

Appendix 2: Directorate Priorities 2019/20

Adult Social Care and Health Integration

1. Deliver Better Care Fund plan for 2019/20 which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.
2. Deliver the next stage of Middlesbrough's elements of the Single Point of Access (Partnership Board and MDT) process, to provide more efficient services to citizens through greater integration of health and social care.
3. Implement the future structure of the forensic social work service, following review, to ensure the service continues to provide safe and effective support to citizens and the broader community.
4. Review the structure of social work fieldwork teams in preparation for re-location to One Centre Square, and to ensure services meet the changing needs of citizens and their families.
5. Complete the Fair Price for Residential Care review to support the sustainability of the residential care sector.
6. Ensure continued effective engagement with the Transforming Care agenda, to minimise the potential negative impact on service users and the citizens of Middlesbrough.
7. Continue to develop integration plans in partnership with key strategic partners, to deliver improvements in the health and wellbeing of our citizens.
8. Maximise opportunities to positively influence the NHS Integrated Care System and Integrated Care Partnership processes and structures, aimed at improving health and care.
9. Undertake business planning and preparation in response to the forthcoming Green Paper(s) on the funding of social care.
10. Deliver Making Safeguarding Personal in full, to better meet the needs of individual citizens who are subject to abuse or neglect or at risk of the same.
11. Co-locate adult social care preventative services at Phoenix Lodge, in order to increase their effectiveness.
12. Expand and re-locate the autism day care service to provide an improved environment for service users.
13. Explore the Trusted Assessor model for hospital and MRU, to facilitate more rapid hospital discharge.
14. Expand TCES to include children's equipment to more effectively support young people with disabilities.

15. Review reablement service at six months following implementation of the new model to ensure optimum efficiency.
16. Implement plans to combine the Access and Safeguarding Adults teams to improve the flow of information and streamline referral processes.
17. Recommission ASC frameworks encompassing Mental Health / Learning Disabilities / Physical Disabilities to deliver value for money and improved outcomes.

Children' Services

1. Strategic Planning Group to develop a pupil place planning strategy, to ensure sufficient appropriate, high-quality places are available for children and young people now and in the future.
2. Continue work with our partners to deliver the adverse childhood experiences project, to prevent the damaging impact of such experiences on children's lives.
3. Develop and deliver a new South Tees Local Safeguarding Arrangement with statutory partners.
4. Implement the South Tees Multi Agency Children's Hub.
5. Deliver the key areas of improvement within the early help strategy to manage demand and improve outcomes for children and families.
6. Deliver edge of care, increased residential and in-house fostering provision in Middlesbrough to meet the needs of children and families.
7. Work with local schools to improve school attendance, to ensure children make good progress, and to support overall school improvement.
8. Implement the inclusion strategy, to remove barriers to learning and wellbeing for children and young people and reduce exclusions and out-of-area educational placements.
9. Deliver the SEND sustainability plan, further improving outcomes for children and young people with SEND.
10. Further develop the work of the Virtual School, building on improved outcomes for looked after children in the Early Years and at all Key Stages.
11. Deliver and evaluate a workforce strategy for the department, to enable a stable and high-performing workforce who demonstrate our values, and deliver our priorities.
12. Further develop the work of the Middlesbrough Reading Promise as a town wide strategy to improve reading outcomes for children and young people.
13. Improve the quality of social work practice, to improve outcomes for children and families.
14. Drive value for money within Children's Services by delivering on the department's savings programme and strengthening commissioning.

15. Introduce a Young Persons Cultural Passport aimed at broadening experiences within Berwick Hills and Pallister, Brambles and Thorntree, Central, North Ormesby and Newport.
16. Create a Youth Parliament to give young people a greater say in the development of services and outcomes.

