of 1 Corporate  
Complaints  
answered on time  
( 20 days)

## Customer Service

80% for 22/23  
FOI Response Rate  
Resources  
( 20 days)

# What we know about the data

## Resources Directorate

**Customer Services** – The five service requests and corporate complaint which didn't meet the deadline related to Council Tax

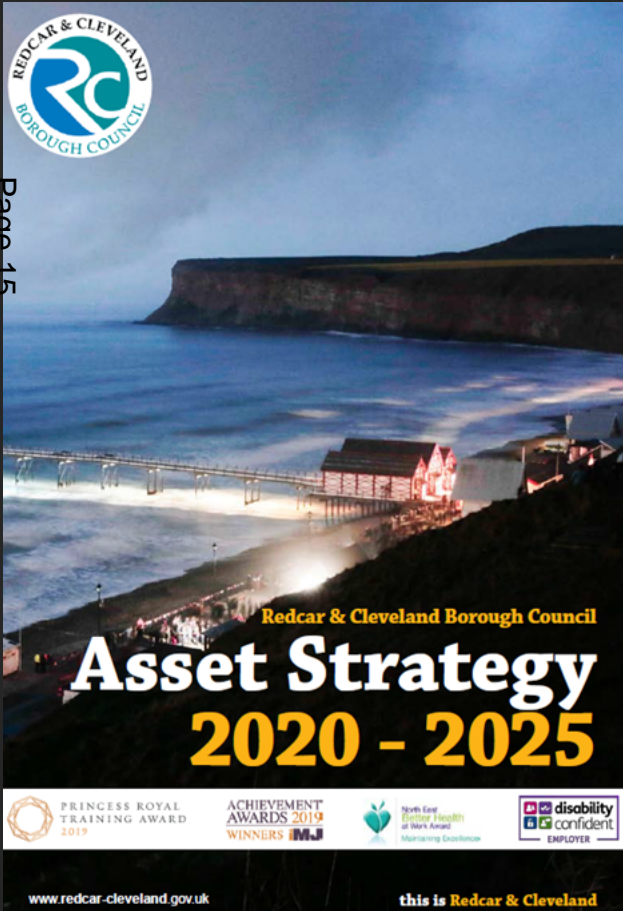
**Customer Services** - FOI response rate is an area which needs to be monitored and improved. Link to a complaint the timeliness of the council's response to a specific FOI was flagged to the Information Commissioner.

**Appraisals** – the areas with the lowest completion rates are Accountancy, Property Services and Governance and Member Services ( see later slides). 85% of Governance staff have been appraised versus 75% of Financial Services.

