

Appendix 3: Proposed Directorate Priorities 2022/23

All Directorates

Priority	Due Date
Embed corporate values within the Directorate and make staff feel more valued.	31/03/2023
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	31/03/2023
Deliver all budgeted savings initiatives and maintain spend within the limits provided for in the Medium-Term Financial Plan.	31/03/2023

Adult Social Care and Health Integration

Priority	Due Date
Prepare for the implementation of the Liberty Protection Safeguards.	31/03/2023
Develop a Clean Air Strategy for Middlesbrough.	31/10/2022
Review the Gambling Act Policy.	31/06/2022
Review the Licensing Act Statement of Licensing Policies.	31/06/2022
Implement the Newport 2 Selective Landlord Licensing scheme.	31/12/2022
Deliver next phase of integrated model of support for complex needs in Middlesbrough.	31/03/2023
Prepare for the implementation of the <i>People at the Heart of Care</i> White Paper.	31/03/2023
Prepare for the implementation of the two-day reablement standard in April 2023.	31/03/2023
Complete the implementation of the Domestic Abuse Act and evaluate provision.	30/11/2022

Children's Services

Priority	Due Date
Deliver the Participation Strategy to support our service users to develop the services they receive in partnership with the Children and Young People's partnership.	31/12/2022
Deliver the Quality Assurance and Performance Strategy.	31/03/2023

Priority	Due Date
Strengthen the way the Children and Young People partnership work together and challenge the quality of practice through the delivery of the Safeguarding Partnership plan.	31/12/2023
Develop and deliver a workforce strategy to support a stable, skilled and focussed leadership at all levels and stable, permanent, skilled frontline workforce.	31/12/2023
Deliver the multi-agency Early Help and Prevention Strategy to commit to supporting families at the earliest stage possible and increase the offer of youth provision.	31/03/2023
Improve the quality of practice to deliver the Middlesbrough Children's Services Improvement Plan.	31/03/2023
Deliver the placement sufficiency strategy to increase our internal placement capacity (internal residential homes and in-house foster carers).	31/03/2023
Target young people who are NEET and provide support to progress into education, employment and training opportunities.	31/03/2023
Deliver the Inclusion and Specialist Support Strategic Plan to remove barriers to learning and wellbeing for children and young people.	31/03/2023
Deliver the Pupil Place Strategy, to ensure sufficient appropriate, high-quality school place are available for children and young people now in the future.	31/03/2023
Work with partners across Education, Health and Social Care to deliver the priorities within the local area SEND Strategy 2021-24.	31/12/2022
Deliver Middlesbrough Community Learning Strategy to increase learning opportunities across Middlesbrough in line with local, regional and national priorities.	31/03/2023
Deliver the Achievement Plan to help school improvement and support educational outcomes in Middlesbrough.	30/08/2022
Work with school and partners to help improve attainment and attendance levels and reduce exclusions for all children across Middlesbrough.	31/01/2023
Deliver a refreshed Youth Justice Plan aligned to the Youth Justice Board's 'Child First' principle	30/03/2023

Environment and Community Services

Priority	Due Date
Review and deliver the Community Safety Strategy to reduce crime and anti-social behaviour across Middlesbrough	30/06/2022
Increase the levels of Environment Enforcement activities	31/03/2023

Priority	Due Date
Complete works on Column 22b.	30/06/2022
Complete inspections of bridges and structures and implement resulting works where appropriate.	30/06/2022
Develop a five-year highways asset investment plan.	30/06/2022
Determine the future operational status of the Transporter Bridge and secure appropriate investment.	31/07/2022
Explore the potential to designate sites across the town as local wildlife / nature reserves, increasing biodiversity in Middlesbrough.	30/09/2022
Secure additional funding to improve the condition of the Council's operational estate and highways infrastructure.	30/09/2022
Review the Asset Management Framework for Middlesbrough.	30/09/2022
Seek funding to improve the A66 through Middlesbrough.	31/10/2022
Further implement the locality working model to additional wards.	31/03/2023
Increase levels of environment enforcement where appropriate.	31/03/2023
Plant another 10,000 trees across Middlesbrough.	31/03/2023
Implement Year Two actions of the Council's Green Strategy.	31/03/2023

Finance

Priority	Due Date
Analyse impacts of the Fair Funding Review / Comprehensive Spending Review and the provision of information to support the Council's position and representations to Government.	30/09/2022
Implementation of a centralised corporate welfare solution, to support the financial wellbeing of Middlesbrough residents.	31/07/2022
Review procurement policy and practice in preparation for the outcome of the Procurement Green Paper, including the opportunity for transformation and innovation.	30/09/2022
Review Valuation and Estates to ensure that both the development function and commercial management of assets are resourced and have clear strategic plans.	30/09/2022

