

Report of:	The Elected Mayor of Middlesbrough; Chief Executive
Submitted to:	Executive
Date:	6 September 2022
Title:	Corporate Performance Update: Quarter One 2022/23
Report for:	Decision
Status:	Public
Strategic priority:	All
Key decision:	No
Why:	Choose an item.
Urgent:	No
Why:	

Executive summary

This report advises the Executive of corporate performance at the end of Quarter One 2022/23, providing the necessary information to enable the Executive to discharge its performance management responsibilities and where appropriate, seeks approval of any changes (where these lie within the authority of the Executive).

This report also asks that the Executive:

- approves the proposed amendments to Executive actions outlined at Appendix 1.
- notes progress of delivery of the Strategic Plan 2022-24 at Quarter One 2022/23, detailed in Appendix 2.
- notes the Council's updated position in relation to Strategic Risk, at Quarter One 2022/23.
- notes progress of the 2022/23 Directorate Priorities at Quarter One 2022/23, detailed in Appendix 3.

Purpose

1. This report advises the Executive of corporate performance at the end of Quarter One 2022/23 and where appropriate seeks approval of any changes, where these lie within the authority of the Executive.

Background and relevant information

2. The Council's Scheme of Delegation gives the Executive collective responsibility for corporate strategic performance, together with associated action.
3. This report provides the necessary information to enable the Executive to discharge its performance management responsibilities, setting out progress against Executive action, the Strategic Plan and other key associated items, together with actions to be taken to address any issued identified.
4. The projected 2022/23 financial outturns are presented separately to this meeting of the Executive, and so not repeated here. Where performance has had a significant impact on finances this is highlighted within the body of the report.
5. As part of continuous improvement in performance and risk management, the Council's Leadership Management Team (LMT) has implemented monthly reviews of corporate performance utilising a Directorate Performance dashboard, drawing data from a range of performance systems.
6. The output from these sessions is reflected through quarterly updates to the Executive and Overview and Scrutiny Board and covering in addition, progress in delivering actions agreed by the Executive, key Directorate performance issues and other performance-related matters.

Overall progress at Quarter One

7. The Council's performance overall at Quarter One saw positive progress in performance at Quarter One 2022/23, with progress towards expected performance standards as set out in the Council's risk appetite, achieved in five out of six areas.

Progress in delivering Executive actions

8. Actions agreed by the Executive to deliver approved decisions are tracked by LMT, monthly. If, subsequent to the Executive's approval, any action is found to be no longer feasible or appropriate, or cannot be delivered within the approved timescales, this report will be used to advise the Executive of this and seek approval of alternative actions or amended timescales.
9. At the end of Quarter One 2022/23, 62 of 66 live actions (94%) were reported as on target to be delivered by the agreed timescales, improved from the reported at 2021/22 Year End position and above the 90% standard of achievement of actions, with 4 proposed amendments for Executive approval set out at Appendix 1. All remaining Executive actions are expected to be achieved within their approved timescales.
10. Of the proposed amendments to Executive actions:

- Three relate to the Children and Young People's Learning Scrutiny Panel's Final Report: Behaviour, Discipline and Bullying in Schools (Service Response) actions which have seen slight delay to ensure survey findings are included in the SEND Green Paper and final Inclusion Strategy to further enhance.
- A future report on Community Asset Transfers to be presented to Executive outlining outcome of financial appraisal and recommendations for community asset transfers, is delayed, due to changes in service area responsibility.

Progress in delivering the Strategic Plan 2022-24

11. At the 23 February 2022 meeting, Council was advised that an annual refresh for the Strategic Plan 2021-24 would not be brought forward and that as such the Strategic Plan would remain in place for 2022/23, to ensure that the Council has sufficient time to consider implications of national and potential forthcoming local changes on its strategic direction.
12. At a meeting of the Executive on 5 April 2022, the refreshed Strategic Plan workplan for the 2022-24 period and Directorate Priorities for 2022/23 was approved, which combined provide a cohesive approach to the delivery of key priority activities across Council services.
13. Progress continues to be monitored via detailed milestone plans, adhering to the corporate programme and project management framework, where applicable. Progress will continue to be reported to all senior managers and Members as part of the quarterly corporate performance results reports presented to Executive and Overview and Scrutiny Board.
14. The Strategic Plan for 2022-24, sets out nine strategic priorities for this period which are supported by an associated set of outcome measures and a workplan, which will see delivery of sustained improvement, up to and beyond 2024.