# FINANCIAL SERVICES OVERVIEW



# Delivery of agreed strategy

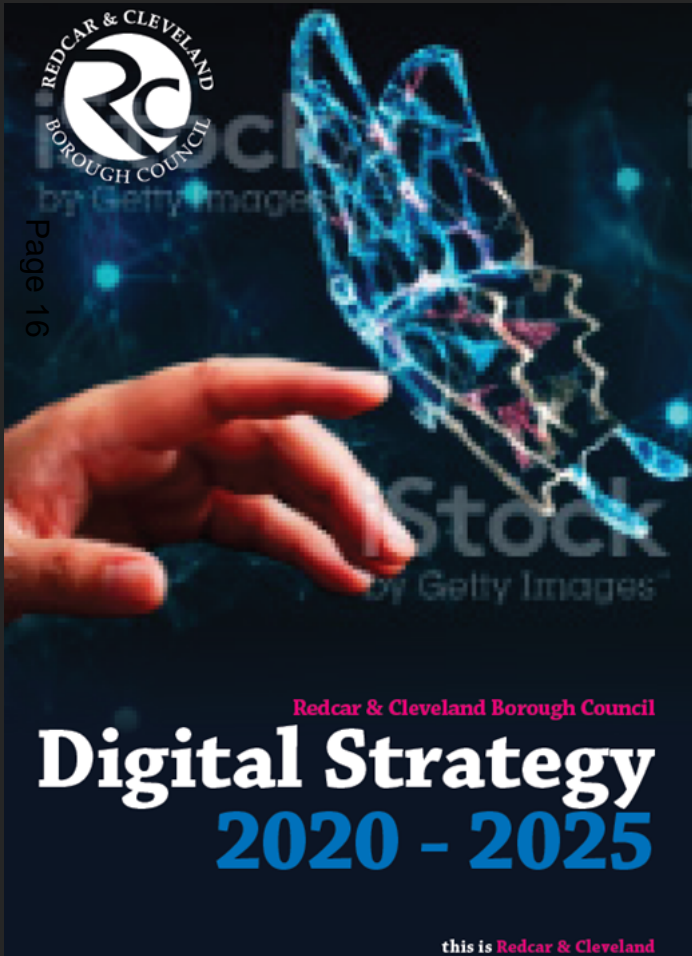


- Approaching key milestone with office accommodation. Belmont closure imminent, due to decant staff across the remaining estate.
- Plan agreed with directorates over who will go where. Liaising with government on relocation of Redcar Library to Tuned In.
- Budget proposals will likely see acceleration of the delivery of some of the strategy, move to more multi-use facilities, rationalisation of the estate. This will place demand upon the team.
- Linked to Climate Change Strategy, investing in climate and cost efficient lighting across the estate.



# Delivery of agreed strategy

- Refocussed the work of a team within the IT service to focus on digital delivery and progressing this important agenda.
- Work has progressed well with the new electronic committee management system which will streamline and digitalise processes within Democratic Services. The new system which will be integrated into the website is expected to go live early in the New Year.
- New care leavers app launched to support our young people leaving care to transition to independent living. Provided free mobile handsets.





# Current Issues/ Updates

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Page 17

- Budget challenge cuts across Financial Services. Finance Team working hard to mitigate in-year and forecast position for next year. Quarter 2 and budget proposals report highlights the extent of the challenge.
- Financial support colleagues working hard to support communities impacted by cost of living – £1.3m Household Support Fund operational. Also looking to maximise Council Tax income. Appointed additional collection agents.
- IT seeking to address issues with capacity in specialist posts, challenging environment to recruit.
- Corporate Peer Challenge follow-up session took place, validated our action plan and progress with delivery. Letter in Scrutiny papers.
- Communications – budget communications and consultation will be a significant piece of work, plan developed will require full-team effort.

# SERVICE PERFORMANCE MEASURES

Measure	Previous value	Current Performance	Target (Rag)	Target type	Direction of travel
Business Centre occupancy - October	83.84%	83.86%	80.00%	Annual	↑
Percentage of Business Rates Collected (In year) – year to date	39% (Q1)	67%	60%	Cumulative	↑
Percentage of Council Tax Collected (In year) - year to date	36% (Q1)	61%	60.00%	Cumulative	↑
Council Website - Bounce Rate when accessing a page ( Q2)	33%	36%	40%	Annual	↑
Number of social media followers – Facebook	21,000	21,000	Increase	Monthly	→
Percentage of calls handled by the IT Service Desk	97.40%	95.40%	90%	Annual	↓
Percentage of new IT jobs opened and completed in month	99.13%	98.6%	90%	Annual	→
The average number of days for processing a Housing Benefits Claims – October	10.25	9.6	25	Annual	↑
The average time to answer a revenue and benefits telephone call (in seconds) - October	208	276	60	Annual	↓

