

MIDDLESBROUGH COUNCIL

COUNCIL

29 MARCH 2017

STRATEGIC PLAN 2017-21

CHIEF EXECUTIVE

PURPOSE OF THE REPORT

1. The Strategic Plan is the Council's overarching business plan and forms part of the Policy Framework. The plan sets out the Council's approach to meeting the savings targets identified in the Medium-Term Financial Plan.
2. Following approval by Council of the 2017/18 Budget on 1 March 2017, this report refreshes the Council's Strategic Plan to 2020/21, incorporating its Medium-Term Financial Plan and Investment Strategy for the same period.

BACKGROUND

Purpose of the Strategic Plan

3. The Strategic Plan is the Council's overarching business plan, outlining its contribution to the Mayor's Vision for Middlesbrough in 2025 – *Fairer, Safer, Stronger* – and providing a broad overview of high-level improvement activity in the medium term, within the financial parameters outlined in its Medium-Term Financial Plan.
4. The Strategic Plan is central to the Council's corporate governance framework and is updated annually. It is also the basis of the Council's performance management framework, with progress against the plan reviewed on a quarterly basis via Balanced Scorecards and reported to Executive.

Strategic Plan to 2021

5. In November 2016, Council approved a Strategic Plan for 2016-20 focused on investment, growth and efficiency, incorporating a Medium-Term Financial Plan and Investment Strategy for the same period. Following approval of the 2017/18 Budget on 1 March 2017, which incorporated a Medium Term Financial Plan to 2020/21, the Strategic Plan can now be extended to the same horizon.
6. Specifically, the revised Strategic Plan at Appendix A:
 - clarifies how the Council's work contributes to the delivery of the Mayor's Vision for Middlesbrough in 2025 – *Fairer, Safer, Stronger*,
 - updates Directorate Delivery Plans (formerly Outcome Delivery Plans), reflecting changes to the Council's structure introduced in January 2017, and outlining

transformational and savings initiatives to meet the Council's medium-term savings gap; and

- incorporates an updated Investment Strategy that will grow the town's economic base and the Council's income streams and provide for significant investment in transformational efficiency within the organisation.

7. Executive endorsed the Strategic Plan 2017-21 at its meeting of 21 March 2017.
8. The document continues to be informed by work undertaken since the approval of the first iteration of the 2016-20 Strategic Plan in July 2016 to identify transformational efficiencies across Directorates within the following thematic areas, reflecting the Strategic Plan's focus on investment, growth and efficiency:
 - Growing our economic base;
 - Partnership and integration;
 - Online and self-serve;
 - Value for money; and
 - Return on investment.
9. It should be noted that the budget agreed by Council on 1 March 2017 was set against the Council's previous structure. Revenue and capital budgets will be set for the new structure in April 2017, and the Directorate Delivery Plans set out within the Strategic Plan updated at that time.
10. In addition, capital scheme allocations for the 2020/21 financial year are now in development, utilising the Council's Programme and Project Management Framework where appropriate, and will be presented for Council approval in the November 2017 refresh of this Strategic Plan.

Consultation

11. Priorities for 2017/18 set out in Directorate Delivery Plans are consistent with the 2017/18 Budget approved by Council on 1 March 2017, and were the subject of prior public consultation where relevant.
12. Leadership Management Team will continue to engage with Overview and Scrutiny Board and Scrutiny Panels to test proposals for change in Directorates and seek feedback. Any material changes to service provision will continue to be the subject of user and stakeholder consultation prior to member decision-making, as appropriate.

PROPOSALS

13. It is proposed that the Strategic Plan 2017-21 (at Appendix A) is approved, as the means of meeting with savings targets identified within the Council's Medium-Term Financial Plan. Approval will ensure that the Council's overarching business plan remains fit for purpose, enabling a systematic, coherent and controlled approach to addressing the Council's ongoing financial challenges over the medium-term, while maximizing its contribution to the 2025 Vision for Middlesbrough.
14. Activity set out within the Strategic Plan for 2017/18 forms part of the Council's Budget, approved by Council on 1 March 2017. The Strategic Plan will be refreshed in March annually (with a provisional refresh published in November annually alongside budget

proposals), and future financial implications will be set out clearly within associated reports to Executive and Council.

15. The approach outlined in the Strategic Plan requires the planned and prudent use of reserves and balances over the period to 2021. Failure to utilise these reserves would jeopardise the deliverability of transformational savings.

Equality Impact Assessment

16. The overarching Strategic Plan document (Appendix A) has been subject to a Level 1 (screening) Impact Assessment, which is at Appendix B of this report. No negative differential impact on diverse groups and communities is anticipated from the direction of travel set by the Strategic Plan. Initiatives underway have been impact assessed and previously approved, and proposed changes for future years will be impact-assessed prior to recommendations being made to decision-makers.

RECOMMENDATIONS

It is recommended that Council approves the Strategic Plan 2017-21, ensuring that the Council's overarching business plan remains fit for purpose, and enabling a systematic, coherent and controlled approach to addressing the Council's ongoing financial challenges over the medium-term, while maximizing its contribution to the 2025 Vision for Middlesbrough.

BACKGROUND PAPERS

14/05/14	Council, Change Programme 2014-17
25/11/15	Council, Strategic Plan 2015-18
02/03/16	Council, Revenue Budget, Council Tax and Prudential Indicators 2016/17
13/07/16	Council, Strategic Plan 2016-20
30/11/16	Council, Strategic Plan 2016-20 – First Refresh

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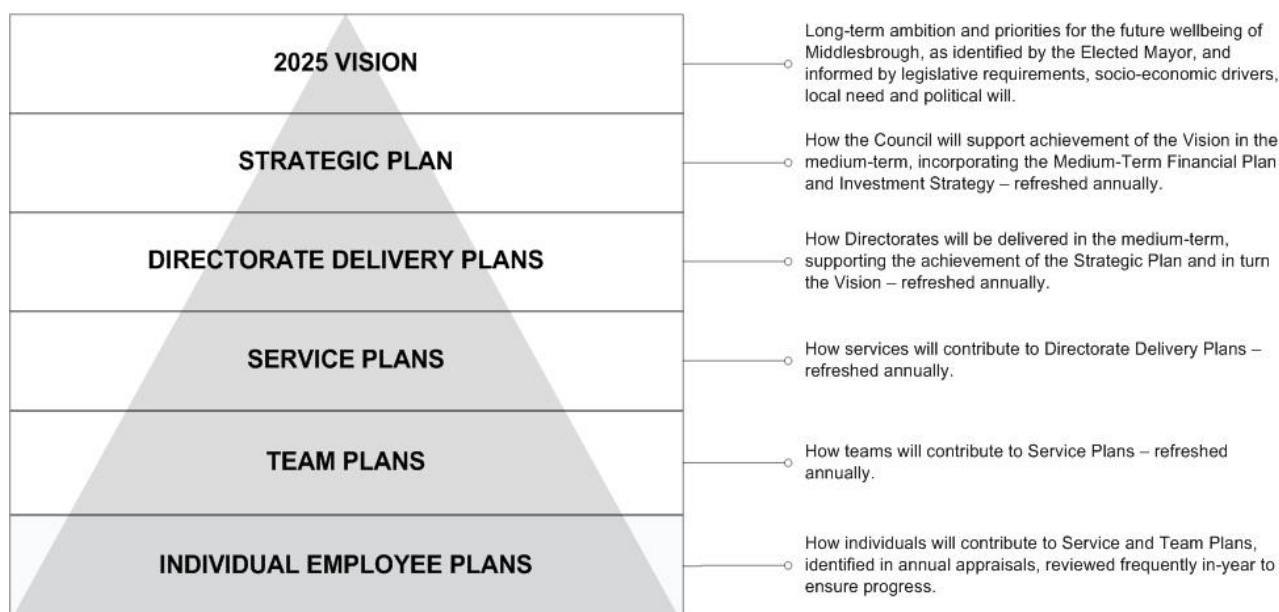
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Appendix A: Strategic Plan 2017-21

Purpose of the Strategic Plan

1. The Strategic Plan is the Council’s overarching business plan, outlining its contribution to the Mayor’s 2025 Vision for Middlesbrough and providing a broad overview of high-level improvement activity in the medium term to 2021, within the financial parameters outlined in its Medium-Term Financial Plan (MTFP).
2. The Strategic Plan is central to the Council’s corporate governance framework and is updated annually. The ‘line of sight’ from the 2025 Vision through the Council’s service planning is illustrated below.



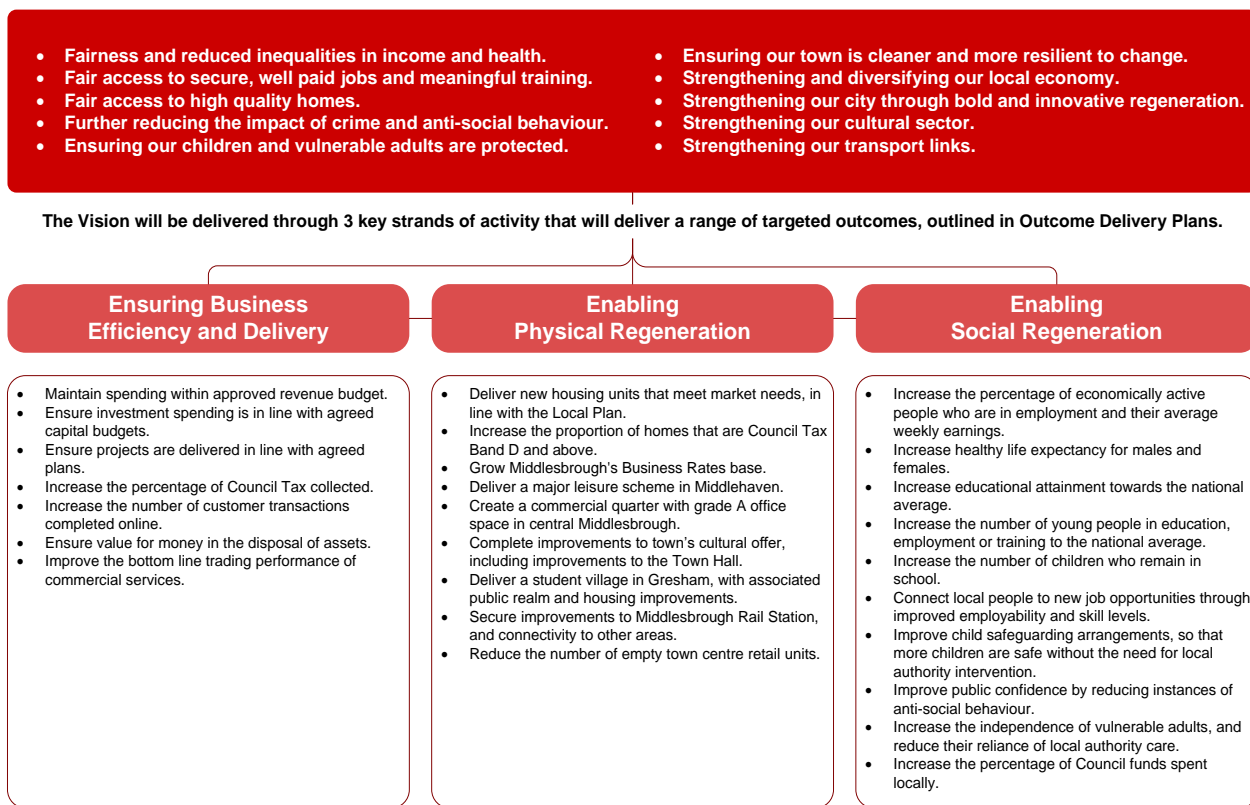
3. The Strategic Plan is also the basis of the Council’s performance management framework, with progress against the plan reviewed on a quarterly basis via Balanced Scorecards, reported to Executive and Overview and Scrutiny Board.