Finance, Governance and Support

1. Plan and deliver Local, Mayoral and Parish Elections by 2 May 2019 (ensuring plans are in place for possible further elections / referendums, subject to Political and Brexit negotiations).
2. Ensure the final elements of the Legal Services review are fully embedded, and that process redesign is undertaken to ensure processes are fit for purpose in light of revised demand profiles.
3. Produce unqualified statement of accounts within the statutory timescales.
4. Maintain an accurate and timely Medium Term Financial Plan and work with Directorates to develop balanced budget for 2020/21 and future years, to maintain the Council's financial stability.
5. Develop an agreed new Pay Model for 2020/21 to address the pay differentials created by the National Pay Award.
6. Demonstrate auditable progress on the delivery of outcomes identified within each of the five themes within the ICT Strategy (2018-2022).
7. Develop project to review the future of pensions administration after the existing contract ends in May 2021, including evaluating and identifying the most effective delivery model (insourced / outsourced / partnering with another organisation).
8. Undertake a full service review following the return of Revenues and Benefits services, incorporating an evaluation of the enforcement function, a review of the Leadership Team and opportunities to improve Council Tax collection and benefit performance, by September 2019.
9. Review the current governance framework and implement streamlined arrangements to promote continued value for money in the development and delivery of programmes and projects.
10. Ensure effective support for the delivery of Change Programme to ensure that the Council addresses the £25.2m shortfall in its budget to 2021/22, and transforms the organisation.
11. Work with the new Elected Mayor of Middlesbrough to update the Vision for Middlesbrough and ensure that the Council's Strategic Plan for 2020/21 onwards is revised accordingly.

12. Delivering our contribution to the Social Regeneration Prospectus, including:

- adopting new methods of local procurement to increase the amount of public funding that is spent locally;
- signing up to the Money Advice Trust's "Stop the Knock" campaign, and looking to cease the use of bailiff charges for those who qualify for Council Tax support;
- promote the South Tees Community Bank in Community Hubs and schools within targeted wards;
- revising our recruitment policy and procedures to better promote apprenticeships and jobs to our poorest communities and vulnerable groups;
- Launching a staff volunteering scheme, aimed initially at activities that combat loneliness and isolation; and
- introducing an annual Civic Pride Awards event, celebrating and recognising good work undertaken by individuals, community organisations and businesses.

Growth and Place

Culture, Communities and Communications

1. Develop and deliver a Corporate Marketing and Communications Strategy which includes Council wide and Service level marketing, internal communication and to introduce a new Place Brand and Civic Pride campaign (#Brilliantly Boro) across the town.
2. Work in Collaboration with the Home Office to improve the equity in dispersal of Asylum Seekers.
3. Deliver a place making events programme including an event with a national profile.
4. Work to improve the cohesiveness of communities in those areas where there are a high number of new migrants.
5. Trial of neighbourhood based working in Hemlington with a view to further roll out across Middlesbrough.
6. Trial joining up services tackling ASB with the Police and Thirteen in Hemlington with a view to further rollout across Middlesbrough.
7. Reduce Crime and Anti-social behaviour across the borough.
8. Implementing the Opportunity Middlesbrough Strategy to improve Apprenticeships.
9. Launch 50 Futures programme offering real work experience opportunities for people from identified groups, such as care leavers, service leavers, ex-offenders and other vulnerable and underrepresented groups.
10. Work with Middlesbrough College to deliver more learning opportunities in our poorest performing communities.
11. Redesigning and recommissioning of our support services for Domestic Violence, Homelessness and Substance Misuse.

12. Work with the Home Office/contract providers for a successful transition to the new asylum dispersal housing and support and advice contracts to be fully operational by autumn 2019.
13. Maximise commerciality, income generation and business growth for all cultural venues.
14. Improve living standards within the private rented sector in Newport by introducing Selective Landlord Licensing in 2019/20.
15. Increase opportunities for people in Middlesbrough to engage in cultural opportunities.
16. Support the city centre strategy by building on the partnership to reducing crime and anti-social behaviour and embed culture within the built environment.
17. Enable the production of community led Neighbourhood Plans in Berwick Hills and Pallister, Brambles and Thorntree, Central, North Ormesby and Newport.
18. Establish the future location for the Archives service in partnership with Cleveland partners.
19. Introduce a new Place Brand and Civic Pride campaign (#Brilliantly Boro) across the town.
20. Embed the Cultural Strategy in the council and facilitate the Cultural Partnership board for Middlesbrough.
21. Launch a Middlesbrough Council Volunteering Charter, for people who want to gain work skills and help their community and introduce regular volunteering weeks to deliver support in our communities involving Community Groups, Churches/Places of Worship and Businesses.

Environment and Commercial Services

1. Further develop local delivery plans to improve the physical environment of localities / green spaces within Middlesbrough, to ensure that the town is clean, well-maintained & meets the local needs.
2. Reduce environmental crime through education and enforcement to support physical and social regeneration within Middlesbrough.
3. Implement reviews in Cleaning, Pest Control, Ayresome Industries, Building Maintenance and Bereavement to deliver savings set out within the Change Programme.
4. Implement following consultation price increases in bereavement and building cleaning to deliver savings set out within the Change Programme.
5. Continue to participate & input into the wider Tees Valley Waste Management Group network, to ensure Middlesbrough's service needs are tailored for.

