

Appendix 5: Directorate Priorities 2022/23; Progress at Quarter Four 2022/23

Environment and Community Services

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
Review and deliver the Community Safety Strategy to reduce crime and anti-social behaviour across Middlesbrough				
Complete works on Column 22b.				R1
Complete inspections of bridges and structures and implement resulting works where appropriate.				R3
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				R1
Review the Asset Management Framework for Middlesbrough.				R2
Seek funding to improve the A66 through Middlesbrough.				R3
Implement Year Two actions of the Council's Green Strategy.				R2
Embed corporate values within the Directorate and make staff feel more valued.				R4
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.				R4

Regeneration and Culture

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
Commence programme of investment in Middlesbrough Rail Station and the areas around it.				R3
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.				R3
Commence programme of site infrastructure at Middlehaven through the Brownfield Housing Fund.				R3
Complete relocation of Council headquarters to Fountain Court.				
Prepare a new balanced Local Plan for consultation, based on greater community engagement.				R2
Market the premium housing sites at Nunthorpe Grange and Newham Hall.				R2
Deliver 450 new homes across Middlesbrough.				

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
Deliver Middlesbrough's Future High Streets Fund programme.				
Deliver Middlesbrough's Town Fund programme.				R3
Deliver transport schemes to improve efficiency and capacity of the network.				R2
Embed corporate values within the Directorate and make staff feel more valued.				R4
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.				R4

Finance

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 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.				R3
Implementation of a centralised corporate welfare solution, to support the financial wellbeing of Middlesbrough residents.				R3
Review procurement policy and practice in preparation for the outcome of the Procurement Green Paper, including the opportunity for transformation and innovation.				R3
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.				R3
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.				
Implement the new accounting regulations in relation to leasing.				R3
Implement the insurance service review and tender insurance contract arrangements to commence 1 April 2023.				R3
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.				R4
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.				R4
Prepare and complete the Pension Fund triennial valuation as at 31 March 2023.				

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
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.				R3
Embed corporate values within the Directorate and make staff feel more valued.				R4
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.				R4

Adult Social Care and Health Integration

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
Prepare for the implementation of the Liberty Protection Safeguards.				R3
Develop a Clean Air Strategy for Middlesbrough.				R2
Review the Gambling Act Policy.				R3
Review the Licensing Act Statement of Licensing Policies.				R4
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.				R3
Prepare for the implementation of the two-day reablement standard in April 2023.				R3
Complete the implementation of the Domestic Abuse Act and evaluate provision.				
Embed corporate values within the Directorate and make staff feel more valued.				R4
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.				R4

Public Health

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 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.				R4

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
Publish a revised Pharmaceutical Needs Assessment for South Tees.				
Publish the Director of Public Health's Annual Report.				R4
Develop the Public Health workforce plan.				
Recruit to shared Public Health Consultant roles with NHS and Teesside University.				R3
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.				R3
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.				R1
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.				R4
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	Q2 2022/23 position	Q3 2022/23 position	Q4 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.				R3
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).				

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
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.				R4
Deliver the Pupil Place Strategy, to ensure sufficient appropriate, high-quality school place are available for children and young people now in the future.				R3
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.				R4
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.				R4
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.				R4

Legal and Governance Services

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
Commence implementation of revised business intelligence dashboard plan following agreement by LMT.				R4
Commence implementation of Robotic Process Automation within the Council.				R4
Develop an Operations Strategy (incl. Customer, ICT, operational estate, etc.) for the Council, to reflect post-COVID changes / new ways of working.				R4
Develop and implement a strategic planning cycle to inform the Council's approach to budget planning and consultation.				

Priority	Q1 2022/23 position	Q2 2022/23 position	Q3 2022/23 position	Q4 2022/23 position
Carry out Local Government Pension Scheme re-enrolment, in-line with legal obligations and duties.	On-track	Complete	Complete	Complete
Ensure limitation dates are met in-line with the Prosecutors Code when dealing with instances of Crime and Anti-Social Behaviour.	On-track	On-track	On-track	Complete
Further embed the Legal Business Partner approach to ensure Regeneration project deadlines and legal needs of the Council are aligned.	On-track	On-track	Complete	Complete
Ensure effective implementation and transition to the new Liberty Protection Safeguards, through Legal advice and support to Adults Services.	On-track	On-track	Unachievable	R3
Continued Legal Services support to Children's Services Improvement Journey.	On-track	On-track	On-track	R4
Review implementation of revised approach to appraisal framework to ensure employee objectives are aligned to the Council's values and Strategic Priorities.	On-track	On-track	On-track	R4
Complete the Community Governance Review to establish future parish and community councils for Middlesbrough.	On-track	On-track	Complete	Complete
Oversee delivery of actions within the 2020/21 Annual Governance Statement.	On-track	Unachievable	On-track	Complete
Oversee delivery of actions with the 2021 Annual Equality and Inclusion Report.	On-track	On-track	Complete	Complete
Embed corporate values within the Directorate and make staff feel more valued.	On-track	On-track	On-track	R4
Improve staff communication within the Directorate so that staff feel more engaged and understand organisational priorities.	On-track	On-track	On-track	R4

Key	
Complete	Complete
On-track	On-track
Some slippage	Some slippage
Unachievable	Unachievable