Outcomes

15. The Strategic Plan measures are the outcomes expected from successful delivery of the Strategic Plan workplan and initiatives. As the Strategic Plan workplan was refreshed for 2022-24 in isolation to the existing Strategic Plan outcome measures, there is a diluted relationship between progress against delivery and outcome measures.
16. Whilst this will be addressed in the next annual refresh of the Strategic Plan itself, further consideration on effectively reporting against Strategic Plan outcomes measures for 2022-24 will be given and presented in the Corporate Performance Update: Quarter Two 2022/23 report.

Workplan

17. At Quarter One 2022/23, performance against the Strategic Plan workplan was as set out below, exceeding the corporate target of 90%.

Status	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	0%	90%	Yes	-
GREEN	100%			
AMBER	0%	N/A	N/A	N/A
RED	0%	N/A	N/A	N/A

Strategic Risk Register

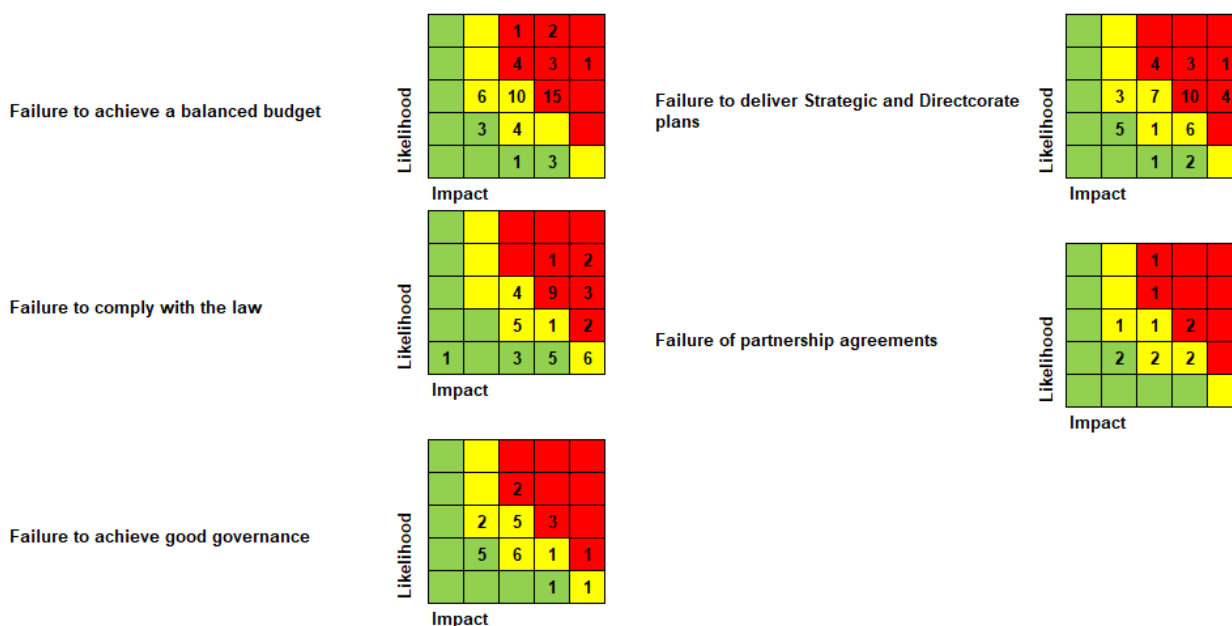
18. The Council's strategic risks are:

- Failure to achieve a balanced budget
- Failure to comply with the law
- Failure to achieve good governance
- Failure to deliver the Strategic Plan and Directorate Plans
- Failure of partnership agreements.

