

# Information Strategy 2025 - 2029

Title	Information Strategy 2025 - 2029			
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## Foreword

By harnessing the power of data, we can transform the way we deliver public services, ensuring they are more efficient, responsive, and tailored to the needs of our residents.

This strategy will enhance transparency and accountability, allowing us to make informed decisions and build trust with the public. Furthermore, it will support economic development, optimise resource allocation, and promote innovation, driving sustainable growth and improving the quality of life for all residents. Together, we can leverage data to create a brighter, more prosperous future for our everyone in our town.



**Chris Cooke**  
Mayor



**Erik Scollay**  
Chief Executive

## **Introduction**

Following on from the successful delivery of the Council's previous Information Strategy, a refreshed Strategy has been developed to ensure the Council continues to use data effectively to support delivery of its Council Plan ambitions and ensures that information and the way it's used, is not a barrier to delivery of its digital and wider transformation agendas, while maintaining compliance with the various legal frameworks for Information Governance.

In exercising our functions, we collect, produce, hold, and use a significant amount of 'information' about Middlesbrough (both the place, and its people), about our customers, and about our employees.

We use the term 'information' in a general sense, to refer to (unstructured) data, (structured) information, and records (of interactions, policies or decisions). We hold information in many different formats; in physical and digital form, both online and offline; on premises and externally.

Information is at the heart of what we do. We use it to provide insight and to inform our decisions – about strategy, about policy, about service design, and about specific services provided to customers. As part of this, we routinely share information, legally and securely, with a range of partners, contractors, and regulators.

Generally speaking, the better our information, the better our decisions will be, contributing to better outcomes for Middlesbrough and its residents. As we set out in our digital strategy, information is now considered the world's most valuable resource, and in delivering this strategy we need to make sure that we are fully exploiting both digital solutions *and* other opportunities to make our information as good as it can be.

This strategy will act as the basis for all of our efforts to improve and exploit our information for the benefit of Middlesbrough and its residents within an ethical framework.

This strategy closely interlinks with the Council's emerging Digital Strategy and Transformation Strategy. Both of which will rely on information being held appropriately to enable improved services to customers to be delivered.

## **Legislative, regulatory and governance framework**

We understand that how we treat information is central to public trust. There is a complex legal framework under which we must protect, manage, share and disclose information, which includes, but is not limited to, the following:


- Data Protection Act 2018 (DPA)
- Digital Economy Act 2017
- UK General Data Protection Regulation 2016 (UK GDPR)
- Data (Access and Use) Act 2025
- Local Government (Transparency Requirements) (England) Regulations 2015
- Re-use of Public Sector Information Regulations 2005

- Environmental Information Regulations 2004 (EIR)
- Privacy and Electronic Communications Regulations 2003
- Freedom of Information Act 2000 (FOI)
- Regulation of Investigatory Powers Act 2000 (RIPA)
- Copyright, Design and Patents Act 1998
- Human Rights Act 1998
- Computer Misuse Act 1990
- Local Government Acts 1972, 1985, 1988 and 1992
- Public Records Act 1958
- Data (Use and Access) Act 2025.

We are legally required to treat personal and sensitive personal data that we control and / or process safely, securely and ethically. The law also provides for a range of information access rights, to which we are legally obliged to respond where appropriate. We are also required to regularly publish a range of data sets on our website.

In respect of these activities, we are regulated by the Information Commissioner's Office (ICO). The Investigatory Powers Commissioner's Office (IPCO) acts as the regulatory body for RIPA.

We set out statutory and our local requirements in a set of policies commonly referred to as our information governance (IG) framework. Actions to maintain the currency of this framework will be delivered by this strategy, including expansion to capture emerging issues such as Artificial Intelligence and ethical use of data.

Our ambitions	Summary of how this report will support delivery of these ambitions and the underpinning aims
<b>A successful and ambitious town</b>	Delivery of this strategy will positively support these ambitions by ensuring the Council is able to transform the way we deliver public services, ensuring they are more efficient, responsive, and tailored to the needs of residents.
<b>A healthy Place</b>	
<b>Safe and resilient communities</b>	
<b>Delivering best value</b>	<p>Delivering activity which will ensure the Council's data is fit for purpose, ethically used and able to be used to improve and transform service delivery, will directly support compliance with the elements of the Best Value Statutory Duty, set out below:</p> 

## Vision and strategic aims

Our vision is that:

**‘the right information will be available to the right users, at any time, accessible and used ethically to support achievement of the Council Plan.’**

To achieve our vision, we will organise our efforts around the following priorities:

- Ensuring key data is held in a supported system
- All key data will meet data quality standards to ensure it is ready and available for lawful use and re-use within a clear ethical framework
- We will be open and transparent about the data we hold and how we use it unless there is a very good reason why we cannot
- Ensuring our data is fit for purpose to enable use of it within digital and wider transformation projects.