Supporting the 2025 Vision for Middlesbrough

4. The 2025 Vision – *Fairer, Safer, Stronger*, sets out the Elected Mayor’s for Middlesbrough over the next decade:

A Fairer Middlesbrough	A Safer Middlesbrough	A Stronger Middlesbrough
<ul style="list-style-type: none"> • Fairness and reduced inequalities in income and health. • Fair access to secure, well-paid jobs and meaningful training. • Fair access to high-quality homes. 	<ul style="list-style-type: none"> • Further reducing crime and anti-social behaviour. • Ensuring our children and vulnerable adults are protected. • Ensuring our town is cleaner and more resilient to a changing climate. 	<ul style="list-style-type: none"> • Strengthening and diversifying our local economy. • Strengthening our city through bold and innovative regeneration. • Strengthening our cultural sector. • Strengthening our transport links.

5. The Council's contribution to the delivery of the Mayor's Vision is set out in the following diagram:

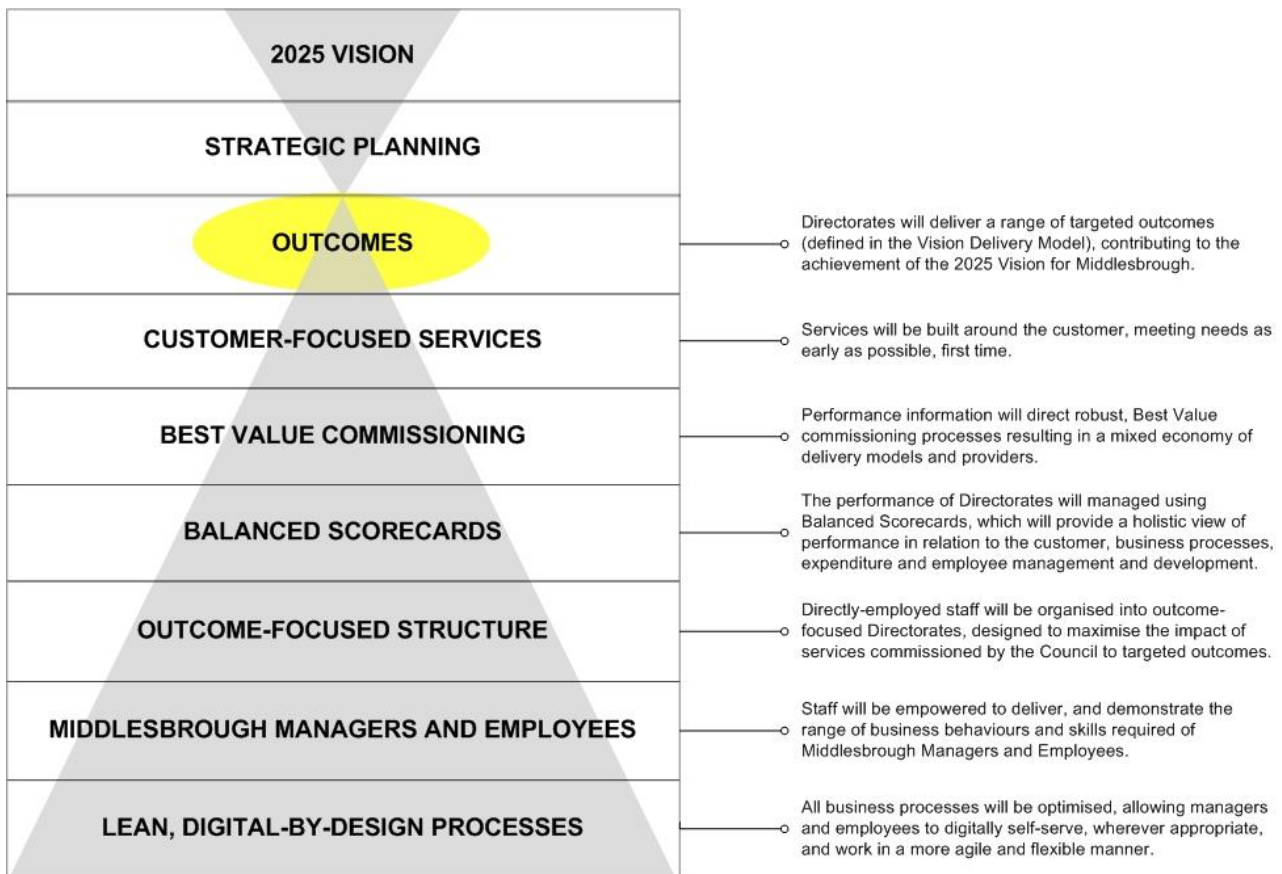


6. This model will be further reviewed in 2017/18 in light of work on light of ongoing work on all three strands of activity, and the development of Phase 3 of the Council's Change Programme.

7. The Council currently has nine, outcome-focused Directorates:

Culture and Communities	Environment and Commercial Services
Economic Development and Infrastructure	Finance, Governance and Support
Adult Social Care and Health Integration	Public Health and Public Protection
Children's Care	Education
Prevention and Partnerships	

8. This outcome-focused structure allows the Council to fully focus its efforts on supporting the delivery of the Mayor's Vision, and is a key element of the Council's new operating model. The Council's operating model has changed in recent years from that of being a default provider of services to that of a default commissioner of outcomes, so ensuring Best Value, while maintaining its overarching responsibility for ensuring the social, economic and environmental wellbeing of the town. The Council's operating model is illustrated in the diagram over the page.



9. The Council operates a culture where there is strong political leadership and accountability; local needs are identified and effectively and efficiently met; collaboration, joint-working and income opportunities are maximised; and appropriate service delivery models are employed.
10. Services and functions identified by the Council as necessary to support the achievement of its targeted outcomes will be provided by those organisations that offer best value (in terms of benefits, cost and the balance of risk). A key element of this model is to work more cooperatively with local people and voluntary and community groups, developing their capacity and enabling them to co-design and deliver local services, manage local assets and so improve local outcomes over the long term.
11. The embedding of the operating model to enable the achievement of key performance and savings targets has been a key focus of the Council's Change Programme since its inception.

Partnership working

12. Increasingly the Council is working in partnership, and developing integrated services with, organisations from all sectors in support of the Mayor's Vision for Middlesbrough in 2025.
13. The Tees Valley has a distinct and unique economy and the success of its partnership working through Tees Valley Unlimited (TVU) has meant that the five local authorities – Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-On-Tees – have agreed proposals to form a Combined Authority, which became operational on 1 April 2016.

14. The Combined Authority will be able to make decisions on strategic transport and infrastructure, employment and skills, economic development, business investment and low carbon at a Tees Valley level, with the local authorities and private sector being represented in the decision-making process. The Combined Authority has now put in place its cornerstone document, the Strategic Economic Plan.
15. In October 2015, a devolution deal was signed with central government which is worth £450m over 30 years, equivalent to an additional £15million per year, and provides for the transfer of significant powers for employment and skills, transport, planning and investment from central government to the Tees Valley. A new investment fund will deliver a programme of investment in the region over the 30-year period, and will include a devolved and consolidated transport budget. The deal also includes a comprehensive review and redesign of the education, skills and employment support system.
16. In November 2016 the five local authorities approved a draft Government Order that will enable the Combined Authority to become a Mayoral Combined Authority, with increased devolved powers from government. In May 2017, the Tees Valley will elect a directly-elected Mayor who will work alongside the leaders of the five local authorities to provide leadership to the city region and be directly accountable to the electorate.
17. In December 2015, the NHS shared planning guidance for 2016-21 outlined a new approach to help ensure that health and care services are built around the needs of local populations. Under this guidance, every health and care system in England has produced a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision of better health, better patient care and improved NHS efficiency.
18. Middlesbrough sits within the Durham, Darlington, Tees, Hambleton, Richmondshire and Whitby ‘footprint’ area. The health and care organisations within these geographic footprints are working together to develop STPs which will help drive genuine and sustainable transformation in patient experience and health outcomes of the longer-term. STPs are expected to be published in the near future, and provide the context for the development of more localised developments in health and social care, including the requirement for ‘Integrated Care Organisations’ to be developed by 2020.
19. The Council will continue to work with the Police and Crime Commissioner for Cleveland, Cleveland Police and other blue light services to keep local communities safe and further reduce crime and anti-social behaviour in Middlesbrough. Joint working with Cleveland Police in particular will be progressed, in line with the 2025 Vision for Middlesbrough.
20. The Council will continue to develop its joint working with Teesside University, a key partner in Middlesbrough’s economic and cultural development. Development of the cultural sector with partners will be a specific priority for the Council over the next four years, again in line with the 2025 Vision.
21. While much current partnership working is at Tees or South Tees level, the successful delivery of the Strategic Plan will also require a robust local voluntary and community sector within Middlesbrough, and engaged and supported local communities. The Council will continue to work with VCS in Middlesbrough to co-produce outcomes and

build on existing community assets. In 2017/18, the Council will commence implementation of an organisation-wide VCS plan (agreed with MVDA) to promote volunteering and VCS engagement with services.

22. The Council has with its partners undertaken a significant amount of work in the last year to review and improve local partnership arrangements to ensure that they dovetail with developments in wider geographic areas, while still delivering for Middlesbrough. The Health and Wellbeing Board, Community Safety Partnership, Middlesbrough Achievement Partnership and Children and Young People's Delivery Partnership have all been refreshed and will be kept under regular review in line with the developments outlined above. A Middlesbrough 2025 Vision Board will be put in place during 2017/18 to oversee local partnership working.

Council performance

23. The Council continues to demonstrate a high level of performance within an extended period of public sector austerity.

24. The Council has saved £38.5m (27% of the baseline budget) since the inception of its Change Programme in 2013/14, and is again forecasting an underspend within 2016/17.

25. The Council's employee empowerment initiatives, the *Middlesbrough Manager* and *Middlesbrough Employee*, and associated projects such as agile working, are beginning to positively impact on employee behaviour and satisfaction at work. The 2015 employee satisfaction survey saw every Outcome Area scoring higher than the 70% target for job satisfaction.

26. Staff and service productivity is high, with 85% of the Council's key customer and business performance targets achieved in 2015/16, and a similar level of performance anticipated in 2016/17. Key areas of progress made in recent years are outlined below.

- Significant progress has been made in creating a greater balance in the local housing market through a major programme of housebuilding.
- Major progress has also been achieved in growing the local economic base, with a number of major developments within the town centre, Teesside University campus, and the industrial sites across the town.
- The Council has continued to develop and improve its Early Help offer, following a peer review undertaken by the Local Government Association in September 2015.
- Pupils in Middlesbrough attending a school rated 'Good' or better by Ofsted is approaching the national average level, the GCSE attainment rate is increasing, and the proportion of 16-18 years olds not in education, employment or training (NEET) is reducing.
- Historically a strong performer in Adult Social Care, the Council, with its partners, is progressing health and social care integration across the South Tees.
- The Council's Change Programme has effectively driven transformation and efficiencies since 2013/14, introducing new approaches to employee and service management, customer excellence and commerciality.
- As part of the Change Programme, the Council has implemented a number of alternative delivery models for key services, including a Leisure Trust.