# What we know about the data

## Resources Directorate

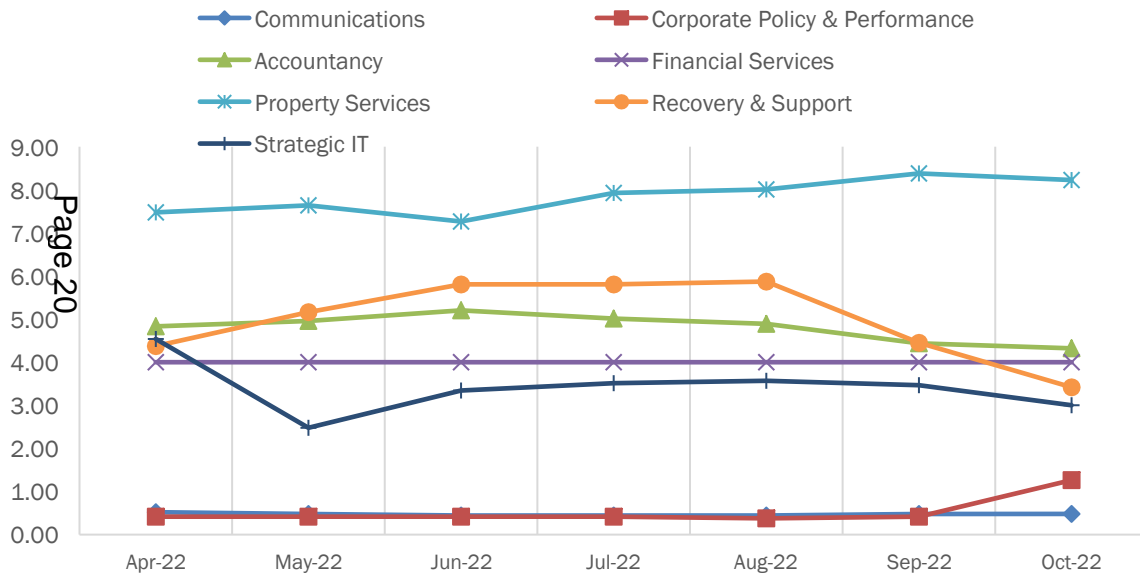
**Website Bounce Rate** – whilst slightly under target of 40% this figure is improving, it is envisaged that as people become more familiar with the new website the figure will improve further. It is to be noted that in quarter 2 there were over 236,000 visits to the website.

**The average time to answer a revenues and benefits call** – the current financial climate, inclusive of a range of financial support packages continue to generate traffic through these phone lines hence not meeting the ambitious 60 second target. It is however reassuring that 89% of callers who completed a survey after their call were satisfied.