## Current position

Like many public sector organisations, we face some challenges in making better use of our information. This has only intensified in recent years as new technologies emerge that have the potential to revolutionise the work of local government, but which require excellent ‘data quality’ in order to do this.

The Council operates within its guidance for records retention many are statutory as we have a legal requirement to retain a number of types of documents and some for many years.

The Council continues to actively reduce the volume of paper records and move to born digital records as well as transferring paper to electronic recording. This approach has enabled the Council to radically reduce the volume of paper records held centrally.

Arrangements have also been made to securely store documents which have longer retention off site. This ensures the integrity and security of these records and has enabled further use of the existing space as well as the decant of buildings no longer in use.

Central building storage is no longer being added to with strict rules for yearly disposal for documents which have reached their retention dates. Most records are now created digitally and where possible, held in systems. The increasing use of digital recording has dramatically increased the Councils electronic records, this increases reliance on digital systems. It is therefore essential that appropriate security policies are in place in relation to data loss prevention.

The current position shows that there has been an exponential shift to digitisation and significant reduction in centrally stored paper records. There is also a rigorous annual exercise for location and disposal of paper documentation which has reached the retention disposal dates in line with our retention and disposal policy.

The complexity of the law, in particular around data protection, information sharing and records retention, is often seen within the public sector as a constraint to fully exploiting information. Together with addressing technological challenges, this strategy will continue

to deliver activity which will ensure that our employees, partners and customers are properly equipped to navigate these issues in order to exploit the opportunities that are emerging from new digital solutions, including the range of products that fall within the broad remit of Artificial Intelligence.

During the life of the 2018 – 2022 Information Strategy, the Council:

- Put in place and maintained, a robust Information Governance Policy Framework.
- Embedded a range of training and support mechanisms to ensure compliance with the policy framework.
- Significantly reduced paper records as part of work to reduce the office space needed by the Council. Arrangements in place for offsite storage and retrieval by way of scan on demand for Planning services records. Ad hoc scanning availability for records to assist with accommodation moves, enabling teams to take up less space. Guidance on good practice and considerations for office moves in place.
- Delivered technological solutions to support agile and digital working while maintaining the protection of data. Actions included expanded use of an Electronic Document and Records Management System and implementation of practical tools including Bring Your Own Device (BYOD) solutions, redaction tools and secure data sharing products.
- Delivered a work programme to improve data quality.
- Exploited improved data quality to launch over 105 Power BI dashboards, mainly at an operational level, that are able to accurately reflect current caseloads at a very detailed level. These tools have been critical in supporting the wider transformation work of the organisation.
- Transformed its approach to information requests to successfully tackle a significant backlog in Subject Access Requests
- Replaced an antiquated mapping product with a solution that has enabled the Council to deliver more digital services to customers and provide better data visualisation options to help residents, officers and Members understand the data held and how it can vary across Middlesbrough.

Information risks are embedded within the Council's Risk Registers and within with the Senior Information Risk Owner's Risk Register which reflects the risks associated with Information Governance that this strategy is designed to manage. This will be in conjunction with the Information Asset Owner handbook which is designed to help senior managers comply with a range of information governance responsibilities.

### Key principles

Our strategy will be underpinned by the Government's seven information principles for the public sector. The principles build naturally into a hierarchy, with each principle building on what has gone before.

Principle	Description
1	<b>Information is a valued asset:</b> Information is an asset which is fundamental to the efficient and effective delivery of public services.