27. The Council's principal performance challenges relate to the high and longstanding prevalence of income and employment deprivation within Middlesbrough, and the various deleterious impacts of this upon local communities, families and individuals. Addressing these issues is key to the delivery of the 2025 Vision for Middlesbrough and central to this Strategic Plan.

28. In response to these issues, the Council officially launched a transformative Investment Prospectus for Middlesbrough in early 2017, which will bring c. £700 million of investment and 5,000 new jobs to the town, underpinning Middlesbrough's long-term future as the vibrant heart of the Tees Valley City Region. The Council will work with partners in the period to 2021 to build on the first Investment Prospectus, and ensure that the people of Middlesbrough are well-placed to take full advantage of the major opportunities provided by this investment.

Medium-Term Financial Plan to 2021

29. The Council maintains a MTFP that:

- utilises accumulated balances to smooth out savings required year-on-year, and to pump prime transformational activity;
- addresses the savings requirements for 2018-20 and beyond through transformational efficiency initiatives managed through Phase 3 of the Council's Change Programme;
- identifies an indicative potential savings requirement for the financial year 2020/2021; and
- focuses investment on growing the town's economic base to improve local prosperity and secure a robust and independent income stream to fund the Council's services.

30. The refreshed MTFP identifies that further savings of £6.2m are required for the period 2017/2018 to 2019/2020 over and above those already approved by Council, as set out below:

	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms	Total £ms
Spending pressures	8.2	8.6	10.0	14.1	40.9
Government funding reductions	2.8	3.0	2.1	0.7	8.6
Local funding increases	-0.5	-2.0	-3.5	-1.6	-7.6
Planned savings	-10.3	-4.5	0.0	0.0	-14.8
Budget gap	0.2	5.1	8.6	13.2	27.1
Net savings requirement	0.2	5.1	8.6	13.2	27.1
<i>Use of reserves</i>	<i>-0.2</i>	<i>-2.0</i>	<i>-5.5</i>	<i>-2.2</i>	<i>(9.9)</i>
In-year budget position	0.0	3.1	3.1	11.0	17.2

31. Through the Council's Investment Strategy the MTFP focuses on investment and efficiency, and creating growth in Council Tax, Business Rates and income from commercial activity and aims to minimise service-level and job reductions over this period.

32. The following assumptions have been applied in refreshing the Council's MTFP.

Government funding reductions

33. Government funding has been assumed to fall during the period to 2020, for 2020/21 it has been assumed that the transition to 100% Business Rates Retention will not result in a further reduction in funding:

Funding Stream	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Revenue Support Grant	21.051	16.534	11.959	0.00
Business Rates Top Up	25.712	26.539	27.483	40.420
New Homes Bonus	2.853	2.283	1.953	1.019
Housing Benefit Admin Grant	0.796	0.646	0.496	0.496
Education Support Grant	0.510	0.336	0.336	0.336
Public Health Grant	17.230	16.461	15.731	15.031
2017/18 ASC Support Grant	0.761	0	0	0
Improved Better Care Fund	0.749	3.854	6.561	6.561
Total:	69.662	66.653	64.519	63.863

Local funding increases

34. Local funding has been assumed to increase during the same period:

Funding Stream	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Council Tax Core	47.183	48.566	50.033	50.991
Council Tax: Adult Social Care Levy	1.966	2.949	3.932	3.932
Local Share of Business Rates	16.851	17.432	18.434	19.090
Collection fund Surplus	0.921			
Total:	66.921	68.947	72.399	74.013

35. The Government has indicated that from 2020, central government support to councils through the Revenue Support Grant will no longer exist and local government will need to be self-funding, through Council Tax, Business Rates and other localised sources of income. Therefore, in accordance with changes introduced by central government in 2015 on the limits for such increases, it has been assumed that the Council will increase Council Tax by 1.99% per annum and also apply the Adult Social Care Precept (as introduced by the then Chancellor of the Exchequer George Osborne in the November 2015 Spending Review) in every year of the period to meet anticipated demand for social care. These assumptions are in line with the Government's own assumptions within the Local Government Finance Settlement.

36. In the 2017/18 Settlement the Government introduced the flexibility to increase Councils with responsibility for Adult Social Care to increase Council Tax by up to 3% in 2017/18 and 2018/19 as long as the precept does not total more than 6% in the period 2017 to 2020. Middlesbrough has opted to continue with increases of 2% in each financial year as previously assumed in order to help protect residents from sharp Council Tax increases.

37. Service budgets for 2017/18 agreed by Council on 1 March 2017 are set out at Annex 1. It should be noted that this budget was set against the Council's previous structure.

Revenue budgets will be set for the new structure in April 2017 and the Directorate Delivery Plans set out within the Strategic Plan updated at that time.

Pay awards and inflation

38. A 1% annual pay award has been assumed.

39. Contractual inflation at a total cost of £5.5 million has been assumed in the period. No provision has been made for inflation for supplies and services; it is expected any inflationary pressures in this area will be met from efficiency savings.

40. Income from fees and charges has been assumed to increase on average by 1%. This excludes car parking and statutory charges.

Living Wage

41. In line with the 2025 Vision for Middlesbrough, the Council is committed to ensuring that its lowest paid employees benefit from being paid the Living Wage Foundation hourly rate and a total of £4.3m has been provided over the period to fund this commitment.

Living Wage Foundation provision	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Additional in-year	0.085	0.743	1.469	2.030
Cumulative	0.085	0.828	2.297	4.327

42. In addition, increases in the rebranded minimum wage (the National Living Wage), will impact upon organisations – principally care providers – who are contracted to carry out functions on behalf of the Council. A further £3.6m has been allocated over the period to cover the increases in costs expected as a result of these pressures.

National Living Wage (minimum wage) provision	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Additional in-year	1.007	0.789	0.794	1.040
Cumulative	1.007	1.796	2.590	3.630

Demand pressures

43. The following assumptions have been made in relation to demand-led pressure within Safeguarding and Children's Care, Social Care and associated demands on the Passenger Transport Service.

Safeguarding and Children's Care – Net pressures	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Additional in-year	1.500	1.500	1.500	1.500
Cumulative	1.500	3.000	4.500	6.000

Adult Social Care – Net pressures	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Additional in-year	0.241	0.319	0.319	0.319
Cumulative	0.241	0.560	0.879	1.198

Passenger Transport Service – Net pressures	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Additional in-year	0.200	0	0	0
Cumulative	0.200	0.200	0.200	0.200

Investment Strategy

44. Over the period of the Strategic Plan the Council intends to invest £73.7m of its own resources in building the town's economic base, driving financial self-sufficiency and transforming how the Council delivers its services.

45. This will be made up of £11.2m of identified revenue resources and £62.5m of Capital Investment, this will involve additional borrowing which will have the following impact:

Revenue cost of investment	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Additional in-year	0.679	0.200	0.500	0.000
Cumulative	0.679	0.879	1.379	1.379

46. Investment for the 2017-21 period (agreed by Council on 1 March 2017) is at Annex 2 of this Strategic Plan. Capital allocation agreed by Council on 1 March 2017 were set against the Council's previous structure. Budgets will be set for the new structure in April 2017 and the Directorate Delivery Plans set out within the Strategic Plan updated at that time. In addition, capital scheme allocations for the 2020/21 financial year are now in development, utilising the Council's Programme and Project Management Framework where appropriate, and will be presented for Council approval in the November 2017 refresh of this Strategic Plan.

47. Provision has also been made within the MTFP for additional capital resources of £8.900m in the period 2017-21 to be available in the event that investment opportunities arise to grow the town's economic base and / or delivery revenue savings for the Council.

Other changes

48. The change of approach to the Council's Minimum Revenue Provision allows the following savings to be made from the capital financing budget over the MTFP period.

Adjustment	2017/18 £ms	2018/19 £ms	2019/20 £ms	2020/21 (Indicative) £ms
Impact of Recalculation	-1.024	0.467	0.263	0.259
Draw Down of Accumulated Excess Provision	-1.800	0	0	0.100
Total:	-2.824	0.467	0.263	0.359
Total (Cumulative):	-2.824	-2.357	-2.094	-1.735

Use of Reserves and Balances

49. Over the period to 2021, the Council plans to utilise £9.9m of its general balances in order to smooth the budget savings requirement. This will allow time to plan future savings effectively to ensure that there is the minimum possible impact on residents and service users.
50. Over the MTFP period, the Council intends to use £7.4m from its Change Fund in order to support transformational activity to deliver its Strategic Plan.
51. The Council has set aside £2m to invest in school improvement services between 2017/18 and 2019/20.
52. The Council also plans to use £10.3m of revenue balances, including £3.5m identified in the 2015/16 Outturn report, as part of its Investment Strategy.
53. The planned use of balances will reduce the Council's General Fund balance to £4.6m by the end of the 2020/2021 financial year, in line with the Council's recommended General Fund level of £4.0-£4.5m.

Contingency

54. Following an assessment of the level of uncertainty within the MTFP, particularly in the areas of demand forecasting and the lack of knowledge around the likely level of Business Rate appeals, an overall contingency of £1.2m per annum has been provided for 2018/19, 2019/2020 and 2020/21.

The Council's Objectives to 2021

55. The Council's key priorities in the period to 2021 are as follows:

Ensuring Business Efficiency and Delivery

- Building on the successful implementation of the Council's Improvement Plan to ensure that the delivery of the Strategic Plan is supported by best-practice corporate governance processes.
- Continuing to embed the Council's Operating Model, resulting in a step change in customer focus, commissioning practice, digital services, and income generation.

Enabling Physical Regeneration

- Working with partners in the Tees Valley Combined Authority to implement the Strategic Economic Plan, while ensuring that this delivers for Middlesbrough, as well as the Tees Valley as a whole.
- Implementing the Council's Investment Prospectus and supporting Investment Strategy to grow the town's economic base, drive financial self-sufficiency and transform Council service delivery.

Enabling Social Regeneration

- Working with partners to develop and implement a social regeneration strategy that will lead to significant and sustainable improvements in the quality of life of local people.
- Implementing effective prevention and early help strategies to ensure that the demand on acute services is reduced.
- Developing and implementing an integrated care organisation for the South Tees area to ensure the independence of vulnerable groups is maximised and their dependency on services is reduced.
- Securing sustainable improvement in educational attainment across Key Stages, working in partnership with the Middlesbrough Achievement Partnership (MAP) and other stakeholders.
- Implementing an improvement plan for children's safeguarding to improve consistency in service delivery, embed effective performance management, and improve strategic partnership working in line with Ofsted's recommendations.

56. Specific priorities by Directorate are set out in a suite of nine Directorate Delivery Plans for the period to 2021, which underpin this Strategic Plan, and are attached at Annex 3. The Council's Strategic Risk Register, setting out current risks to the achievement of outcomes, mitigated by this Strategic Plan and supporting risk plans, is at Annex 4.

Managing Performance

57. Performance against the priorities and targets set out in the Strategic Plan will be tracked through the Council's Performance and Risk Management Framework.