19. All individual organisational risks are aligned to one of the above categories, with work ongoing to refine their content, which should see a reduction in the volume of risks reported in the Quarter Two report. The heat maps below demonstrate the number of risks that contribute to those overall strategic risks.

20. Future reports will set out trend information and reasons for changes to those heat map positions, providing Members with an overview of risk movement within the organisation and the narrative / context for such movement.

21. The risk category position at Quarter One 2022/23 is as follows:



22. During Quarter One, as a result of work undertaken to refine the number of individual risks that comprise the five strategic risk categories, the following significant change has been made to one existing risk:

- ‘Failure to deliver good governance’ strategic risk, had progressed from risk to issue. A new risk has therefore been created to capture the risk of failure to deliver the required improvements to address areas of non-compliance with the Local Code of Corporate Governance.

Progress in delivering Directorate Priorities 2022/23

23. Directorates are accountable for a number of Directorate-specific actions each year to ensure ongoing compliance with legal duties and best practice and that business change is well managed. Directorate Priorities for 2022/23 are set out at Appendix 3.

24. Since approval of the Directorate Priorities for 2022/23 at Executive on 5 April 2022, some minor amendments have been made to remove duplication of effort with the Strategic Plan workplan initiatives, as follows:

Ref.	Directority Priority	Action	Reason
ALL	Deliver all budgeted savings initiatives and maintain spend within the limits provided for in the Medium-Term Financial Plan.	Remove	BAU activity
REG 08	Support Thirteen Group to deliver development at Gresham.	Remove	Not an MBC owned / led project
CUL 05	Increase attendance at existing Council events like Orange Pip.	Remove	Duplicate of SP workplan activity, CUL 01
EC 02 / EC 12	Increase the levels of Environment Enforcement <i>and</i> Increase levels of environment enforcement, where appropriate.	Remove	Duplicate of SP workplan activity, ASB 04
EC 05	Develop a five-year highways asset investment plan.	Remove	Duplicate of SP workplan activity, PEN 03
EC 07	Explore the potential to designate sites across the town as local wildlife / nature reserves, increasing biodiversity in Middlesbrough.	Remove	Duplicate of SP workplan activity, CCH 02
EC 08	Secure additional funding to improve the condition of the Council’s operational estate and highways infrastructure.	Remove	Change title to ‘Secure additional Capital funding to improve the condition of the Council’s operational & commercial Built Asset Portfolio’.
EC 11	Further implement the locality working model to additional wards.	Remove	Duplicate of SP workplan activity, VUL 02
EC 13	Plant another 10,000 trees across Middlesbrough.	Remove	Duplicate of SP workplan activity, CCH 07
FI 11	Development and implementation of a series of projects to maximise opportunity to improve Council Tax collection.	Remove	Duplicate of Directorate Priority, FI 14
CC 02	Deliver the Quality Assurance and Performance Strategy.	Remove	BAU activity
CC 03	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.	Remove	REMOVE as element of wider strategic partnership working
CC 06	Improve the quality of practice to deliver the Middlesbrough Children’s Services Improvement Plan.	Remove	Duplicate of SP workplan activity, CYP 05

25. At Quarter One 2022/23, 100% (98) of Directorate Priorities are on track; above the expected standard of 90%.

Status	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	0%	90%	Yes	-
GREEN	100%			
AMBER	0%	N/A	N/A	N/A
RED	0%	N/A	N/A	N/A

Progress in delivering Programmes and Projects

26. The Council maintains a portfolio of programmes and projects in support of achievement of the Council’s strategic and directorate priorities. At Quarter One 2022/23, 97% (30) of the 31 programmes / projects were on-track to deliver against project time, cost, scope and benefits; above the expected combined standard of 90%.

Status	Q1 2022/23 position	Expected standard	Standard achieved	Trend
COMPLETED	0%	90%	Yes	-
GREEN	77%			
AMBER	20%	N/A	N/A	N/A
RED	3%	N/A	N/A	N/A

Progress in other corporate performance matters

27. In addition to the above performance and risk issues, LMT reviews a range of other performance measures on a monthly basis, including compliance with agreed actions from internal audits, responsiveness to statutory information requests, information security incidents and complaints.