2	<b>Information is managed:</b> Information is stored, managed, protected and exploited in a manner that reflects its value.
3	<b>Information is fit for purpose:</b> Information must be accurate, valid, reliable, timely, relevant and complete to ensure that it meets the purposes for which it is intended.
4	<b>Information is standardised and linkable:</b> The opportunities for using information greatly increase when it is made available in standardised and linkable formats.
5	<b>Information is re-used:</b> The value of information can be multiplied by re-use, and therefore opportunities to re-use should be looked for proactively.
6	<b>Public information is published:</b> Public information should be published, unless there are overriding reasons not to.
7	<b>Citizens and businesses can access information about themselves:</b> Citizens and businesses should be able to access information about themselves, along with an explanation of how this information is used.

These principles have been used to assess the current state of the Council's information at Information Asset Owner level across the Council to create the 'As is' table, attached at Appendix A.

## Strategic objectives

The Strategic objectives of this Information Strategy are to ensure the Council

**Has Good Data management**



**Ethically Uses and Reuses data**



**Can use Data to Transform**



## Implementation

Following adoption of this Strategy, progress against this Strategy will be overseen by the existing Information Strategy working group which comprises representatives from ICT and Information Governance and is chaired by the Senior Information Risk Owner (SIRO).

The priorities and actions within this Strategy will be implemented through a detailed Delivery Plan.

## Governance

The Head of Governance, Policy and Information acts as the Council's Senior Information Risk Owner (SIRO) and advises the Chief Executive and the management team.

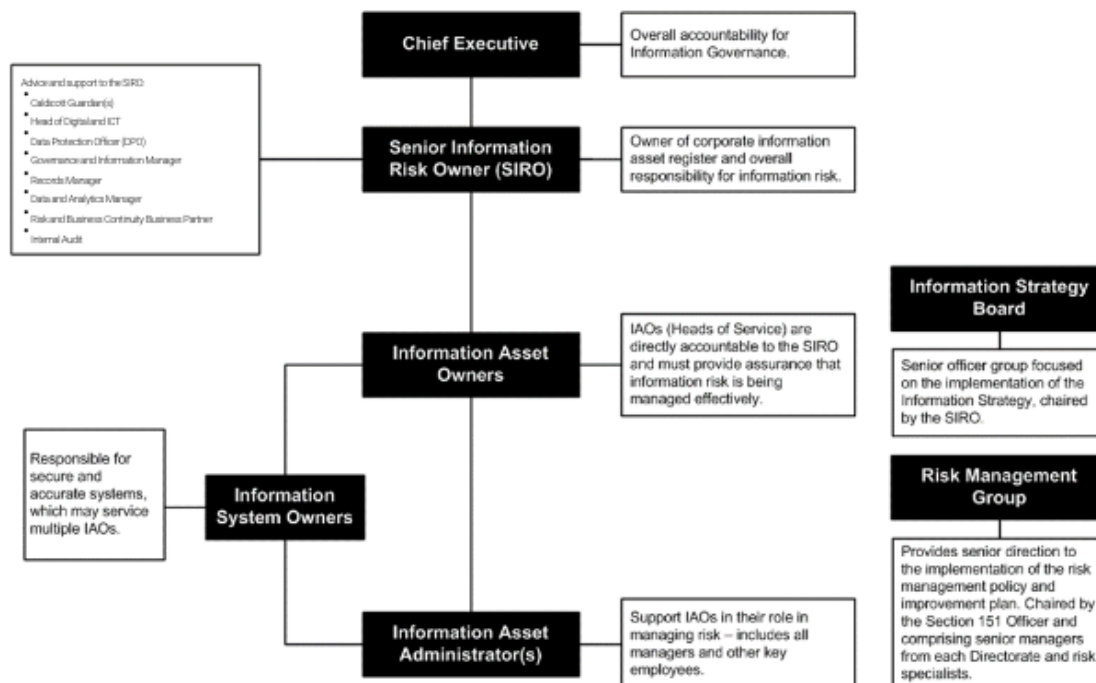
The Information Strategy group will oversee deliver of the plan. The group is chaired by the SIRO and includes the Deputy SIRO, Data Protection Officer, Data and Analytics Manager, the Head of ICT and Digital, a HR Business Partner, the Single Point Of Contact (SPOC) for CCTV and the strategic lead for Transformation.

All information programmes and projects that may be triggered by the Strategy will be overseen by the relevant project governance as required within the Council's programme and project management framework and governance arrangements for transformation.