58. The Council operates an integrated programme of quarterly clinics, through which performance at all levels of the organisation will be reviewed, issues and risks identified, mitigations put in place, and plans revised as appropriate.

59. A consolidated report on performance in the quarter, setting out mitigations for any underperformance, will be considered by LMT no later than four weeks after quarter end, and then reported to the next meetings of Executive and Overview and Scrutiny Board. A potential changes to the Medium-Term Financial Plan assumptions and Directorate Delivery Plans will be set out in these reports.

60. In addition to this, progress against key programmes and projects will be monitored on a monthly basis, with mitigating actions agreed, and reported formally to the Corporate Programme Board on post-quarter, in line with the Council's Programme and Project Management Framework.

Annex 1: Revenue Budget 2017/18

Item	2016/2017		2017/2018	
	£` Million	£` Million	£` Million	£` Million
Service Expenditure				
(1) Economic Development	7.630		7.060	
(2) Supporting Communities	5.354		7.438	
(3) Improving Public Health	0.355		-1.985	
(4) Learning & Skills	-0.864		-0.009	
(5) Safeguarding & Children's Care	27.918		30.531	
(6) Social Care	42.567		36.331	
(7) Environment, Property & Commercial Services	12.996		15.596	
(8) Finance, Governance & Support	11.073		7.580	
Central	1.564	108.593	3.078	105.620
Levies				
Environment Agency	0.104		0.109	
River Tees Port Health Authority	0.027	0.131	0.027	0.136
Central provisions				
Provisions for Pay and contingencies	0.160		0.740	
Change Fund	4.950		1.250	
Net Capital financing costs	8.873		7.951	
Ex DSO non-trading Costs	0.328		0.328	
Designated authority costs	0.040		0.040	
Custodian Properties	0.008	14.359	0.008	10.317
Net spending		123.083		116.073
Contribution from Reserves and Provisions	-6.752		-1.452	
S31 NNDR Grant	-0.435	-7.187	-0.969	-2.421
Net revenue budget		115.896		113.652

Item	2016/2017		2017/2018	
	£` Million	£` Million	£` Million	£` Million
Parish Precepts				
Nunthorpe		0.009		0.010
Stainton and Thornton		0.007		0.008
Net Revenue budget (inc. Precepts)		115.912		113.670
Funded by				
Revenue Support Grant		27.645		21.051
Top up Payment		21.810		25.713
Retained Business rates		19.943		16.850
Council Tax		46.179		49.134
Collection Fund Balance		0.335		0.922
		115.912		113.670

Annex 2: Investment Strategy 2017-21

Directorate	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Economic Development and Communities					
Economic Development	17,728	15,403	10,693	0	43,824
Supporting Communities	0	0	0	0	0
Improving Public Health	2,004	339	0	0	2,343
Environment, Property and Commercial Services	4,966	6,374	3,619	0	14,959
	24,698	22,116	14,312	0	61,126
Children's Services					
Learning and Skills	2,467	1,910	1,460	0	5,837
Safeguarding and Children's Care	425	0	0	0	425
	2,892	1,910	1,460	0	6,262
Adult Social Care	2,429	3,078	2,549	0	10,442
Finance, Governance and Support	2,508	2,042	771	0	5,321
Total Gross Expenditure	32,527	29,146	19,092	0	80,765
Funded by:					
Borrowing	(11,823)	(8,993)	(6,073)	0	(26,889)
Capital receipts	(5,797)	(8,543)	(4,510)	0	(18,850)
Grants	(12,586)	(3,873)	(3,066)	0	(19,525)
Contributions	(1,522)	(4,362)	(5,222)	0	(11,106)
Direct Revenue Financing	0	(5)	0	0	(5)
Funding from Reserves	(4,569)	(3,814)	(185)	0	(8,568)
Brought forward resources	(10,329)	(14,100)	(14,543)	(14,507)	(53,479)
Remaining resources not programmed	14,100	14,543	14,507	14,507	57,657
Total Income	(32,527)	(29,146)	(19,092)	0	(80,765)

Investment Strategy 2017-21 – Allocations by year

Scheme	Allocations				
	2017/2018	2018/2019	2019/2020	2020/2021	Total
	£000's	£000's	£000's	£000's	£000's
Economic Development					
Tackling Town Centre Vacancies	35	0	0	0	35
Orange Pip Market	8	0	0	0	8
Town Centre Investment Pot	874	750	750	0	2,374
Teesside Media and Innovation Village	0	500	500	0	1,000
Town Centre Accommodation Strategy	250	750	0	0	1,000
Middlehaven Dock Bridge	4,067	3,210	0	0	7,277
Site Assembly at Middlehaven	164	0	0	0	164
Hemlington Grange electrical connection	727	0	0	0	727
Hemlington Grange Business Park	0	500	3,000	0	3,500
Hemlington Grange Extra Care Housing contribution	250	0	0	0	250
Housing Growth	200	1,200	500	0	1,900
Town Hall Venue Development	4,923	0	0	0	4,923
Town Hall HLF \ Arts Council project	511	300	0	0	811
Town Hall lighting	0	410	0	0	410
Cultural Transformation	0	0	2,000	0	2,000
Beacon Becks Phase 2	16	0	0	0	16
Capitalisation of major scheme salaries	140	140	140	0	420
Affordable Housing via Section 106	0	2,627	2,627	0	5,254
Tees Valley Metro	10	0	0	0	10
Tees Valley Broadband	100	98	0	0	198
Highways Infrastructure Development (Section 106)	800	847	0	0	1,647
Highway Infrastructure	200	0	0	0	200
Highways Maintenance	525	0	0	0	525
Town Centre Improvements Public Realm	51	0	0	0	51
Swedish Mission site S106 Works	0	24	0	0	24

Scheme	Allocations				
	2017/2018	2018/2019	2019/2020	2020/2021	Total
	£000's	£000's	£000's	£000's	£000's
Economic Development					
Street lighting (Invest to Save)	600	0	0	0	600
Lower bus platforms	15	0	0	0	15
Riverside Park improvements	433	0	0	0	433
Stepping Stone (S106)	0	270	0	0	270
Grove Hill J V - Palladium Shops	135	0	0	0	135
Grove Hill Public Realm	40	0	0	0	40
Gresham Phase 1	104	546	0	0	650
Gresham Phase 2a	96	2,695	1,000	0	3,791
Gresham Environmental Improvements	33	0	0	0	33
House To Home	102	0	0	0	102
Housing Delivery Vehicle (S106)	265	200	0	0	465
Empty Homes 2015 To 2018	106	336	176	0	618
LTP - Corridor Review Programme	10	0	0	0	10
LTP - Minor Improvements/Cycle Infrastructure	25	0	0	0	25
LTP - Cargo Fleet Lane/The Greenway Pedestrian Refuge	10	0	0	0	10
LTP - Block Budget Highways Maintenance	41	0	0	0	41
LTP - Unallocated Grant	1,862	0	0	0	1,862
Improving Public Health					
Leisure Trust investment	2,004	339	0	0	2,343
Learning and Skills					
Devolved Formula Capital	0	0	325	0	325
EFA Early Years 2 Year olds Entitlement (Trajectory Project)	0	5	0	0	5
Supported Capital Expenditure Formula Funding	0	0	108	0	108
School Condition Allocation	0	0	747	0	747
Hemlington Initiative Centre / Rosendale - contribution to renovation of Early Years building	32	0	0	0	32
Berwick Hills – Community / Learning Lodge	24	0	0	0	24

Scheme	Allocations				
	2017/2018	2018/2019	2019/2020	2020/2021	Total
	£000's	£000's	£000's	£000's	£000's
Learning and Skills					
Whinney Banks – Boiler works	156	18	0	0	174
Beech Grove – SEND project	26	0	0	0	26
Captain Cook Primary School –Roof work	39	0	0	0	39
Newport Primary – Classroom	21	0	0	0	21
Acklam Whin – Drainage	31	3	0	0	34
Abingdon Primary – Children's CT Internal Alterations & Improvements	32	0	0	0	32
Capitalisation of Salary Costs	94	94	94	0	282
Linthorpe Primary School – external works project-nursery access	5	0	0	0	5
Thorntree – Drainage Improvements	20	0	0	0	20
Park End – EYFS internal alterations and staffroom extension	32	0	0	0	32
Abingdon Primary - convector heaters	45	5	0	0	50
Marion Manor – convector heaters	43	5	0	0	48
Newham Bridge – Windows	138	15	0	0	153
Outwood Ormesby – Internal alterations	44	0	0	0	44
Breckon Hill Primary – Upgrade switch/site power	50	60	0	0	110
Park End – Upgrade switch gear/site power	50	60	0	0	110
The Avenue Primary – Fire Alarms	17	2	0	0	19
Park End – Fire Alarms	31	3	0	0	34
Whinney Banks Primary – Roof (part works)	40	5	0	0	45
Park End – Boiler / Plant Replacement	125	15	0	0	140
Thorntree Primary – WC refurbishment	27	0	0	0	27
Various Schools – Roof surveys	15	0	0	0	15
Ayresome Primary – Boiler equipment	225	25	0	0	250
Various Schools – Boiler plant surveys	15	0	0	0	15
Abingdon Primary – Brickwork	90	10	0	0	100
Marion Manor – Brickwork / stonework	90	10	0	0	100

Scheme	Allocations				
	2017/2018	2018/2019	2019/2020	2020/2021	Total
	£000's	£000's	£000's	£000's	£000's
Learning and Skills					
Breckon Hill Primary – Land Drainage Survey	5	0	0	0	5
Holmwood School – Land Drainage Survey	5	0	0	0	5
Lingfield Primary – Land Drainage Survey	5	0	0	0	5
Holmwood – WC alterations and refurbishment	15	0	0	0	15
Abingdon Primary – Roof work	0	207	23	0	230
Acklam Whin Primary – Roof work	180	20	0	0	200
Lingfield Primary – Roof work	0	162	18	0	180
Various schools – Roof surveys	0	15	0	0	15
Various schools – Boiler plant surveys	0	15	0	0	15
Whinney Banks – External walls / structure	0	90	10	0	100
Lingfield Primary – Fire alarm system	0	20	2	0	22
Whinney Banks Primary – Fire alarm system	0	77	9	0	86
Lingfield Primary – Electrical switch gear / site power	0	58	62	0	120
Marton Manor – Electrical switch gear / site power	0	58	62	0	120
Marton Manor Primary – Land drainage survey	0	5	0	0	5
Park End Primary – Land drainage survey	0	5	0	0	5
Thorntree Primary – Land drainage survey	0	5	0	0	5
Holmwood Assessment Centre	675	75	0	0	750
Town Centre Primary Additional Capacity	0	763	0	0	763
Contributions to Ayresome Welcome Centre	25	0	0	0	25
Safeguarding and Children's Care					
Securing Services for Children with Complex Needs	425	0	0	0	425
Adult Social Care					
Chronically Sick & Disabled Persons Act – Top-ups	60	25	25	0	110
Chronically Sick & Disabled Persons Act – Adaptations	241	225	225	0	691
Chronically Sick & Disabled Persons Act – Equipment	320	360	360	0	1,040