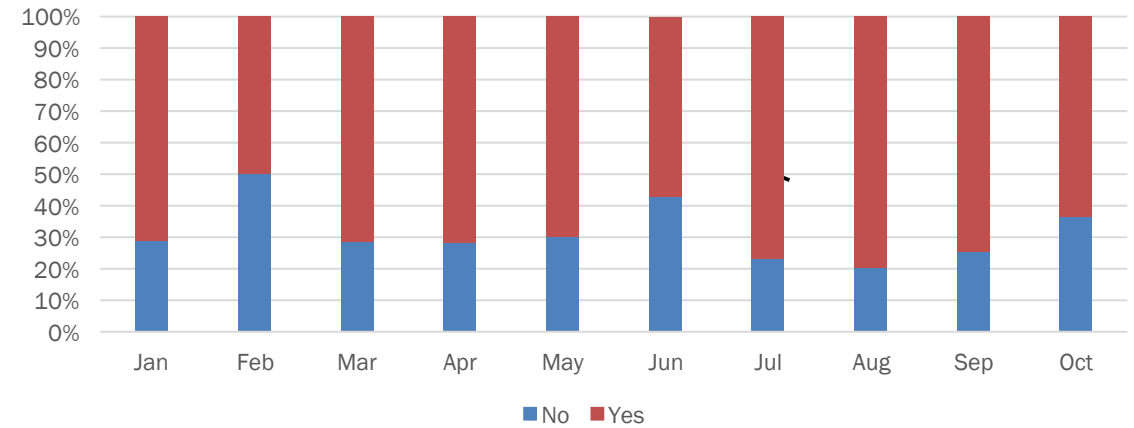
# PERFORMANCE MEASURES – MANAGEMENT INFORMATION



## SICKNESS ABSENCE



## Appraisal Completion Finance

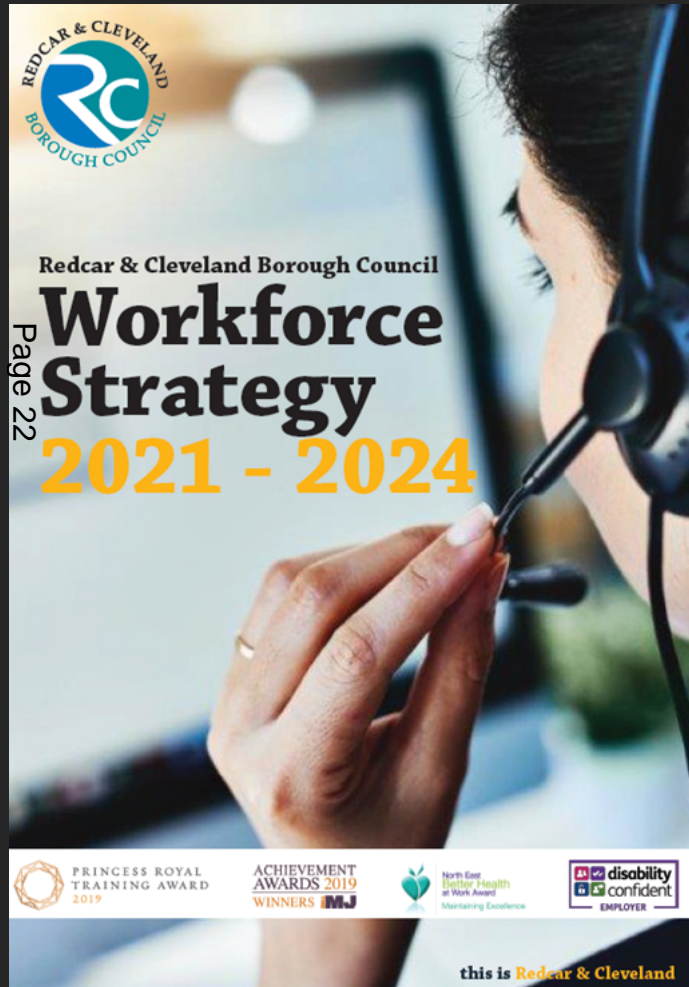


Section	Appraisal in last 12 months	
	Y	N
Accountancy	17	20
Corporate Policy & Performance	12	
Financial Services	1	
Property Services	97	27
Recovery & Support	13	3
Strategic IT	35	9
<b>Financial Services Total</b>	<b>175</b>	<b>59</b>



# GOVERNANCE SERVICES OVERVIEW

# Delivery of agreed strategy



- Kickstart Programme –funding for the scheme coming to an end, it has provided 72 young people with a placement at the Council, 47 of which went into employment, 30 at the Council. We are looking to secure money through UK Shared Prosperity Fund to continue to deliver the scheme.
- Traineeship Programme - a 12-week programme will be commence in January for 9 young people who will have placements across the organisation. Learning Curve has been appointed as the designated training provider.
- The recruitment and selection policy has been updated to offer Care Leaver applicants a guaranteed interview if they meet the minimum essential shortlisting criteria.
- Work is underway to develop an online appraisal document, integrated into Agresso, it is envisaged that this will be ready early in 2023.
- The development of a strategic Leadership programme continues with the Executive Directors and external trainers Eliesha, who are working to co-design the course content for the programme. The first phase is due to be completed shortly which will inform the programme for other staff.

# Current Issues / Updates

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- By-election taking place on 22<sup>nd</sup> December in the Normanby Ward.
- Planning for local elections 2023. Working up member development programme which will be shared with members to shape in due course.
- The Human Resources team is heavily involved in the response to the budget, supporting the delivery of service reviews. This will be a significant ask with a number of reviews to run simultaneously.

# Current Issues / Updates

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- Assistant Director – Corporate Business Support has started programme of reviews aligned to Corporate Peer Challenge. Executive Support, Information Governance and Complaints and Strategic Policy have been reviewed, with Intelligence and Systems due to be considered.
- Recruitment and retention issues are a challenge to the organisation, notwithstanding vacancy freeze, recruiting to posts in social care, building control are a particular difficulty.
- HR Team launched a rebranded staff reward and recognition scheme, inclusive of team and employee of the month awards, as nominated by colleagues. First Mayor's Thank You event held on 30<sup>th</sup> November.