28. At Quarter One 2022/23, the key points of note in matters of compliance, were:

- complaints dealt with within timescales continues to improve to 83%.
- Freedom of Information Requests (FOI) and Environment Information Requests (EIR) responded to within statutory timescales improved, increasing from 80% from 76.8% at the end of 2021/22.
- overdue Subject Access Requests reduced further.

What decision(s) are being recommended?

29. That the Executive:

- approves the proposed amendments to Executive actions outlined at Appendix 1.
- notes achievement progress of the Strategic Plan 2022-24 at Quarter One 2022/23, detailed in Appendix 2.
- notes the Council's updated position in relation to Strategic Risk, at Quarter One 2022/23.
- notes progress of the 2022/23 Directorate Priorities at Quarter One 2022/23, detailed in Appendix 3.

Rationale for the recommended decision(s)

30. To enable the effective management of performance and risk in line with the Council's Local Code of Corporate Governance.

Other potential decision(s) and why these have not been recommended

31. Not applicable.

Impact(s) of the recommended decision(s)

Legal

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

Strategic priorities and risks

33. The proposed recommendations are key to and consistent with supporting deliver of the Council's strategic priorities and risks, as set out in the Strategic Plan.

Human Rights, Equality and Data Protection

34. As reported to Council in February 2021, no negative differential impact on diverse groups and communities is anticipated from the direction of travel set out in the Strategic Plan 2021-24.

Financial

35. Any financial implications relating to issues set out in this report, are summarised in the Revenue and Capital Budget – Quarter One Outturn Position 2022/23 report, also considered by the Executive at its meeting of 6 September 2022.

Actions to be taken to implement the recommended decision(s)

Action	Responsible Officer	Deadline
Executive action revisions to be implemented on modern.gov	Democratic and Registration Service Manager	16/09/2022
Revised approach in reporting against Strategic Plan outcomes measures for 2022-24 to be developed by Quarter Two reporting	Strategy Delivery Manager	28/10/2022

Appendices

1	Proposed amendments to Executive actions at Quarter One 2022/23
2	Strategic Plan Workplan: progress at Quarter One 2022/23
3	Directorate Priorities 2022/23: progress at Quarter One 2022/23

Background papers

Body	Report title	Date
Council	Strategic Plan 2021-24	24/02/21
Executive	Strategic Plan 2021-24: approach to delivery	11/05/21
Executive	Strategic Plan 2020-23 – Progress at Year End 2020/21	15/06/21
Executive	Corporate Performance Update: Quarter One 2021/22	07/09/21
Executive	Corporate Performance Update: Quarter Two 2021/22	07/12/21
Executive	Corporate Performance Update: Quarter Three 2021/22	14/02/22
Executive	Refreshing the Strategic Plan workplan for the 2022-24 period	05/04/22
Executive	Corporate Performance Results: Year End 2021/22	14/06/22

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Appendix 1: Proposed amendments to Executive actions at Quarter One 2022/23

Executive of	Report	Action	Owner	Agreed Due Date	Proposed Revised Due Date
09/11/21	Children and Young People's Learning Scrutiny Panel's Final Report: Behaviour, Discipline and Bullying in Schools (Service Response)	Survey to be issued to staff and students across all schools, sharing feedback with school leaders to influence improvements to behaviour management practices.	CS	30/04/22	30/09/22
		Guidance to be developed and circulated to schools on the importance of language and its influence on changing perceptions and attitudes.	CS	30/04/22	30/09/22
		MBC to share good practice with schools by facilitating peer reviews and providing case study illustrations of good behaviour management practices.	CS	30/04/22	30/09/22
13/04/21	Community Asset Transfers	That a future report be presented to Executive, outlining outcome of financial appraisal and recommendations for community asset transfers.	ECS	30/04/22	31/07/2022