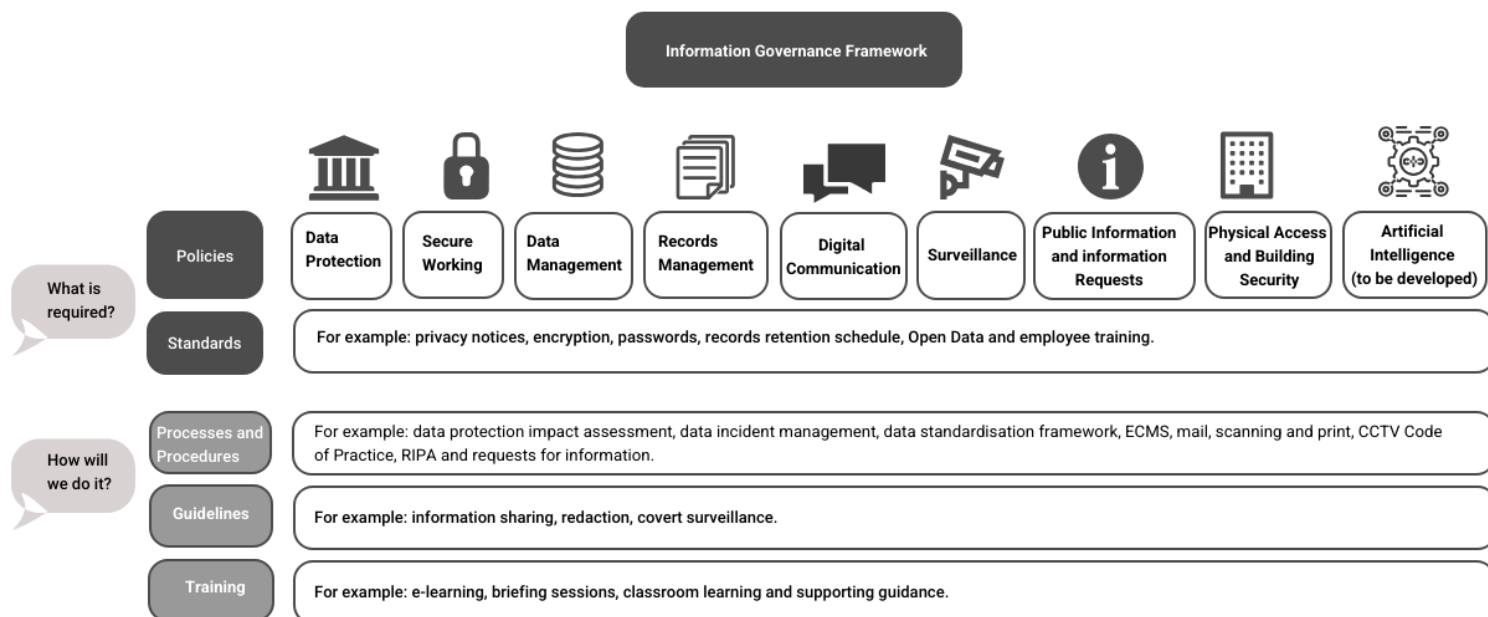
Progress against the 'To Be' information map will be reviewed quarterly by the Information Strategy Group and reported to the Council's management team and Heads of Service where appropriate.

It will be important to regular review information priorities against emerging priorities from the Council's Transformation portfolio and the Digital Strategy once it is in place. This will be done on a quarterly basis with the leads for those functions, through the Information Strategy meetings.

The SIRO will provide a quarterly update to the Council's Risk Management Group on information risk, and an annual report to management team and Audit Committee on delivery of this strategy, within the annual SIRO report.



The Council will expand its current Information Governance Policy Framework to include governance around new technologies as they emerge during the life of this strategy. The first area of expansion will address Artificial Intelligence.



## Evaluation

If we are successful in delivering our priorities, we will see sustained improvements in the following measures up to and beyond 2028:

- Further reduction in historic paper records
- Successful transition to Sharepoint for document storage
- Increased integration of data with our partners and contractors
- Reduced missing information, information errors and duplicate information
- Improved time to access correct information
- Automation of processes where AI can add value and improve outcomes
- Reduce the impact of data breaches
- Maximised publication of Council data using Open Standards
- Reduce the time taken to respond to information requests and improve citizens accessibility to information
- Improved performance (financial and non-financial) attributable to this strategy
- Increased accuracy of forecasting through predictive analytics across Directorates attributable to this strategy
- Reduced information risk profile to minimum levels
- Increased utilisation and citation of our data products internally and externally
- Improved overall credibility and reputation of our information products and services.