Scheme	Allocations				
	2017/2018	2018/2019	2019/2020	2020/2021	Total
	£000's	£000's	£000's	£000's	£000's
Adult Social Care					
Disabled Facilities Grant	1,564	2,353	1,864	0	5,781
DFG – Telecare	25	65	25	0	115
Capitalisation of Staying Put Agency salaries	50	50	50	0	150
Home Assistance Loan	139	0	0	0	139
Home Loans Partnership (formerly 5 Lamps)	30	0	0	0	30
Environment, Property and Commercial Services					
Purchase of New Vehicles	1,489	1,489	1,489	0	4,467
Capitalisation of Wheelie Bin Replacement	100	100	100	0	300
Capitalisation of Street Furniture / Dog Fouling & Litter Bins	55	55	55	0	165
Capitalisation of Highway Maintenance	275	275	275	0	825
Purchase of former County Depot	371	0	0	0	371
Purchase of Thirteen Depot	480	0	0	0	480
Property Services Building Investment	290	290	290	0	870
Central Lodge Stewart Park	270	0	0	0	270
Playground Equipment	25	0	0	0	25
Parks Improvement	40	0	0	0	40
Bereavement Services	50	0	0	0	50
Middlesbrough Sports Village	81	0	0	0	81
Section 106 – Nunthorpe Playing Fields	0	100	0	0	100
Leisure Investment	50	0	0	0	50
Waste Disposal Plant Investment	0	2,655	0	0	2,655
Members' Small Schemes	90	60	60	0	210
Property Investment Programme	1,300	1,350	1,350	0	4,000
Finance, Governance and Support					
WIFI - Town Hall / Civic Centre	17	0	0	0	17
CRM system	220	275	0	0	495
Town Hall Data Centre Build	312	0	0	0	312

Scheme	Allocations				
	2017/2018	2018/2019	2019/2020	2020/2021	Total
	£000's	£000's	£000's	£000's	£000's
Finance, Governance and Support					
Unified Comms / VoIP upgrade	18	0	0	0	18
Server refresh / Internet upgrade	16	0	0	0	16
Scanning	271	0	0	0	271
Lights On	758	705	513	0	1,976
Agile	50	0	0	0	50
LCS Development Capture	88	5	0	0	93
ICT Infrastructure	158	157	158	0	473
The Big Screen	0	500	0	0	500
Derisking sites	600	400	100	0	1,100

Annex 3: Directorate Delivery Plans

Culture and Communities

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate contributes to a fairer Middlesbrough by working with individuals, communities and partners to reduce the inequalities gap, provide access to quality advice services, support local people to develop the skills needed to compete in the job market, and provide targeted support in priority neighbourhoods. The Directorate also contributes to a safer Middlesbrough through joint working with the Police around the preventative agenda, reducing the impact of crime and ASB, supporting cohesive communities and promoting resilience in partnership with local communities, and our faith and voluntary sectors. Culture is a key priority for Middlesbrough, providing the vibrancy to support our city scale ambitions, and connecting diverse communities.

Current Service Portfolio:

The Directorate comprises a range of community development and support services, including: Cultural Services, Libraries and Archives, Environmental Sustainability, Community Learning, Events and Marketing, Licensing, Volunteering, Financial Inclusion, Community Safety, Community Cohesion, Homelessness, the North East Migration Partnership and Selective Landlord Licensing.

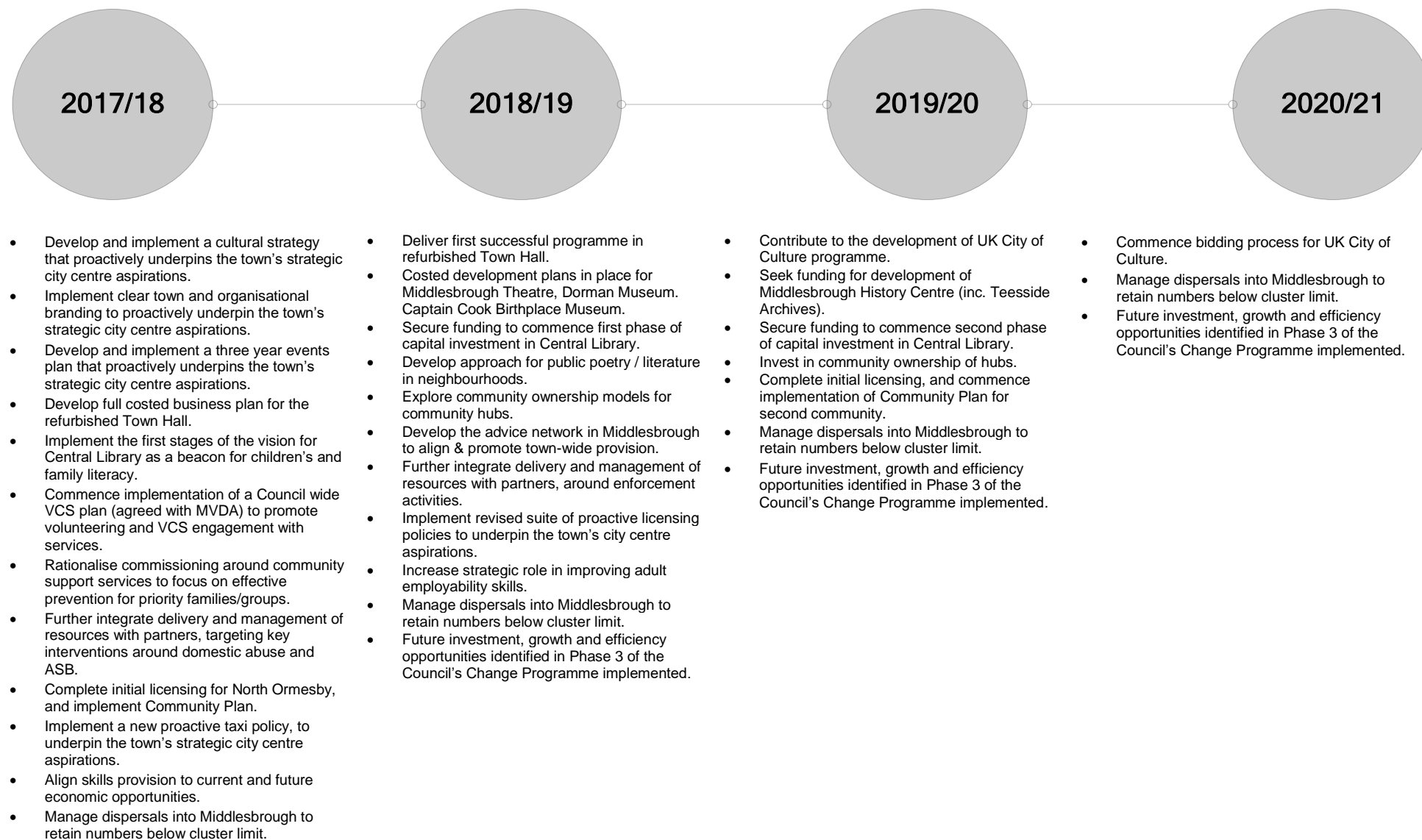
Directorate Vision:

By 2021 the Directorate will be driving a co-ordinated, multi-sector approach to support and prevention in our communities that empowers individuals to help themselves and others. The town's community assets (centred around Central Library, Community Hubs etc.) will be the catalysts for real local change and engagement in priority neighbourhoods. Investment in stimulating the town's cultural offer will ensure Middlesbrough's vibrancy underpins not only our city-scale ambitions, but a strong Tees Valley City of Culture bid.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Anti-Social Behaviour incidents – gap to national average	Maintain	Maintain	Maintain	Maintain
Domestic Violence incidents – gap to national average	Maintain	Maintain	Maintain	Maintain
Others TBC in 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Priorities



Environment and Commercial Services

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with all stakeholders to ensure high-quality and well-maintained open spaces, roads, footways, public buildings and office spaces. As such the work of the Directorate will underpin all themes of the 2025 Vision for Middlesbrough. The Directorate also provides a range of support services that will generate significant income for the Council from asset disposals, commercial negotiations and managed services.

Current Service Portfolio:

The Directorate comprises two service areas: **Environment Services**, comprising area care and waste, kerbside recycling, dog wardens, , waste services, parks and allotments, highways inspection and maintenance, winter maintenance, fleet management and home school transport **Property and Commercial Services**, comprising asset management, energy management, health and safety design services, building facilities management, pest control, building cleaning and caretaking, , bus station, school catering, bereavement services, and security / CCTV.

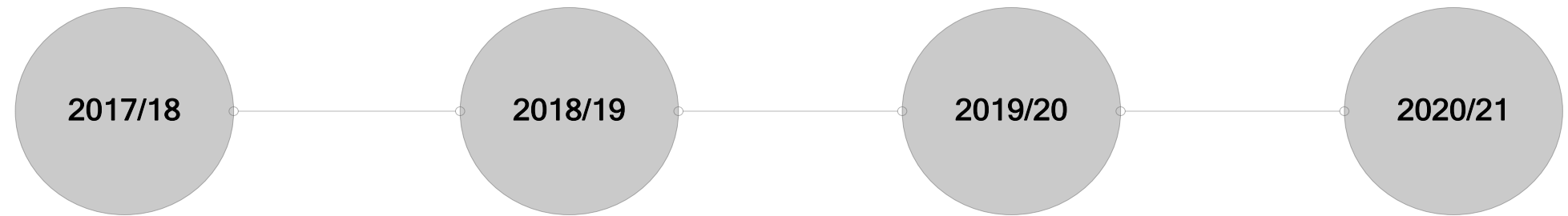
Directorate Vision:

By 2021, services delivered by the Directorate will be significantly contributing to the Mayors Vision for Middlesbrough. Its commercial services will be making a demonstrable contribution to the Council's finances. Managers and employees will be supported and developed to thrive within this new commercial environment. There will be a high level of community and customer satisfaction with services, which will be digitised for customers and employees.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Streets meeting Keep Britain Tidy standards	90%	90%	90%	90%
Environment Customer Service Promises achieved	90%	90%	90%	90%
Household waste reused, recycled or composted	35%	35%	40%	40%
Trading performance of commercial services	+8%	+8%	+8%	+8%
Occupancy rate in commercial portfolio	88%	88%	88%	88%

Priorities



- | | | | |
|---|---|---|---|
| <ul style="list-style-type: none"> • Review service delivery outcomes to ensure delivery of Mayor's Vision. • Suite of outcome orientated key performance measures in place. • Implement Accommodation Strategy. • Integration with Property Services with Asset Management to deliver improved operating model. • Start post-2025 waste disposal option analysis. • Review Waste Services. • Integration of Home School Transport within ECS. • Identify future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme. • Review Energy Strategy. • Review Health and Safety arrangements within the Council. • Review of effectiveness of Pest Control Service. | <ul style="list-style-type: none"> • Review service delivery outcomes to ensure delivery of Mayor's Vision. • Maximised income from incumbent commercial activities. • Maximised commercial opportunities for income growth and efficiency. • Continue post-2025 waste disposal option analysis. • Implement outcomes of Waste Services Review. • Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented. | <ul style="list-style-type: none"> • Review of with service delivery outcomes to ensure delivery of Mayor's Vision. • Maximised income from incumbent commercial activities. • Complete options appraisal for post-2025 Tees Valley waste disposal. • Maximised commercial opportunities for income growth and efficiency. • Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented. | <ul style="list-style-type: none"> • Review of with service delivery outcomes to ensure delivery of Mayor's Vision. • Continue to implement work associated with Post 2025 Tees Valley Waste Disposal. • Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented. |
|---|---|---|---|

Economic Development and Infrastructure

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with partners within Middlesbrough, the wider Tees Valley and beyond to drive transformational change in Middlesbrough's economic prosperity. It will make a significant contribution to the Fairer and Stronger themes of the Vision for Middlesbrough by stimulating local employment opportunities through enabling economic development, physical regeneration and housing growth within the town. In driving economic growth, the Directorate will unlock opportunities to generate significant income from Council Tax, New Homes Bonus and Business Rates.