Appendix 2: Strategic Plan Workplan: Progress at Quarter One 2022/23

We will show Middlesbrough's children that they matter and work to make our town safe and welcoming and to improve outcomes for all children and young people.	Q1 2022/23 position
Expand the current model for youth provision in areas that suffer high levels of deprivation	
Make steps towards every child playing a musical instrument by extending to one other school or year group	
Evidence that Middlesbrough Council listens to children's voices	
Create and deliver a strategy to increase digital inclusion for children, young people and adults across Middlesbrough	
Consolidate and build on recent Children's Services progress to improve Ofsted rating	
Explore potential for the establishment of an Eton Sixth Form in Middlesbrough	

We will work to address the causes of vulnerability and inequalities in Middlesbrough and safeguard and support the vulnerable.	Q1 2022/23 position
Deliver and extend the 50 Futures programme	
Further develop the Dementia Friendly Middlesbrough programme	
Achieve 'Age Friendly Communities' status	
Implement and extend locality working	

We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.	Q1 2022/23 position
Support the police and hold them to account for each neighbourhood	
Establish and support Neighbourhood Watch schemes across the whole town	
Increase CCTV across the whole town	
More environmental action and punishment for fly tipping	
Encourage more residents to report crime and ASB	
Reward and champion individuals for being good neighbours	

We will tackle crime and anti-social behaviour head on, working with our partners to ensure local people feel safer.	Q1 2022/23 position
Increased enforcement against problem properties / streets / gardens in disrepair	

We will ensure our town acts to tackle climate change, promoting sustainable lifestyles.	Q1 2022/23 position
Develop an Urban Farm	
Develop local wildlife / nature reserve in North Ormesby and one other site	
Demonstrate increased recycling rates	
Establish six community growing areas	
Double the size of our urban meadows / wildflower planting sites	
15 new EV charging points across town	
Big community tree planting days	
Middlesbrough hosts inaugural climate conference	

We will ensure the recovery of local communities, businesses and the Council's operations from COVID-19, taking opportunities to build back better.	Q1 2022/23 position
Delivery of the Council's COVID19 Recovery Plan to enable individuals, families, communities and business across Middlesbrough achieve a proper level of functioning, post-Pandemic	
Ensure effective Council response to immediate issues of COVID19 impacting upon individuals, families, communities and business	

We will work closely with local communities to protect our green spaces and make sure that our roads, streets, and open spaces are well-designed, clean and safe.	Q1 2022/23 position
Improve identified play parks and spaces in line with our Towns Fund Recommendation	
Establish the requirement for potential CPO of derelict buildings and problem sites	
Improve our Highways	
12 new back alleys are reclaimed, improved and showcased	

We will work closely with local communities to protect our green spaces and make sure that our roads, streets and open spaces are well-designed, clean and safe.	Q1 2022/23 position
Neighbourhood and town wide front garden competitions	
Vastly improve Thorntree and Pallister Parks in line with Towns Fund Recommendation	
Creation of Tree Maintenance Squad and ongoing maintenance work programme	
Creation of a subsidised Pest Control service	

We will transform our town centre, improving accessibility, revitalising unused assets, developing iconic new spaces and building more town centre homes.	Q1 2022/23 position
Complete town-wide lighting scheme	
Consider potential for BOHO digital expansion	
St Hilda's housing starts around Old Town Hall	
Protect and celebrate heritage through marketing and comms strategies and complete planned works on Captain Cook pub and Old Town Hall	
Open three entertainment facilities within Captain Cook Square (cinema, Lane 7, eSports)	
Commence construction on the south side of the dock	
Action plan agreed and commenced for House of Fraser building	
Action plan agreed and commenced for Centre North East	
Action plan agreed and commenced for The Crown Pub building	
Action plan agreed and commenced for Gurney House	

We will invest in our existing cultural assets, create new spaces and events, and improve access to culture.	Q1 2022/23 position
Aim for all children to get an experience of live theatre	
Increase attendance at existing Council events like Orange Pip	
Increase visitor numbers to museums and attractions	

We will invest in our existing cultural assets, create new spaces and events, and improve access to culture.	Q1 2022/23 position
Increase tickets sales at town hall performances	