6. Collaborate with Thirteen Group to ensure service delivery across both organisations is seamless, meeting the needs of our residents.
7. Ensure that the project to deliver the move to the new civic campus is delivered.
8. Implement the Newham Grange investment plan to provide an excellent visitor attraction for Middlesbrough.
9. Implement the recommendations of the review of Integrated Transport Unit to mitigate current budget pressures.
10. Develop a robust performance regime through the ongoing gathering of key operational data to improve the effectiveness of the Directorate.
11. Remove charging for bulk waste collection for the poorest families, and incentivise community recycling and litter collection.

Regeneration

1. Secure occupiers for commercial buildings at Centre Square, to facilitate the growth of city centre employment.
2. Commence construction of first phase of business units at Boho Next Generation, to facilitate the growth of the digital sector.
3. Ensure a detailed planning application is submitted for the Snow Centre, to enable the development of a major visitor attraction.
4. Secure occupiers for four commercial buildings at Teesside Advanced Manufacturing Park.
5. Ensure a detailed planning application is submitted for the Northern School of Arts, to enable expansion of the education offer.
6. Launch the Investment Prospectus II, to attract further commercial investment into the area.
7. Launch plans for an iconic focal point / public space in the City Centre Heart (Linthorpe Road / Corporation Road Crossroads), to support city centre vibrancy.
8. Bring together major commercial landowners in the city centre to collaborate on strategic estate management.
9. Launch the Council's Housing Delivery Vehicle with construction starting on first site, to increase choice within the local housing market.
10. Commence marketing of premium housing sites in the south of the town, to support the development of new housing.
11. Agree overall bus plan with operators, including the implementation of 'Superstops', to improve the public transport infrastructure.
12. Commence work on Rail Station undercroft, to improve public transport infrastructure.

13. Secure funding for capacity works at Middlesbrough Rail Station, to enable the expansion of rail services.
14. Support Redcar and Cleveland BC to secure funding towards a new rail station at Nunthorpe Parkway, to improve transport options for the south of Middlesbrough.
15. Formally submit the Local Plan for inspection, to support the sustainable, long-term development of Middlesbrough.
16. Launch the Social Regeneration programme and Community Action Fund, to support innovation in communities.
17. Commence construction of a new community facility at Southlands, to support community activity in the area.

Public Health and Public Protection

1. Deliver Middlesbrough's parenting strategy, to ensure that parents are well-supported and children and young people make good progress.
2. Work to develop an integrated approach to building stronger communities, improving health and wellbeing, and reduce health inequalities within the town, focusing particularly on self-care, community-led prevention and early intervention.
3. Develop integrated prevention, support and recovery services for substance misuse, domestic violence and homelessness service.
4. Transform the delivery of healthy child programme (Health visiting and school nursing services) prevention and early intervention services for children, young people and families together with children's services and external agencies.
5. To build on the progress from the implementation of Dementia Friendly Town, Aging better programme to develop an Age Friendly Town.
6. Expansion of the Live Well centre as a world class health and well-being hub connected to community based initiatives and support across the Borough.
7. Deliver Sport England Local Delivery Pilot and develop system wide sustainable changes.
8. Develop culture, arts and well-being programme to ensure alignment of the local offer with the health and wellbeing challenges for the town.
9. Develop a South Tees Clean Air Strategy to work in partnership to integrate air quality matters into corporate strategies and achieve the best air quality.
10. Develop an integrated data and intelligence system to ensure intelligence led commissioning and delivery of health, social care and well-being services for the local population.

11. Work with council departments and external agencies to embed a health in all policies approach starting with the following priority areas: regulatory powers and health, transport and health, work and health, planning and health, arts, culture and wellbeing.
12. Review the approach to food law enforcement to drive improvement in the standards of the poorest premises, to ensure all businesses are supported and that targeted high level risk are addressed.
13. We will continue to maximise on opportunities for working across the South Tees and broader geographies where this leads to improvements building on the Public Health South Tees, Live Well South Tees and South Tees Smoking Free Alliance arrangements.
14. To support the efforts to develop integrated care systems, integrated care partnerships, integration of health and social care and place based systems jointly with NHS, health, social care, housing, voluntary and community sector and other partners.
15. Undertake health promotion and activity in schools and community venues in communities where health outcomes are worst.
16. Expand existing approaches to tackling loneliness and isolation.