## Delivery plan Priorities

Officers have met with Information Asset Owners and completed an assessment of their current alignment with the Information Principles, alongside analysis of where they believe they need to be by the end of this strategy in order to align with those principles and deliver innovations in their areas to meet forthcoming expectations that will be outlined in key Council documents such as the Transformation Strategy and Digital Strategy. As such priorities within this document are subject to change to ensure they continue to align with

the wider Council objectives. Priorities may also be added, amended or deleted if there are changes to the legislative framework during the life of this policy.

### Good Data management



### Ethical use and Reuse of data



### Use of data to Transform



The following section summarises our priorities under each theme of the strategy.

### Good Data Management

Our priorities and the key actions we will take within this theme are:

No	Priority	Key Action(s)
1	Support the Council to make better strategic use of the data it holds	The approach to dashboards will be reviewed to ensure they not only meet operational needs of the organisation but also support strategic oversight of key performance measures and that this links to the refreshed Performance Management Framework that will be put in place during the life of this plan.
2	Improve data quality within key systems to enable automation and transformation	The Council will put in place Data Quality Improvement Plans for all departments to support transition from the 'As Is' assessment of current data management to the 'To Be' state following completion of assessments by Information Asset Owners.
3	Maintain the currency of the Information Governance Policy Framework	<p>The following policies and procedures will be reviews during the life of the strategy to ensure alignment with legislation and good practice, including reflection of legislation that will come into force during the life of this Strategy:</p> <ul style="list-style-type: none"> <li>- Data Protection Policy</li> <li>- Digital Communication Policy</li> <li>- Records Management Policy</li> <li>- Surveillance Policy</li> <li>- Data Management Policy</li> <li>- Physical Access and Building Security Policy</li> <li>- Public Information and Information Requests Policy.</li> </ul> <p>An Artificial Intelligence policy will be established. It will be supported by appropriate training, e-learning, communications and wider change management activity to ensure the organisation has the capability and capacity to lawfully and ethically exploit the potential of AI to improve outcomes for its residents.</p>
4	Improve records management	Service Records Management compliance plans will be developed in partnership with services to ensure adherence to Records Management legislative requirements. The Council will continue to look at opportunities to digitise records, on a case-by-case basis, where costs and benefits align.

5	Protect paper records that need to be retained	Complete fire compartmentalisation works within the Municipal Building to improve the protection of retained paper records and ensure they are stored and organised in line with Records Management good practice standards.
6	Improve customer data availability	The Council will look to enable citizen portals for customers to be able to access their data through the Customer Strategy.
7	Enable public access to data	Continue to develop the Council's Open Data web page and internal and external Data hubs to meet information demands from the public and reduce the need for statutory information requests.
8	Ensure Publication standards are met	a Transparency Improvement Plan will be delivered to reduce statutory information request demand and increase compliance with statutory information request timescales.
9	Availability Improvement Plan	Reducing system downtimes and improving access to data will support better decision-making and better outcomes for our residents. Where identified as an issue within the Information Asset Owner Assessments, plans will be put in place to improve access and reduce downtimes, along with safeguarding data.
10	Ensure Information Asset Registers are up to date	Accurate Information Asset Registers support the organisation to keep track of its data, understand how its being used and where this is stored. In turn this supports it to ensure it is held securely, in line with retention and is managed effectively so that the council can use it to operate effectively.

## Ethical use and reuse of data

Priorities and the actions we will take within this theme are:

No	Priority	Action(s)
11	Providing the public with assurance that their data will be used ethically, particularly around innovative use of data such as within (Artificial Intelligence) AI or predictive analytics	<p>The Council will put in place a Data charter that will set out the following:</p> <ul style="list-style-type: none"> <li>• A plan to build trust through transparency</li> <li>• How the Council will ensure accountability and oversight of data usage</li> <li>• How data will be secure and its use safe and ethical</li> <li>• A commitment that data will be used for public good, and usage be mindful of residents' data rights</li> <li>• How the Council will ensure its approach to data usage is beneficial for all by using an outcomes-based approach</li> <li>• Ensuring that the information shared about data use is clear and accessible.</li> </ul>
12	Ensure governance is in place to enable the Council to lawfully and ethically exploit the potential of AI to improve outcomes for its residents	<p>Put in place governance documents to manage the use of innovative tools such as predictive analytics and wider AI. This will include:</p> <ul style="list-style-type: none"> <li>- Creation of an AI policy</li> <li>- Governance of creation of Predictive analytics solutions</li> <li>- An AI Register</li> <li>- A Predictive analytics register</li> </ul>