We will ensure that we place communities at the heart of what we do, continue to deliver value for money and enhance the reputation of Middlesbrough.	Q1 2022/23 position
Encourage public to help drive decision making	
Introduce a marketing campaign and associated support to significantly grow Middlesbrough Lottery	
Work with the voluntary sector to create and promote volunteering opportunities and an increase in volunteers	
Introduce Neighbourhood Action Weeks, driven by volunteers	
Market a small local grant programme	
Market a strong buy-local campaign	
Commence work on the new Southlands Centre	
Commence work on Nunthorpe community centre	
Promote Middlesbrough on the national stage	
Increase sponsorship income from businesses for various council activities	
Improve user experience of the council website, increasing online transactions	

Appendix 3: Directorate Priorities 2022/23; Progress at Quarter One 2022/23

Environment and Community Services

Priority	Q1 2022/23 position
Review and deliver the Community Safety Strategy to reduce crime and anti-social behaviour across Middlesbrough	
Complete works on Column 22b.	
Complete inspections of bridges and structures and implement resulting works where appropriate.	
Determine the future operational status of the Transporter Bridge and secure appropriate investment.	
Secure additional Capital funding to improve the condition of the Council's operational and commercial built asset portfolio	
Review the Asset Management Framework for Middlesbrough.	
Seek funding to improve the A66 through Middlesbrough.	
Implement Year Two actions of the Council's Green Strategy.	
Embed corporate values within the Directorate and make staff feel more valued.	
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	

Regeneration and Culture

Priority	Q1 2022/23 position
Commence programme of investment in Middlesbrough Rail Station and the areas around it.	
Complete relocation of Teesside Archives.	
Development of central Middlehaven for commercial space (Boho X), housing units and restoration of the Old Town Hall and Captain Cook Pub.	

Priority	Q1 2022/23 position
Commence programme of site infrastructure at Middlehaven through the Brownfield Housing Fund.	
Complete relocation of Council headquarters to Fountain Court.	
Prepare a new balanced Local Plan for consultation, based on greater community engagement.	
Market the premium housing sites at Nunthorpe Grange and Newham Hall.	
Deliver 450 new homes across Middlesbrough.	
Deliver Middlesbrough's Future High Streets Fund programme.	
Deliver Middlesbrough's Town Fund programme.	
Deliver transport schemes to improve efficiency and capacity of the network.	
Embed corporate values within the Directorate and make staff feel more valued.	
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	

Finance

Priority	Q1 2022/23 position
Analyse impacts of Local Government finance reforms, including the Fair Funding Review and the provision of information to support the Council's position and representations to Government.	
Implementation of a centralised corporate welfare solution, to support the financial wellbeing of Middlesbrough residents.	
Review procurement policy and practice in preparation for the outcome of the Procurement Green Paper, including the opportunity for transformation and innovation.	
Review Valuation and Estates to ensure that both the development function and commercial management of assets are resourced and have clear strategic plans.	
Renegotiate the Section 75 arrangement with health partners to ensure services delivered are funded and fully accountable.	
Achieve an unqualified set of accounts for the 2021/22 financial year.	
Implement the 'payment to provider' solution, futureproofing with approach to procurement cards, ensuring the Council supports the local economy while delivering sound financial governance.	
Set a balanced budget for the Council and maintain an accurate and timely Medium-Term Financial Plan.	

Priority	Q1 2022/23 position
Implement the new accounting regulations in relation to leasing.	
Implement the insurance service review and tender insurance contract arrangements to commence 1 April 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.	
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.	
Deliver a ward-based cash collection strategy, supporting vulnerable groups with payment solutions to improve Council Tax collection.	
Prepare and complete the Pension Fund triennial valuation as at 31 March 2023.	
Deliver ongoing training and development to the Pension Fund Committee and Board.	
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.	
Re-procure pensions administration contract.	
Embed corporate values within the Directorate and make staff feel more valued.	
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	

Adult Social Care and Health Integration

Priority	Q1 2022/23 position
Prepare for the implementation of the Liberty Protection Safeguards.	
Develop a Clean Air Strategy for Middlesbrough.	
Review the Gambling Act Policy.	
Review the Licensing Act Statement of Licensing Policies.	
Implement the Newport 2 Selective Landlord Licensing scheme.	
Deliver next phase of integrated model of support for complex needs in Middlesbrough.	
Prepare for the implementation of the <i>People at the Heart of Care</i> White Paper.	