# SERVICE PERFORMANCE MEASURES



Measure	Previous value	Current Performance	Target (Rag)	Target type	Direction of travel
Percentage of 18+ population registered to vote	89.7%	93.0%	95%	Annual	↑
The percentage of the controllable capital and revenue expenditure spent with suppliers from the borough	27%	28.92%	20%	Annual	↑
Percentage of appraisals completed – Directorate (October)	78.29%	76.65%	95.00%	Annual	↓
Registrars - Percentage of deaths registered within 5 days	70%	70%	90%	Annual	→
Sickness Absence Rate - Directorate (October)	5.92	5.85	7.25	Annual	↑

## What we know about the data

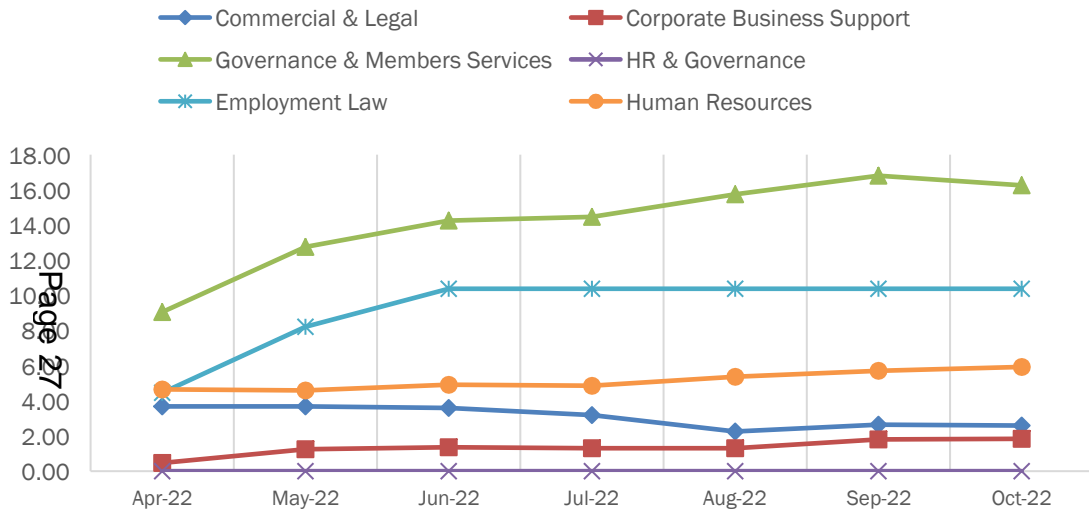
**Registrars** – work continues to improve performance in this regard, however limited service capacity combined with a death rate 14% higher than before COVID and additional registration commitments make meeting the 90% target a challenge.

It is to be noted that this is a national issue, following COVID. The Council's year to date average of 61% is above the national average of 52%