		- Creation of a Predictive Analytics standard as part of the Data Management Policy
13	Remove barriers to transformation around data reuse by taking steps to enabling lawful data reuse to improve customer services	Undertake compatibility and data protection impact assessments and revise Privacy Notices for key processes to enable transformation and data reuse.
14	Review Data Sharing Agreements periodically	To ensure the Council is able to work with partners and lawfully share data and support partnership working, a cycle of reviews will be put in place to ensure data sharing agreements remain current, taking into account the Data (Use and Access) Act 2025.

## Use of data to transform

Our priorities and the actions we will take within this theme are:

No	Priority	Action(s)
15	Throughout the life of this strategy, the Council must ensure that its efforts and focus are completely aligned with the organisation's priorities for digital and wider transformation	The priorities of this strategy will be reviewed on a quarterly basis with leads for the Council's Digital Strategy and Transformation Strategy.
16	Explore and enable the use of predictive analytics to support targeted preventative activity	The Council will explore the lawful use of predictive analytics at an individual level, where there is a lawful basis to do so, to support its prevention-based approach to service delivery. The Council will deliver predictive analytics products, to enable it to accurately predict future service demand to improve service planning and inform its preventative services, which will be designed to reduce demand for more intensive interventions by supporting people at an earlier stage.
17	Improve data quality to enable transformation	A series of practical actions will be identified through data improvement plans to improve 'data quality'. Good Data Quality is data that is accurate, complete, consistent, up to date and valid. Ensuring good data quality will increase the Council's opportunities to automate processes.
18	Minimise data not held in systems	Ensure improvement plans identify opportunities to move data into system where this is necessary to improve decision making, management and outcomes for our residents and customers.
19	Improve the organisation's ability to turn data into joined up intelligence through Data Extraction	Link system data to business intelligence dashboards through use of connectivity e.g. Application Programme Interfaces (APIs) where they exist.
20	Improve considerations of ICT and data issues within the procurement cycle	We will work with procurement specialists and key system owners to identify likely future procurement activity around commissioning and decommissioning systems, utilising the pipeline and agree measures to ensure system issues fully considered.
21	System Review / Consolidation	To ensure we influence the Digital Strategy so that systems are used to their full potential, full market testing and overlap eradicated to enable full data exploitation in line with the information principles.

22	Using data effectively	In order to ensure that data provided to the organisation is understood by decision makers, report authors and managers within the Council, we will work to ensure that data and its limitations and caveats is well understood within the organisation by embedding appropriate generic and targeted training and development.
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A detailed delivery plan will be put in place to set out the prioritised delivery of these key actions, with milestones upon agreement of this Strategy.