Priority	Q1 2022/23 position
Prepare for the implementation of the two-day reablement standard in April 2023.	
Complete the implementation of the Domestic Abuse Act and evaluate provision.	
Embed corporate values within the Directorate and make staff feel more valued.	
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	

Public Health

Priority	Q1 2022/23 position
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.	
Publish a revised Pharmaceutical Needs Assessment for South Tees.	
Publish the Director of Public Health's Annual Report.	
Develop the Public Health workforce plan.	
Recruit to shared Public Health Consultant roles with NHS and Teesside University.	
Develop robust plans to deliver the Holiday Activity Fund, building on the learning from 2021.	
Pilot the use of the health inequalities assessment tool on policies and business cases in at least five key areas across Council.	
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.	
Complete the action plan for the Health and Happiness strand of the Green Strategy.	
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.	
Complete the health protection assurance report.	
Develop and deliver an improved offer of support for addiction recovery through employment, housing and social / community re-integration.	
Embed corporate values within the Directorate and make staff feel more valued.	
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	

Children's Services

Priority	Q1 2022/23 position
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.	
Develop and deliver a workforce strategy to support a stable, skilled and focussed leadership at all levels and stable, permanent, skilled frontline workforce.	
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.	
Deliver the placement sufficiency strategy to increase our internal placement capacity (internal residential homes and in-house foster carers).	
Target young people who are NEET and provide support to progress into education, employment and training opportunities.	
Deliver the Inclusion and Specialist Support Strategic Plan to remove barriers to learning and wellbeing for children and young people.	
Deliver the Pupil Place Strategy, to ensure sufficient appropriate, high-quality school place are available for children and young people now in the future.	
Work with partners across Education, Health and Social Care to deliver the priorities within the local area SEND Strategy 2021-24.	
Deliver Middlesbrough Community Learning Strategy to increase learning opportunities across Middlesbrough in line with local, regional and national priorities.	
Deliver the Learning and Education Strategy to help school improvement and support educational outcomes in Middlesbrough.	
Work with school and partners to help improve attainment and attendance levels and reduce exclusions for all children across Middlesbrough.	
Deliver a refreshed Youth Justice Plan aligned to the Youth Justice Board's 'Child First' principle	
Embed corporate values within the Directorate and make staff feel more valued.	
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	

Legal and Governance Services

Priority	Q1 2022/23 position
Commence implementation of revised business intelligence dashboard plan following agreement by LMT.	
Commence implementation of Robotic Process Automation within the Council.	
Develop an Operations Strategy (incl. Customer, ICT, operational estate, etc.) for the Council, to reflect post-COVID changes / new ways of working.	
Develop and implement a strategic planning cycle to inform the Council's approach to budget planning and consultation.	
Carry out Local Government Pension Scheme re-enrolment, in-line with legal obligations and duties.	
Ensure limitation dates are met in-line with the Prosecutors Code when dealing with instances of Crime and Anti-Social Behaviour.	
Further embed the Legal Business Partner approach to ensure Regeneration project deadlines and legal needs of the Council are aligned.	
Ensure effective implementation and transition to the new Liberty Protection Safeguards, through Legal advice and support to Adults Services.	
Continued Legal Services support to Children's Services Improvement Journey.	
Review implementation of revised approach to appraisal framework to ensure employee objectives are aligned to the Council's values and Strategic Priorities.	
Complete the Community Governance Review to establish future parish and community councils for Middlesbrough.	
Oversee delivery of actions within the 2020/21 Annual Governance Statement.	
Oversee delivery of actions with the 2021 Annual Equality and Inclusion Report.	
Embed corporate values within the Directorate and make staff feel more valued.	
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	