Current Service Portfolio:

The Directorate comprises four service areas: **Development** comprising town centre economy, economic growth, and private sector housing; **Capital Projects** – delivering major Council investment priorities through the built environment; the **Planning** service, comprising planning policy, development control and building control; and the **Transport and Infrastructure** service, comprising transport strategy, asset management, parking, community transport and road safety.

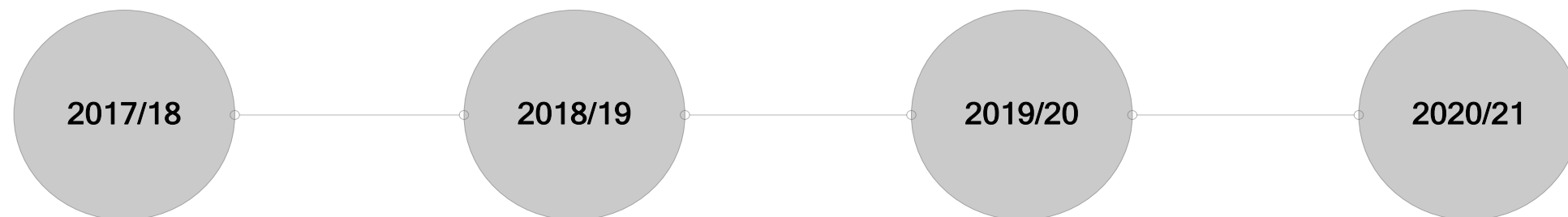
Directorate Vision:

By 2021, the Directorate will demonstrate a fully commercial mindset, with all activity focused on maximising value for Middlesbrough and for the Council. The Council's Investment Prospectus will have been successfully delivered and built upon. Where relevant, activity will be fully aligned with the plans of the Tees Valley Combined Authority. Programme and project management within the Outcome Area will be at a best practice standard, ensuring delivery to scope, time, cost and quality. Service delivery will fully align with the Council's operating principles, including digital by default.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Gross weekly pay as %age of NE average	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Economically active people in employment	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
New housing units completed	460	549	660	600
No. Council Tax D and above	>135	>135	>135	>135
Homes empty for >6 months	950	900	850	800
NNDR growth	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Occupancy rate within town centre retail units	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Priorities



- 460 new housing units completed.
- Newham Hall site disposal commences.
- Hemlington Grange housing site commences.
- Centre Square Masterplan completed.
- Albert Road Central improvements completed.
- Civil Engineering works for Middlehaven Dock Bridge and associated infrastructure completed.
- Preliminary design and planning applications approvals for Stainton Way Westward Extension commence.
- Preliminary design and planning applications approvals for Ladgate Lane to Longlands commence.
- Review of town centre parking completed.
- Review of town centre accessibility / public transport completed.
- Town centre public realm / signage plan completed.
- Rail Station Masterplan delivered.
- Business Plan for Boho 1 and 5.
- LED street lighting conversion programme completed.
- New Local Plan submitted.
- Housing Strategy approved.
- Economic Strategy approved.

- 549 new housing units completed.
- Gresham CPO completed.
- First units on Centre Square office scheme completed.
- Reclamation of TAMP scheme commences.
- Refurbished Town Hall opens.
- Middlehaven Dock Bridge opens.
- Middlehaven Snow Centre opens.
- BoHo 5 fully occupied and self-financing.
- Student Village starts on site.
- Hemlington Grange Business Park construction commences.
- Local highway infrastructure to major housing developments completed.
- Funding bids and due diligence on strategic TVCA opportunities completed.
- New Local Plan adopted.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

- 660 new housing units completed.
- First buildings on TAMP completed.
- First phase of Teesside Media & Innovation Village completed.
- Direct Middlesbrough to London rail service commences.
- Second Investment Prospectus completed and launched.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

- 600 new housing units completed.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

Finance, Governance and Support

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with all stakeholders to ensure that the Council's financial planning and corporate governance is robust, and provides advice, guidance and a range of corporate services to other Directorates within the Council. It also provides a number of key direct services to residents, businesses, employees and visitors including customer services, revenues and benefits and electoral registration. As such, the work of the Directorate underpins all themes of the 2025 Vision for Middlesbrough.

Current Service Portfolio:

The Directorate comprises eight service areas: Financial Planning and Support, Financial Governance and Revenues, Commissioning and Procurement, Loans and Investments, Performance and Partnerships, Legal and Democratic Services, Human Resources and ICT.

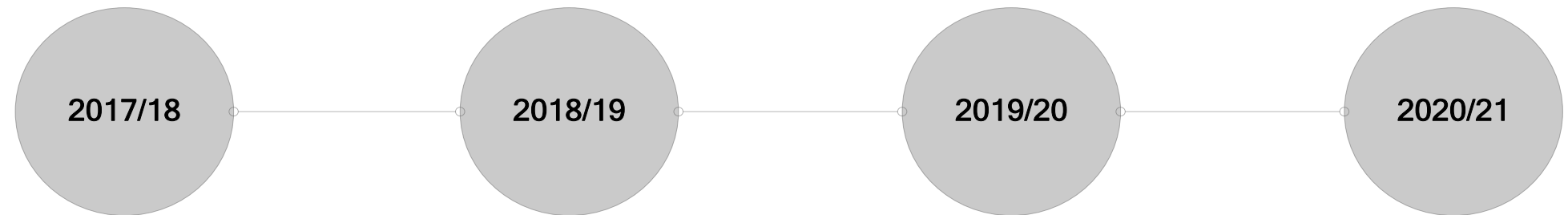
Directorate Vision:

By 2021, the Directorate will be well-established as trusted business partner, providing excellent, customer-focused services; work effectively with all stakeholders to ensure the delivery of best practice in corporate governance within the Council; have led the cultural transformation of the Council, optimising the benefits of its agreed operating model (e.g. self-serve); and have implemented the optimal service structure to deliver the above, characterised by excellent team-working and communication.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Average customer rating of support services (/10)	>7	>7	>7	>7
Transactions undertaken via the Council's website	59,000	65,000	71,500	78,500
Council Tax collected in-year	94.3%	TBC 2017/18	TBC 2018/19	TBC 2019/20
Business Rates collected in-year	98.7%	TBC 2017/18	TBC 2018/19	TBC 2019/20
Council expenditure on local goods and services	>55%	>55%	>55%	>55%
Housing Benefit – average days to process new claims	26 days	TBC 2017/18	TBC 2018/19	TBC 2019/20
Housing Benefit – average days to process changes	13 days	TBC 2017/18	TBC 2018/19	TBC 2019/20

Priorities



- Implement a proactive approach towards market management, good quality services, and value for money local provision.
 - Work with other Directorates and stakeholders to deliver the Council's Statement of Accounts one month earlier than in 2016/17, and achieve an unqualified Value for Money judgement from the Council's external auditor.
 - Ensure that a Middlesbrough Community Bank is operational, in line with the Mayor's Promise.
 - Develop and oversee delivery of revised Estates Strategy.
 - Ensure that the delivery of the Council's Investment Prospectus is appropriately supported.
 - Develop and commence implementation of a corporate People Strategy to underpin Strategic Plan objectives.
 - Deliver agreed ICT Strategy to underpin Strategic Plan objectives.
 - Develop and implement robust elected member development programme.
 - Assist the other partners of Border and Coast Pension Partnership (BCPP) in the set-up of a new Investment Management Company for pension assets.
 - Work with Directorates to develop and implement Change Programme Phase 3.
- Refresh and embed the People Strategy 2017-21.
 - Refresh and embed the ICT Strategy 2017-21.
 - Potential transfer of investment assets to BCPP.
 - Work with Directorates to develop and implement Change Programme Phase 3.
 - Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.
- Review and re-design, if required, the People Strategy.
 - Work with Directorates to develop and implement Change Programme Phase 3.
 - Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.
- Work with Directorates to develop and implement Change Programme Phase 3.
 - Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

Adult Social Care and Health Integration

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with local communities and partners within Middlesbrough to provide support to families in need, or at risk of developing needs, to maximise their independence, such that reliance on services reduces. It is responsible for working with partners to develop an integrated care organisation for the South Tees by 2020, in line with the NHS Sustainability and Transformation Plan for the area.

Current Service Portfolio:

The Directorate comprises four service areas: **Adults Commissioning, Health and Social Care Integration, Prevention, Access and Provider Services**, comprising the Access team, Hospital Social Work team, Community Inclusion Service, Intermediate Care, Staying Put Agency, Tees Valley Community Equipment Service, North Ormesby Day Centre, the Orchard, the Independent Living Centre and Levick Court; and **Specialist and Lifelong Services**, comprising the Review team, Transitions team, On-going Intervention team, mental health services, Deprivation of Liberty Safeguards team and the adult safeguarding team.

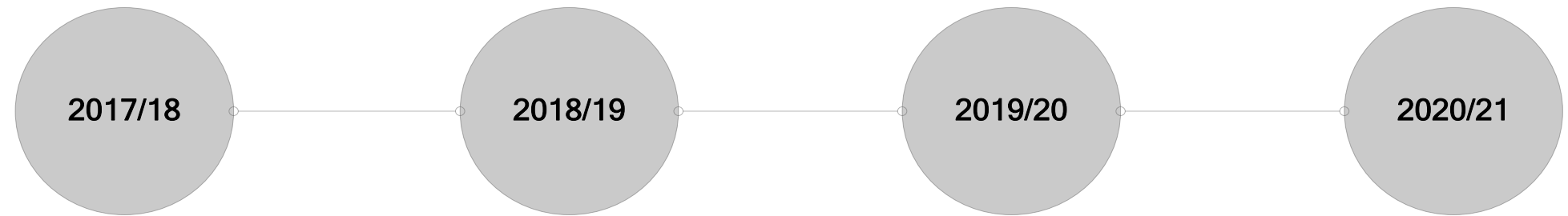
Directorate Vision:

By 2021, the Directorate will have fully implemented an approach which minimises the need for on-going support, instead focusing on self-serve, resolution of inquiries at first point of contact and proportionate intervention; moving the emphasis of social care away from “crisis intervention” towards investment in early intervention and preventative working. Partnership working is key to the achievement of these aims: the Directorate will work in partnership with the Voluntary and Community Sector; the NHS; other areas of the Council and other local authorities, along with service users themselves, to ensure that services are delivered in a seamless, integrated way.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Social care-related quality of life (/24)	20	21	21	21
People in a permanent nursing or res. care per 100,000	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Perm. admissions to nursing / res. care per 100,000	215	205	185	TBC
%age of reablement episodes achieving identified goals	75%	75%	75%	75%

Priorities



- South Tees Health and Social Care Integration Plan to 2020 operational.
- Deliver 2017/18 Better Care Fund plan for Middlesbrough.
- Single Point of Access (phase one) fully operational.
- Participate in delivery of local Sustainability and Transformation Plan in line with the timescales set out by NHS England.
- Ethos of reablement embedded department wide.
- Delivery of the Transforming Care agenda in balance with risks to the individuals and public.
- Delivery of effective cultural change moving focus of Social Care resource away from crisis response towards prevention and early intervention.
- Implementation of pilot Planned Overnight Care resource.
- Implementation of Community Link Worker Project.
- Review of “health tasks” currently undertaken by Social Care.
- Continuing development of reablement provision.
- Improve services to Carers including further development of Direct Payments.
- Reduced reliance on residential care for all age groups.
- Full embedding of Making Safeguarding personal guidance.