## Appendix A: Information map – ‘As Is’ the current state of information within the Council

		1 Valued Information is an asset which is fundamental to the efficient and effective delivery of public services.	2 Managed Information is stored (S), managed (M), protected (P) and exploited in a manner that reflects its value (E).	3 Fit for purpose Information must be accurate, valid, reliable, timely, relevant and complete to ensure that it meets the purposes for which it is intended.	4 Standardised and linkable The opportunities for using information greatly increase when it is made available in standardised and linkable formats.	5 Reused The value of information can be multiplied by re-use, and therefore opportunities to re-use should be looked for proactively.	6 Published Public information should be published, unless there are overriding reasons not to.	7 Accessible to citizens and businesses Citizens and businesses should be able to (A) access information about themselves, (Ex) along with an explanation of how this information is used.
Information Asset Owner								
ASC & Health Integration	Access and Safeguarding	Neutral	Amber	Amber	Amber	Amber	Green	Amber
ASC & Health Integration	Prevention, Provider & Support Services	Neutral	Amber	Amber	Amber	Green	Amber	Amber
ASC & Health Integration	Public Health	Neutral	Green	Amber	Amber	Amber	Green	Red
ASC & Health Integration	Specialist and Lifelong Services	Neutral	Amber	Amber	Amber	Amber	Green	Amber
Marketing & Comms	Marketing and Communications	Neutral	Amber	Amber	Neutral	Amber	Green	Green
Childrens Services	Corporate Parentin and Fostering	Neutral	Red	Red	Red	Neutral	Green	Green
Childrens Services	MACH, Assessment and Pre-Birth Services	Neutral	Red	Amber	Amber	Neutral	Amber	Amber
Childrens Services	Prevention - Early Help	Neutral	Amber	Amber	Neutral	Amber	Green	Amber
Childrens Services	Learning, Review and Development and PSW	Neutral	Red	Amber	Amber	Neutral	Neutral	Amber
Childrens Services	Residential Services	Neutral	Red	Green	Amber	Neutral	Green	Amber
Childrens Services	Service Safeguarding, Care Planning & CWD	Neutral	Red	Amber	Amber	Neutral	Green	Amber
Childrens Services	Access to Education and Alternative Provision	Neutral	Amber	Amber	Amber	Amber	Amber	Green
Childrens Services	Achievement	Neutral	Amber	Amber	Green	Green	Green	Green
Childrens Services	Partnerships	Neutral	Amber	Amber	Amber	Green	Neutral	Amber
Childrens Services	SEN & Vulnerable Learners	Neutral	Amber	Amber	Amber	Green	Amber	Green
Environment & Commercial	Highways	Neutral	Amber	Amber	Amber	Amber	Amber	Amber
Environment & Commercial	North East Migration	Neutral	Amber	Neutral	Amber	Amber	Neutral	Red
Environment & Commercial	Open Spaces	Neutral	Amber	Amber	Green	Amber	Green	Amber
Environment & Commercial	Building Services	Neutral	Amber	Neutral	Amber	Green	Green	Neutral
Environment & Commercial	Operations	Neutral	Red	Red	Red	Amber	Green	Red
Environment & Commercial	Public Protection	Neutral	Amber	Amber	Amber	Green	Green	Amber
Environment & Commercial	Neighbourhoods	Neutral	Amber	Amber	Amber	Amber	Green	Green
Environment & Commercial	Transport & Infrastructure	Neutral	Amber	Red	Red	Amber	Amber	Amber
Finance	Finance and Investment	Neutral	Amber	Amber	Amber	Amber	Red	Amber
Finance	Financial Planning and Support	Neutral	Amber	Amber	Amber	Amber	Red	Neutral
Finance	Pensions Governance and Investments	Neutral	Amber	Neutral	Neutral	Neutral	Green	Green
Finance	Resident and Business Support	Neutral	Amber	Green	Amber	Amber	Amber	Amber
Finance	Strategic Commissioning and Procurement	Neutral	Amber	Amber	Amber	Amber	Amber	Green
Legal & Governance	Human Resources	Neutral	Amber	Amber	Amber	Green	Green	Green
Legal & Governance	Legal Services	Neutral	Amber	Amber	Green	Amber	Green	Amber
Legal & Governance	Policy, Governance and Information	Neutral	Amber	Amber	Amber	Amber	Green	Green
Legal & Governance	Strategy, Business and Customer	Neutral	Amber	Amber	Amber	Neutral	Green	Amber
Regeneration	Community Learning & Employability	Neutral	Amber	Green	Amber	Amber	Green	Amber
Regeneration	Culture	Neutral	Red	Red	Amber	Green	Green	Green
Regeneration	Growth	Neutral	Neutral	Neutral	Neutral	Neutral	Green	Neutral
Regeneration	Planning	Neutral	Amber	Green	Green	Green	Green	Green
Regeneration	Property and Commercial Services	Neutral	Amber	Amber	Amber	Amber	Green	Amber