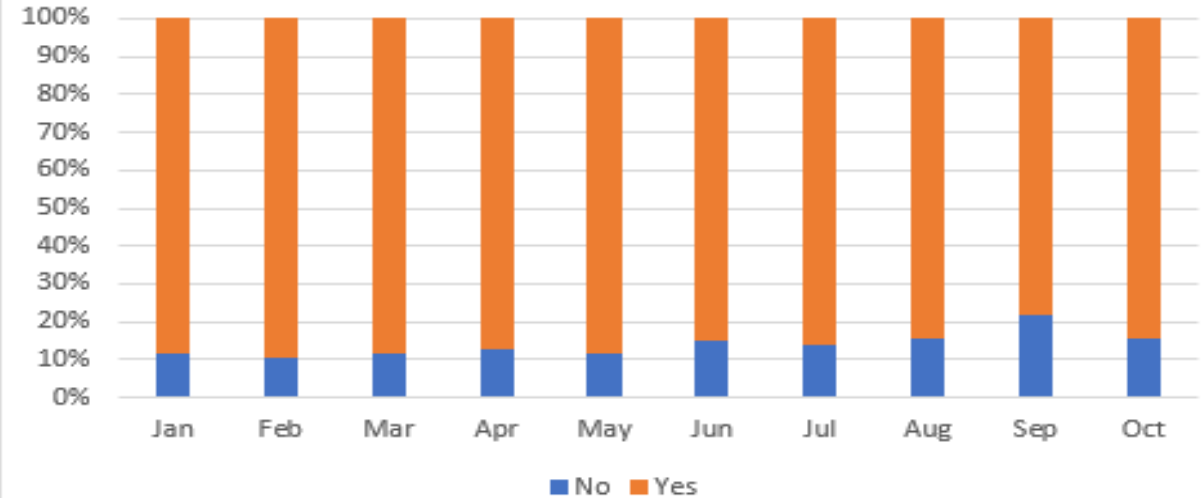
# PERFORMANCE MEASURES – MANAGEMENT INFORMATION



## SICKNESS ABSENCE



## Appraisals Governance



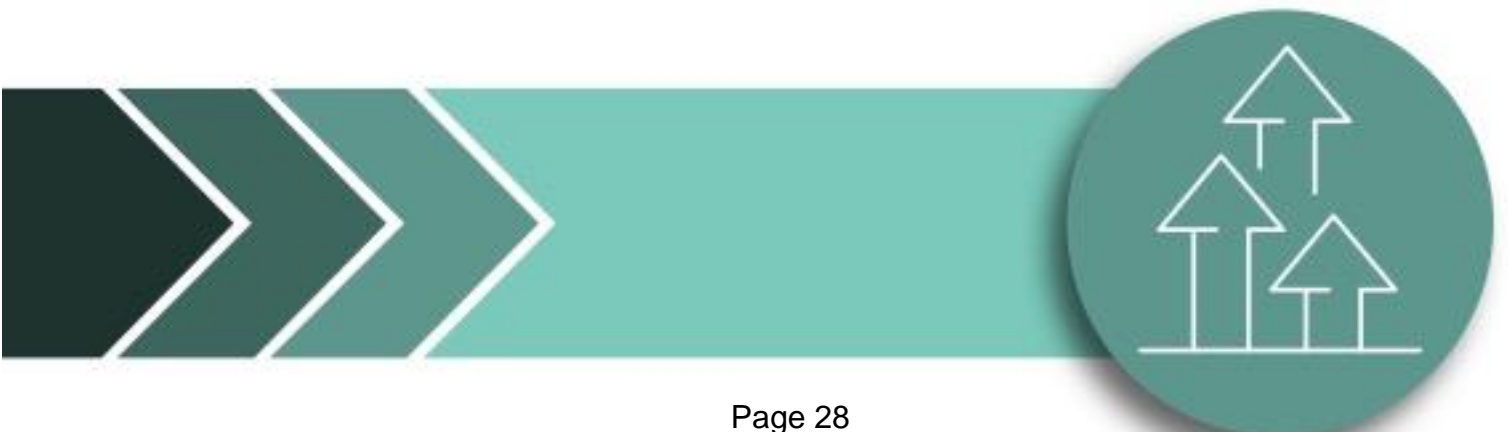
Section	Appraisal in last 12 months	
	Y	N
Commercial & Legal	22	1
Corporate Business Support	11	
Employment Law	3	
Governance & Members Services	16	5
HR & Governance	1	
Human Resources	35	2
<b>HR and Governance Total</b>	<b>88</b>	<b>8</b>


# LGA Corporate Peer Challenge – Progress Review

Redcar and Cleveland Borough  
Council

26<sup>th</sup> October 2022

Feedback





1. Introduction .....	3
2. Summary of the approach.....	3
3. Progress Review - Feedback.....	4
4. Final thoughts and next steps .....	8

## 1. Introduction

The Council undertook an LGA Corporate Peer Challenge (CPC) during 8th – 11th November 2021 and published the full report with an action plan in June 2022.

The progress review is an integral part of the Corporate Peer Challenge process. Taking place approximately six months after the council published the CPC action plan, it is designed to provide space for the council's senior leadership to:

- Update peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC's recommendations
- Consider peers' reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- Discuss any early impact or learning from the progress made to date

The LGA would like to thank Redcar and Cleveland Borough Council for their commitment to sector led improvement. This six-month review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

## 2. Summary of the approach

The progress review at Redcar and Cleveland Borough Council took place remotely on 26<sup>th</sup> October 2022.

The progress review focussed on each of the recommendations from the Corporate Peer Challenge contained in the feedback report sent to the Council on 6<sup>th</sup> January 2022.