- South Tees Health and Social Care Integration Plan to 2020 operational.
- Deliver 2018/19 Better Care Fund plan for Middlesbrough.
- Co-production in planning and delivery of services between the council and partners to include integrated commissioning and or delivery of services.
- A strategic shift in focus and investment from reactive to preventative working.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

- South Tees Health and Social Care Integration Plan completed.
- 2019/20 Better Care Fund plan for Middlesbrough delivered.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

- South Tees Health and Social Care Integration Organisation operational.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

Public Health and Public Protection

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with local communities and partners within Middlesbrough, the wider Tees Valley and beyond to prevent ill-health, promote and protect health and well-being for the local residents. This includes developing and implementing a coherent preventative strategy that improves quality and length of life, reduces demand on acute health services, and protects the public's health from environmental hazards. The Outcome Area will make a significant contribution to the Fairer and Safer themes of the Vision for Middlesbrough by tackling health inequalities and working with other outcome areas, partner agencies and local communities, reducing mortality and morbidity from preventable causes, addressing lifestyle risk factors and ensuring the public are protected from environmental hazards. The outcome also has a lead role in emergency planning, preparedness and response.

Current Service Portfolio:

The Directorate comprises two services: the **Public Protection** service, comprising emergency planning, environmental protection, environmental health, trading standards and metrology; and **Public Health** service, comprising health protection, health service quality health improvement, health intelligence and health development. The Directorate also undertakes the strategic role regarding sports and leisure development within Middlesbrough.

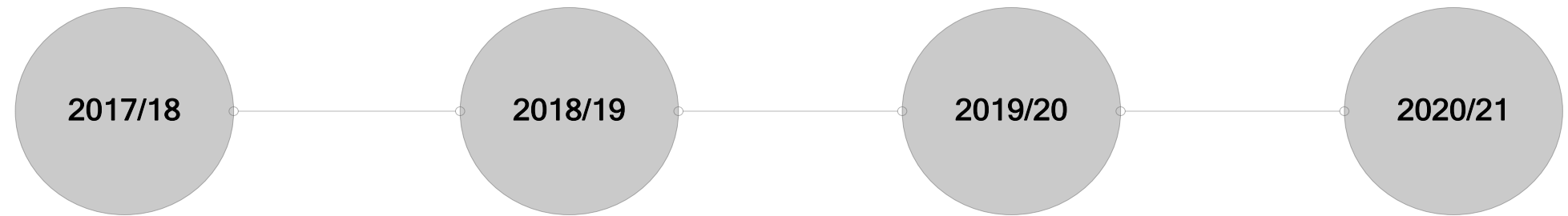
Directorate Vision:

By 2021, the Directorate will have implemented a systematic preventative programme for improving public health across the life course (early years through to old age), characterised by an increasing integrated approach with local communities and with partner agencies, improved outcomes and reduced health inequalities. Transformed and resilient public protection services will be characterised by innovative approaches to improving health and well-being, including locally responsive services and increased self-serve.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Healthy life expectancy (males) – gap to nat. ave.	5 years	4.5 years	4 years	3.5 years
Healthy life expectancy (females) – gap to nat. ave.	2.5 years	2.2 years	2 years	1.8 years
Healthy LE (males) – gap most: least affluent wards	11 years	10.5 years	10 years	9.5 years
Healthy LE (females) – gap most: least affluent wards	11.5 years	11 years	10 years	9.5 years
Early deaths from all causes (standardised mort. <75)	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Priorities



- Public Health services fully recommissioned to align with community needs as identified in Joint Strategic Needs Assessment.
 - Sustainable model of delivering PH programmes in place.
 - Local market for PH services better developed, particularly in relation to VCS providers.
 - Transformation of the 0-25 Healthy Child Programme completed.
 - New model for drugs and alcohol service implemented.
 - Physical activity plan developed and implemented.
 - Public health more integrated within the Council and across partner agencies.
 - Efficient, effective and responsive service model, optimising the opportunities for integrated public protection implemented.
 - Delivery of population level action to tackle tobacco, alcohol and food control, housing standards and air quality health related health harms coordinated.
 - Progress towards reducing smoking prevalence achieved – as part of the regional drive to achieve 5% by 2025.
- Strategic shift in focus and investment, across all agencies, from reactive to proactive services across that are based on a social, rather than biomedical, model of health and well-being.
 - Co-production in planning and delivery of services between the council and partners to include integrated commissioning and or delivery of services.
 - Intelligence-based decision making informed by a detailed understanding of the health and wellbeing needs of the local population.
 - Resilient, effective and locally responsive public protection services.
 - Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.
- Public health embedded across the Council and the local partners and agencies.
 - Reduced health inequalities and improved public health outcomes.
 - Resilient, effective and locally responsive public protection services.
 - Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

Children's Care

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with all stakeholders to ensure that vulnerable children and young people are safeguarded from harm and families are enabled to care for their own children where it is safe for them to do so. As such, it will make a significant contribution to the Safer theme of the 2025 Vision for Middlesbrough.

Current Service Portfolio:

The Directorate comprises four service areas: the **Assessment and Care Planning Service**; the **Looked After Children Service**, including also adoption and fostering, Pathways (leaving care) and children with disabilities; the **Quality and Standards** service, including First Contact, independent review, quality improvement and the Principal Social Worker role; and the **Residential and Resource Service**, comprising children's homes and resources to support social work intervention across the department.

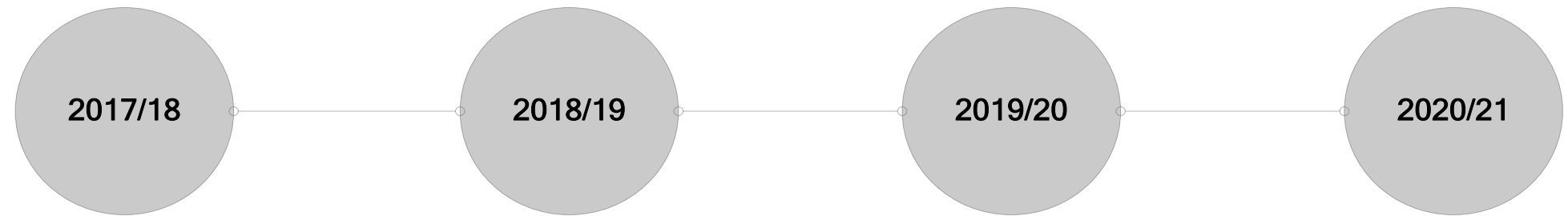
Directorate Vision:

By 2021, the Directorate will be operating a strengths-based model of practice, which enables families, supported by community networks, to care for their own children and as a result reduce the number of children looked after by the Council.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Gap – LAC rate in Middlesbrough and Family Group	+18.2	+14.6	+10.9	TBC
Gap – CPP rate in Middlesbrough and Family Group	+8.9	+7	+5.3	TBC
Residential placements within Middlesbrough provision	55%	60%	65%	70%
LAC cases reviewed within required timescales	75%	80%	85%	90%
Continuous assessments within 45 working days	90%	90%	90%	90%
Caseload per social worker	21	21	21	21

Priorities



- Invest in widespread culture change to support a strengths-based approach, through a sustainable training model and evidence-based practice.
- Workforce investment to achieve practice change.
- Align resources to deliver outcomes in line with cultural change.
- Develop performance management system to link finance and service delivery to ensure timely unit costing and enable improved commissioning practice (implementation of Controcc).
- Develop a strong partnership arrangement around the SEN agenda.
- Develop a sufficiency strategy for Looked after Children.

- Review the impact of the strengths-based social work model.
- Strategic shift in focus and investment, across all agencies, from reactive to proactive services across that are based on a strengths based, rather than model.
- In house and commissioned provision for LAC remodelled based informed by LAC sufficiency strategy.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

Education

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with schools, other education providers and key partners to improve educational outcomes for all children and adults in Middlesbrough. As such, it will make a significant contribution to the Fairer theme of the Vision for Middlesbrough by enabling children, young people and adults to develop the necessary skills to access further education, employment or training.

Current Service Portfolio:

The Directorate comprises three service areas: the **Access to Education** service, comprising school organisation, school place planning, school admissions and attendance enforcement; the **Achievement** service, comprising Middlesbrough Achievement Partnership and school improvement; and the **Vulnerable Learners** service, comprising SEND, Cleveland Unit, Vulnerable Learners, Sensory Impairment and Complementary Education.

Directorate Vision:

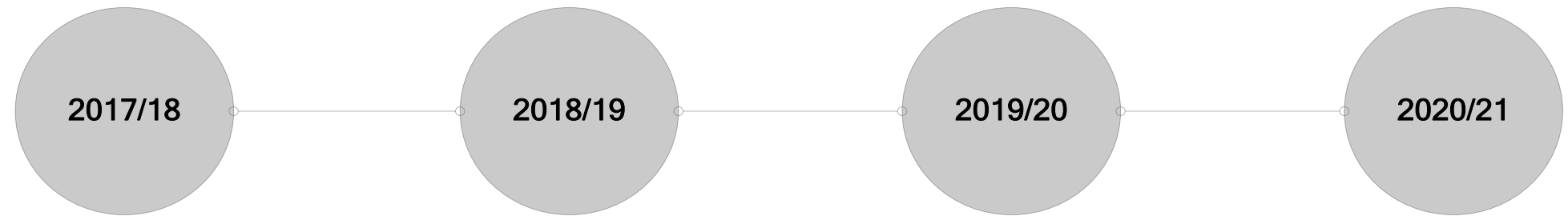
By 2021, the Directorate will be a trusted partner with schools, regional and national agencies in providing effective and high quality learning opportunities for the young people of Middlesbrough. Outcomes for the majority of children at all key stages will be at the national average with significant numbers of pupils achieving at a higher level. Progress will be high for pupils of all abilities, due to the high level of support to encourage best practice and challenge to improve outcomes. Vulnerable pupils will achieve well and gaps in attainment will be averted by early intervention.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Pupils attending schools judged Good or better by Ofsted	82%	91%	100%	100%
Yr 1: Expected standards in phonics decoding	76.8%	79.5%	>79.5%	>79.5%
KS1: Expected standard in reading	69.3%	71.5%	>71.5%	>71.5%
KS1: Expected standard in writing	60.2%	63.4%	>63.4%	>63.4%
KS1: Expected standard in maths	67.8%	70.6%	>70.6%	>70.6%
KS2: Expected standard in reading, writing and maths	50.4%	51.7%	>51.7%	>51.7%
KS4: threshold in English and maths	55.2%	55.6%	>55.6%	>55.6%

Key success measures	2017/18	2018/19	2019/20	2020/21
Absence rate: Secondary schools	6.50%	5.60%	>5.60%	>5.60%
EHCP plans completed within 20 weeks	70%	85%	100%	100%

Priorities



- Directorate and its service provision reviewed in light of Education Act.
 - Implementation of the School Improvement pilot-supporting schools in delivering effective collaborative school-to-school support, governance and leadership to improve pupil outcomes.
 - Ensuring that the appropriate level of challenge and support is agreed for all schools to ensure that no school remains at required improvement or inadequate.
 - Sufficient school placements for all Middlesbrough children in place.
 - Enhanced support service offer in place, allowing best practice to be shared amongst subscribing schools.
 - Well-established MAP working alongside teaching school alliances and fulfilling school improvements.
 - Enhanced support and challenge for all schools at risk in place.
 - Robust assessment and review framework in place to ensure VFM.
 - Ed Psych provision reviewed, with capacity increased to support targeted provision.
 - Hub and spoke model in place in place for Cleveland Unit providing a service that operates all year round.
 - SEND strategic review fully implemented.
 - In line with Government Transfer requirements all required statements and Learning Disability Assessments are transferred within timescale to an EHCP.
- Review of School Improvement pilot finalised.
 - Roles and responsibility are moving towards greater school responsibility for all Middlesbrough outcomes in education.
 - Continue to identify gaps in provision and support more effective models of service for statutory duties.
 - Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.
- LA continues to support a school led improvement system but ownership is now fully with schools.
 - Challenge and support is fully embedded as part of school led improvement.
 - Continue to refine statutory provision and to support key aims of further reducing effects of disadvantage.
 - Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.
- Future investment, growth and efficiency opportunities identified in Phase 3 of the Council's Change Programme implemented.