## Appendix B: Information map – ‘To Be’ the target to be achieved by the close of this strategy

Information Asset Owner		1 Valued Information is an asset which is fundamental to the efficient and effective delivery of public services.	2 Managed Information is stored (S), managed (M), protected (P) and exploited in a manner that reflects its value (E).	3 Fit for purpose Information must be accurate, valid, reliable, timely, relevant and complete to ensure that it meets the purposes for which it is intended.	4 Standardised and linkable The opportunities for using information greatly increase when it is made available in standardised and linkable formats.	5 Reused The value of information can be multiplied by re-use, and therefore opportunities to re-use should be looked for proactively.	6 Published Public information should be published, unless there are overriding reasons not to.	7 Accessible to citizens and businesses Citizens and businesses should be able to (A) access information about themselves, (Ex) along with an explanation of how this
ASC & Health Integration	Access and Safeguarding	Neutral	Green	Green	Amber	Green	Green	Green
ASC & Health Integration	Provention, Provider & Support Services	Neutral	Green	Green	Amber	Green	Amber	Green
ASC & Health Integration	Public Health	Neutral	Green	Amber	Amber	Amber	Green	Amber
ASC & Health Integration	Specialist and Lifelong Services	Neutral	Amber	Green	Amber	Amber	Green	Green
Marketing & Comms	Marketing and Communications	Neutral	Green	Green	Neutral	Green	Green	Green
Childrens Services	Children in Care and Pathways	Neutral	Amber	Green	Green	Neutral	Green	Green
Childrens Services	MACH & Assessment	Neutral	Green	Amber	Green	Neutral	Amber	Amber
Childrens Services	Early Help	Neutral	Amber	Neutral	Neutral	Amber	Green	Amber
Childrens Services	Learning, Review and Development and PSW	Neutral	Green	Green	Green	Neutral	Neutral	Amber
Childrens Services	Fostering, Residential Resource & Supported Accom.	Neutral	Green	Green	Green	Neutral	Green	Amber
Childrens Services	Service Safeguarding, Care Planning & CWD	Neutral	Green	Amber	Amber	Neutral	Green	Amber
Childrens Services	Access to Education and Alternative Provision	Neutral	Amber	Amber	Amber	Amber	Amber	Green
Childrens Services	Achievement	Neutral	Amber	Amber	Green	Green	Green	Green
Childrens Services	Partnerships	Neutral	Amber	Green	Amber	Green	Neutral	Amber
Childrens Services	SEN & Vulnerable Learners	Neutral	Amber	Amber	Amber	Green	Amber	Green
Environment & Commercial	Highways	Neutral	Amber	Amber	Amber	Amber	Amber	Green
Environment & Commercial	North East Migration	Neutral	Green	Neutral	Green	Amber	Neutral	Amber
Environment & Commercial	Open Spaces	Neutral	Amber	Amber	Green	Amber	Green	Amber
Environment & Commercial	Building Services	Neutral	Green	Neutral	Green	Green	Green	Neutral
Environment & Commercial	Operations	Neutral	Amber	Amber	Amber	Amber	Green	Amber
Environment & Commercial	Public Protection	Neutral	Green	Green	Green	Green	Green	Green
Environment & Commercial	Neighbourhoods	Neutral	Green	Green	Green	Green	Green	Green
Environment & Commercial	Transport & Infrastructure	Neutral	Green	Amber	Amber	Amber	Amber	Amber
Finance	Finance and Investment	Neutral	Green	Amber	Amber	Amber	Amber	Amber
Finance	Financial Planning and Support	Neutral	Amber	Amber	Amber	Amber	Amber	Neutral
Finance	Pensions Governance and Investments	Neutral	Amber	Neutral	Neutral	Neutral	Green	Green
Finance	Resident and Business Support	Neutral	Amber	Green	Amber	Green	Amber	Amber
Finance	Strategic Commissioning and Procurement	Neutral	Amber	Amber	Green	Amber	Green	Green
Legal & Governance	Human Resources	Neutral	Amber	Amber	Amber	Green	Green	Green
Legal & Governance	Legal Services	Neutral	Amber	Amber	Green	Amber	Green	Amber
Legal & Governance	Policy, Governance and Information	Neutral	Amber	Amber	Amber	Amber	Green	Green
Legal & Governance	Strategy, Business and Customer	Neutral	Green	Amber	Amber	Neutral	Green	Amber
Regeneration	Community Learning & Employability	Neutral	Amber	Green	Amber	Amber	Green	Amber
Regeneration	Culture	Neutral	Amber	Amber	Amber	Green	Green	Green
Regeneration	Growth	Neutral	Neutral	Neutral	Neutral	Neutral	Green	Neutral
Regeneration	Planning	Neutral	Amber	Green	Green	Green	Green	Green
Regeneration	Property and Commercial Services	Neutral	Neutral	Amber	Amber	Amber	Green	Amber