For this progress review, the following members of the original CPC team and LGA staff were involved:

- Chief Executive Peer - **Dwayne Johnson** - (Chief Executive at Sefton Council)
- Lead Member Peer - **Mayor Dave Hodgson** - (Elected Mayor at Bedford Borough Council)
- LGA Principal Adviser – **Mark Edgell** – (Principal Adviser for East Midlands, Yorkshire & Humber and North East)

- LGA Peer Challenge Manager – **Satvinder Rana** (Senior Regional Adviser)

The peer team met virtually via MS Teams over the course of 2 hours with the following representatives from the Council:

- **John Sampson** - Managing Director
- **Councillor Mary Lanigan** - Leader of the Council
- **Patrick Rice** - Executive Director for Adults & Communities
- **Kathryn Boulton** - Executive Director for Children & Families
- **Rob Mitchell** - Strategic Policy Lead

### 3. Progress Review – Feedback

The Peer Team was heartened to see the positive way in which the Council addressed the recommendations of the Corporate Peer Challenge of 2021 and the evidence provided to show the progress being made. It would encourage the Council to pick up pace on some of the important strategic issues and start embedding the improvements being made into the culture and day-to-day operations of the organisation so that they are sustained going forward.

The Council's managerial leadership has a good firm understanding of the strategic challenges it is facing and the Peer Team was impressed with the continued strong political leadership provided by the Leader and the way she has continued to make her presence felt across the region/sub-region as well as successfully maintaining the stable ruling group arrangements.

The Council's operating environment over the next few months will be within the context of the all-out local elections in May 2023, a challenging financial position and increasing demand for services. The Peer Team was pleased to note that elected Members are at the forefront of decision making and have been fully engaged in the development of responses to the recommendations of the Corporate Peer Challenge, hence the time taken to engage Members before the Council's action plan was approved.

The Council formally agreed the Action Plan in June 2022, though many actions began to be developed and progressed as soon as the Corporate Peer Challenge

was concluded.

Specifically, the Council has made the following progress against each of the recommendations of the Corporate Peer Challenge of 2021.

### **Recommendation 1**

*Develop a compelling narrative, a shared vision, agreed priorities and regeneration & economic growth plans for Redcar and Cleveland and communicate these widely.*

The Council intends to produce a new Corporate Plan following the local elections in 2023 covering the 4-year term of the incoming Administration. It sees this as the ideal opportunity to engage with newly elected Members and key stakeholders to help develop the new narrative for the place and set out a shared vision and agreed priorities for the Council, supported by a communications campaign.

The Peer Team agree that this was a sensible approach and would encourage the Council to begin setting out the baselines for this work now, which could include a comprehensive set of needs analysis data for the area and citizens as well as early discussions with key stakeholders.

### **Recommendation 2**

*Systematically deliver and track progress against these priorities and plans to ensure they deliver real impact to local communities.*

A new Performance Management Framework to centralise the process has been developed and adopted by the Council. This sets out the arrangements for monitoring and driving the delivery of agreed priorities through plans and performance leads across Directorates. The new Performance Management Framework is being gradually rolled out across the Council to ensure buy-in from teams and for the required IT infrastructure and support to be aligned.

This is a positive development, and the Peer Team would encourage the Council to embed the new Performance Framework within the organisation as quickly as possible and ensure that Members and senior officer maintain a clear line of sight to the progress being made in the delivery of council priorities, the milestones and targets being achieved, and the resources being deployed.



### **Recommendation 3**

*Maximise the opportunities and potential of strategic partners and regional and sub-regional structures by aligning priorities.*

The Council is working on this through more joint working with strategic partners, conducting a mapping exercise of key strategies of partner organisations, taking a leadership role in regional working, and holding joint management meetings with some strategic partners. It is also considering establishing a panel with partners to drive forward and ensure challenge to inform development of the next Corporate Plan.

The Peer Team would encourage the Council to press ahead and put in place formal partner engagement arrangements to help develop the borough-wide narrative, ensure high level of understanding and buy-in to this, and to move towards aligning effort and resources to help deliver the shared ambitions for the area. The LGA can help identify areas which have successful partnership arrangements in place to assist learning.

### **Recommendation 4**

*Maximise Member and officer capacity through educational and skills development and develop a 'one council' organisational culture.*

A new Member Development programme is being developed that will have both discretionary and compulsory elements to ensure that key messages and skills are delivered to all Members. The programme will also have bespoke elements for Cabinet Members and an induction programme for new Members.

The Peer Team note that this programme will be in place ahead of the 2023 local elections so that it is ready and available to all Members post elections.