Prevention and Partnerships

Contribution to a Fairer, Safer, Stronger Middlesbrough:

The Directorate works with local communities and partners within Middlesbrough, the wider Tees Valley and beyond to develop and implement a coherent preventative strategy that ultimately reduces demand on acute safeguarding, social care and other public services. The Outcome Area will make a significant contribution to the Fairer and Safer themes of the Vision for Middlesbrough by reducing poor parenting; reducing domestic abuse; reducing the impact of drug and alcohol abuse; and improving the employability of local people.

Current Service Portfolio:

The Directorate comprises two service areas: **Prevention**, comprising school readiness, Early Help Hub, work readiness, family casework and youth voice; and **Partnerships**, which comprises South Tees Youth Offending Services, the Middlesbrough Children and Young People's Partnership and Local Safeguarding Children's Board, the Troubled Families programme and risk and resilience functions.

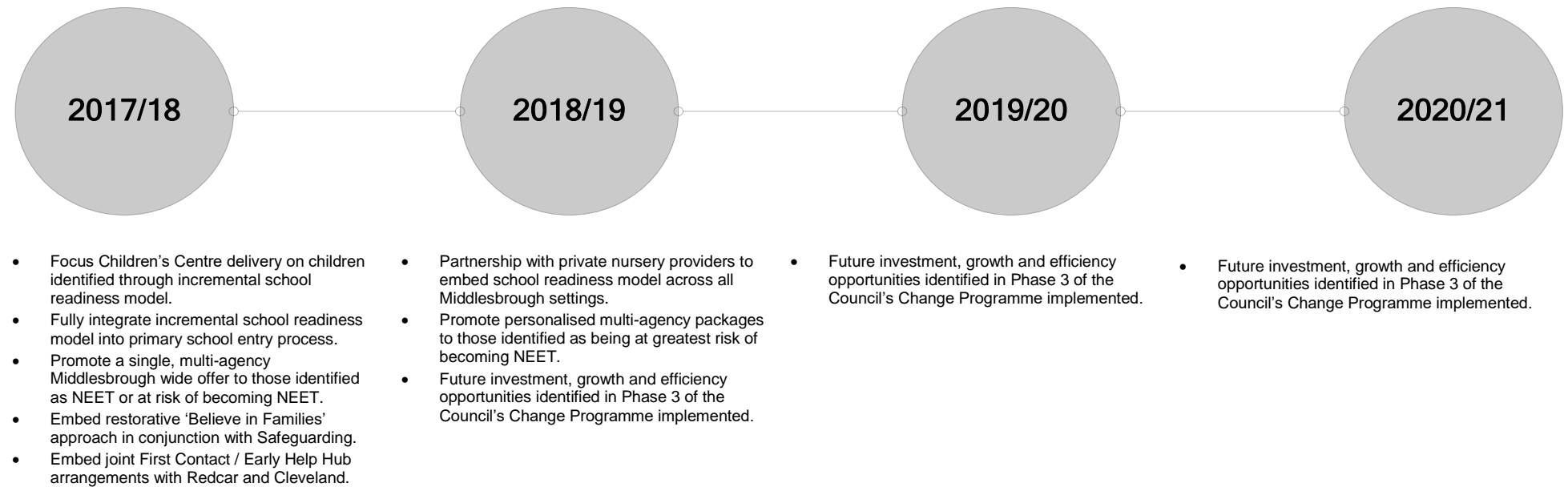
Directorate Vision:

By 2021, the Directorate will align closely with Children's Care to deliver a restorative approach with families, and to encourage external partners to take greater leadership of early help cases.

Resources	2017/18	2018/19	2019/20	2020/21
Net revenue budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Capital budget	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18

Key success measures	2017/18	2018/19	2019/20	2020/21
Rate of proven re-offending by young offenders	1.16	1.16	1.16	1.16
Troubled Families with positive outcomes	150	150	150	150
Children in Need referrals resulting in EHA step-downs	125	150	175	200
Gap – children meeting EY 'Good measure' in Middlesbrough and nat. ave.	7%	5%	3%	1%
Gap – NEET in Middlesbrough and nat. ave.	2%	1%	0%	0%
Children identified for nursery readiness interventions engaged	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18	TBC Q1 2017/18
Gap – 16/7 YO's with suitable offer of learning and nat. ave.	Above	Above	Above	Above

Priorities



Annex 4: Summary Strategic Risk Register

The Council's Corporate Strategic Risk Register identifies the following as current high and medium level risks to the achievement of the Council's targeted outcomes, given the current controls in place to reduce their probability and impact of their occurrence. Activity to further mitigate risk to the lowest practicable level is set out in this Strategic Plan and supporting risk plans. Risk levels and controls are reviewed on a quarterly basis in line with the Council's Risk Management Strategy.

Risk	Directorates affected	Current risk level			Trend
		Probability	Impact	Score ¹	
Targeted investment within Middlesbrough disproportionately affected by low economic growth (e.g. following Brexit).	ED&I	4	5	20	
Qualifications and skills profile of local labour does not match requirements of current employers and / or potential future investors.	C&C	3	5	15	▼
Increased risk of harm to children and young people, in particular due to instability caused by Social Care transformation.	CC	3	5	15	
Potential for achieving sustainable improvement in local health and wellbeing affected by failure to protect and improve public health.	PH&PP	3	5	15	
Qualifications and skills profile of school leavers does not allow them to progress to further education, employment or training.	EDU	3	5	15	
Reduced outcomes and incurred costs through failure to implement effective strategic and delivery partnerships.	FG&S	3	5	15	
Failure to deliver required transformation of services, culture change or savings.	All	3	5	15	
Further public sector austerity as a result of the UK exiting the European Union.	FG&S	2	7	14	
Failure to respond effectively and efficiently to legislative changes places the Council in breach of statutory duties.	All	2	7	14	
Individuals and families in need not provided with effective help at appropriately early stage, resulting in social issues and greater downstream costs to public services.	P&P	2	5	10	▼

¹ Probability is scored from 1 (rare) to 5 (almost certain), impact from 1 (insignificant) to 7 (extreme). Impact can relate to a range of factors including the achievement of priorities, financial losses and reputational damage. The risk score is P x I, with a maximum score of 35.

Appendix B: Level 1: Initial screening assessment – Strategic Plan 2017-21

Subject of assessment:	Strategic Plan 2017-21			
Coverage:	Overarching / crosscutting			
This is a decision relating to:	<input checked="" type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input checked="" type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input checked="" type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	<p>Key aims, objectives and activities</p> <p>This document sets out the Council's approach to maximising its contribution to the 2025 Vision for Middlesbrough during a period of financial contraction from 2017-21. It communicates the Council's change plans to all stakeholders, and provides the basis of the Council's corporate performance management framework.</p> <p>Statutory drivers</p> <p>Local Government Act 1999 – the programme represents a key element of the Council's approach to the delivery of Best Value. Equality Act 2010 – the performance management framework underpinning the programme incorporates the Council's agreed Equality Objectives.</p> <p>Differences from any previous approach</p> <p>The plan is the first refresh proper of the four-year plan agreed by Council in July 2016, extending the document by one year to 2021. It is consistent with the target operating model and design principles for the Council and its services agreed by Council in past Change Programme and Strategic Plan documents.</p> <p>Key stakeholders and intended beneficiaries</p> <p>Elected Members and Council employees, local communities and businesses, partners.</p> <p>Intended outcomes</p> <p>To maximise the Council's contribution to the 2025 Vision while addressing financial pressures from Central Government budget austerity, a growing demand for services and increasing costs.</p>			

Live date:	As soon as the report is approved.			
Lifespan:	Financial years 2017/18 to 2020/21.			
Date of next review:	The Plan will be monitored on a quarterly basis and reviewed and refreshed annually.			
Screening questions	Response			Evidence
	No	Yes	Uncertain	
Human Rights Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?	☒	☐	☐	No. No proposed activity set out within the Strategic Plan will contravene Human Rights as identified in national legislation.
Equality Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?	☒	☐	☐	No. The Plan supports the 2025 Vision for Middlesbrough, which incorporates the Council's equality objectives for the period 2016-20, and ensures that due regard is given to the need to promote equality in relation to access, provision, uptake and outcomes. Delivery Plans are in place for each of the Council's nine Directorates, setting out steps that will be taken over the next four years to contribute towards the achievement of each outcome. Progress is tracked through the Council's performance management framework. As a result, there are no concerns that the Strategic Plan could have a disproportionate adverse impact on groups or individuals with characteristics protected in national legislation.
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?	☒	☐	☐	No. The Plan supports the 2025 Vision for Middlesbrough, which includes commitments to improve community cohesion. Specific actions to improve cohesion are set out within the Directorate Delivery Plan for Culture and Communities. As a result, there are no concerns that the proposed plan could have an adverse impact on community cohesion.
Vision for Middlesbrough Could the decision impact negatively on the achievement of the Vision for Middlesbrough? Does the decision impact on statutory duties associated with these key objectives?	☒	☐	☐	No. The Strategic Plan positively supports the achievement of the Vision by clearly articulating the Council's contribution and a process allocating specific responsibility for the delivery of this contribution within the Council. The Plan will enable the Council to continue to fulfil all statutory requirements.

Screening questions	Response			Evidence
	No	Yes	Uncertain	
Organisational management / transformation Could the decision impact negatively on organisational management or the transformation of the Council's services as set out in its transformation programme?	☒	☐	☐	No. The document articulates the Council's transformation programme and fully complies with design principles for change previously agreed by the Council.

Assessment completed by:	Paul Stephens, Head of Performance and Partnerships	LMT approver:	James Bromiley, Strategic Director of Finance, Governance and Support
Date:	21 February 2017	Date:	21 February 2017