Priority	Due Date
Renegotiate the Section 75 arrangement with health partners to ensure services delivered are funded and fully accountable.	31/10/2022
Achieve an unqualified set of accounts for the 2021/22 financial year.	31/12/2022
Implement the 'payment to provider' solution, futureproofing with approach to procurement cards, ensuring the Council supports the local economy while delivering sound financial governance.	31/12/2022
Set a balanced budget for the Council and maintain an accurate and timely Medium-Term Financial Plan.	11/03/2023
Implement the new accounting regulations in relation to leasing.	31/03/2023
Implement the insurance service review and tender insurance contract arrangements to commence 1 April 2023.	31/03/2023
Development and implementation of a series of projects to maximise opportunity to improve Council Tax collection.	31/03/2023
Monitor the financial position of the Council, including close working with Directorates ensuring correct allocation / maximising use of grants received (e.g. COVID-19), and the monitoring of the Investment Strategy and the effects on the Council's MTFP.	31/03/2023
Improve working and integration between services provided by Financial Planning & Support and Financial Governance & Revenues to maximise available resources and improve the overall service provided.	31/03/2023
Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection.	31/03/2023
Prepare and complete the Pension Fund triennial valuation as at 31 March 2023.	31/03/2023
Deliver ongoing training and development to the Pension Fund Committee and Board.	31/03/2023
Deliver sound business management practice through the delivery of the asset disposal policy framework, ensuring best value is achieved and the benefit of disposals are shared with local communities.	31/03/2023
Re-procure pensions administration contract.	30/09/2022

Legal and Governance Services

Priority	Due Date
Commence implementation of revised business intelligence dashboard plan following agreement by LMT.	30/04/2022
Commence implementation of Robotic Process Automation within the Council.	30/06/2022
Develop an Operations Strategy (incl. Customer, ICT, operational estate, etc.) for the Council, to reflect post-COVID changes / new ways of working.	30/06/2022

Priority	Due Date
Develop and implement a strategic planning cycle to inform the Council's approach to budget planning and consultation.	31/05/2022
Carry out Local Government Pension Scheme re-enrolment, in-line with legal obligations and duties.	31/08/2022
Ensure limitation dates are met in-line with the Prosecutors Code when dealing with instances of Crime and Anti-Social Behaviour.	31/03/2023
Further embed the Legal Business Partner approach to ensure Regeneration project deadlines and legal needs of the Council are aligned.	31/03/2023
Ensure effective implementation and transition to the new Liberty Protection Safeguards, through Legal advice and support to Adults Services.	31/03/2023
Continued Legal Services support to Children's Services Improvement Journey.	31/03/2023
Review implementation of revised approach to appraisal framework to ensure employee objectives are aligned to the Council's values and Strategic Priorities.	31/12/2022
Complete the Community Governance Review to establish future parish and community councils for Middlesbrough.	31/03/2023
Oversee delivery of actions within the 2020/21 Annual Governance Statement.	31/03/2023
Oversee delivery of actions with the 2021 Annual Equality and Inclusion Report.	31/03/2023

Public Health

Priority	Due Date
Implementation of a partnership approach to ensure the best start in life for Middlesbrough children, reducing early health inequalities and focusing on the first 1001 days of life.	31/03/2023
Publish a revised Pharmaceutical Needs Assessment for South Tees.	01/10/2022
Publish the Director of Public Health's Annual Report.	30/08/2022
Develop the Public Health workforce plan.	31/08/2022
Recruit to shared Public Health Consultant roles with NHS and Teesside University.	30/06/2022
Develop robust plans to deliver the Holiday Activity Fund, building on the learning from 2021.	30/06/2022
Pilot the use of the health inequalities assessment tool on policies and business cases in at least five key areas across Council.	30/07/2022

Priority	Due Date
Develop the 'Work Well' offer in collaboration with education partners to include the development of a bespoke employer-led programme for Public Health, with routes into long-term health and social care opportunities.	31/08/2022
Complete the action plan for the Health and Happiness strand of the Green Strategy.	31/08/2022
Complete in-depth insight work to understand how the Council can work with local communities to understand better local experiences of poverty and build better relationships.	31/12/2022
Complete the health protection assurance report.	31/03/2023
Develop and deliver an improved offer of support for addiction recovery through employment, housing and social / community re-integration.	31/03/2023

Regeneration and Culture

Priority	Due Date
Commence programme of investment in Middlesbrough Rail Station and the areas around it.	30/04/2022
Complete relocation of Teesside Archives.	31/05/2022
Development of central Middlehaven for commercial space (Boho X), housing units and restoration of the Old Town Hall and Captain Cook Pub.	31/03/2023
Commence programme of site infrastructure at Middlehaven through the Brownfield Housing Fund.	30/06/2022
Complete relocation of Council headquarters to Fountain Court.	30/09/2022
Prepare a new balanced Local Plan for consultation, based on greater community engagement.	31/01/2023
Market the premium housing sites at Nunthorpe Grange and Newham Hall.	28/02/2023
Support Thirteen Group to deliver development at Gresham.	31/03/2023
Deliver 450 new homes across Middlesbrough.	31/03/2023
Deliver Middlesbrough's Future High Streets Fund programme.	31/03/2023
Deliver Middlesbrough's Town Fund programme.	31/03/2023
Deliver transport schemes to improve efficiency and capacity of the network.	31/03/2023