### **Recommendation 5**

*Further develop some of the necessary management processes to ensure the Council is maximising its potential and effectively deploying its capacity.*

The Council has made considerable progress in its work on equalities. It has agreed seven equalities objectives through wide consultation with partners and the voluntary and community sector, including holding a borough-wide equality, diversity and

inclusion conference. There is now a strengthened Equalities, Diversity and Inclusion (EDI) staff group in place, launched a monthly EDI communications campaign from February 2022 and has commenced the use of the LGA Equality Framework to steer the improvement journey. In addition, the Council has developed a strategic leadership programme for Corporate Directors; is putting in place a coaching and mentoring programme for senior and middle managers; has undertaken a review of the senior management team, including the appointment of a new Executive Director for Growth, Enterprise and Environment and the strengthening of the roles and capacity of senior financial managers. The Council has also strengthened the Overview and Scrutiny structure and put in place a new Member Case Management System which is making a positive impact.

The Peer Team has been impressed with the progress made on these fronts and would encourage the Council to continue making improvements, reviewing progress and celebrating successes.

#### **Recommendation 6**

*Use scenario planning when developing the Medium-Term Financial Strategy to consider the options because of uncertainties over future funding arrangements.*

The Medium-Term Financial Strategy (MTFS) has been refreshed to cover the period 2023-27. Further actions have been taken including refining planned capital investments, leveraging in additional funding, re-phrasing and re-prioritising projects, topping up reserves, and seeking additional revenue savings. In addition, the Council is now developing savings proposals for varying scenarios, pending the local government finance settlement. Members have been an integral part of these financial decisions. An initial workshop on 7th November with over 30 Members and further briefings are planned.

The future financial sustainability of councils continues to be a challenge, especially considering uncertainties over future funding arrangements, increasing demand for services, rapid inflation, and the cost-of-living crises. All these unknowns and variables will continue to present financial challenges and risks to the Council and the Peer Team would reiterate the importance of scenario and contingency planning.

#### **Recommendation 7**

*Further embed its approach to developing the capital pipeline to ensure that all*

*additions are evidence-based, fully considering the revenue (debt funding and operational) costs.*

Capital investments have been refined as part of the review of the MTFs and capital projects have been re-phrased and re-prioritised in view of the financial challenges within the Council.

Moving forward the Peer Team reemphasises the importance of ensuring all capital projects are evidence-based and that they fully take into account the revenue (debt funding and operational) costs.

## 4. Final thoughts and next steps

The LGA would like to thank Redcar and Cleveland Borough Council for undertaking an LGA CPC progress review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Mark Edgell (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA), and his contact details are:

[mark.edgell@local.gov.uk](mailto:mark.edgell@local.gov.uk) Tel: 07747 636 910.



**Satvinder Rana**  
Senior Regional Adviser

(On behalf of the peer challenge team)

## Scrutiny & Improvement Committee – Action list

Actions from 2.11.22 meeting		
Action	Officer	Update
A link to the data would be made available on the Council’s website. NOMIS was also a very useful source of more up to date information and a link would be circulated to Members.	RM	The link to NOMIS was circulated to members on 2 November 2022, and can also be found here: <a href="https://www.nomisweb.co.uk/">Labour Market Profile - Nomis - Official Census and Labour Market Statistics (nomisweb.co.uk)</a> Census data can now be found on the Council’s website here: <a href="https://www.redcar-cleveland.gov.uk/">Local statistics   Redcar and Cleveland (redcar-cleveland.gov.uk)</a>
An update on the Equalities Framework would be provided to a future meeting of the Committee.	RM	This is currently scheduled to be presented at the 8 March 2023 meeting of the Resources & Governance Scrutiny & Improvement Committee.
The outcome letter from the Corporate Peer Challenge progress meeting to be shared with Members when available.	RM	The Peer Challenge letter has been included as part of the performance update on the current agenda.
Members requested a full set of information to date on the Crustacean Mass Mortality Event.	DB	This was circulated to Members on 4 November 2022
Members requested further information on what was being done to introduce Prohibition of Overnight Parking Orders throughout the rest of the Borough.	RH	Each individual location would need to have dispensation from the Department for Transport and therefore each specific area of concern would need to be assessed on an individual basis in order to demonstrate the magnitude of any issues. A presentation on this issue will be delivered to a future meeting of the Climate & Environment Scrutiny & Improvement Committee.