

## Making the borough a place where people are healthy, safe and protected from harm means creating a place where:

- People live in cohesive and safe communities
- People are supported and protected from harm
- People live healthy lives

Priority	Update to end Quarter 2 (April – Sep)	Update summary		
		On track	Delayed / Refocused	On hold
1. Plan and implement new ways of improving children’s emotional health	Whole Pathway Commissioning work led by TEWV. Workshops to design approach to be completed by December. New approach agreed by March 2021		✓	
2. Improve the support we give to families to help them stay together	Review of family support model to be completed and implemented April 2021	✓		
3. Help schools to improve pupil wellbeing and reduce exclusions	New outreach and pathway centres commissioned. New structure for Children’s Services will include	✓		
4. Improve the consistency and continuity of social work practice	Phase 2 of work with South Tyneside to support care planning; includes additional audits and recommendations on quality assurance	✓		
5. Reduce the number of children who need to be in care	Valuing Care model being implemented. Contextual safeguarding model being develop to safeguarding most vulnerable young people		✓	
6. Increase capacity in our fostering service and residential children’s homes	Work to develop fostering options continues. New 5 bed children’s home opened. Project work underway with Tees Valley Councils on further residential children’s homes		✓	
7. Review the quality and suitability of our ‘out of area’ adults’ placements to try,	Analysis and understanding of reasons for out of area placement. Financial analysis complete.	✓		

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where possible, to support people to return to live in the borough				
8. Continuously improve quality of care within adults’ residential homes, and in response to the specific issues arising from Coronavirus	Preparation for new contractual framework for care homes. Continuing the care home protection group; continuing to address serious concerns under the protocol; distribution and monitoring of the ICF grant	✓		
9. Progress integration opportunities with the NHS	Intermediate care workforce in place. Phase 2 expansion in development.	✓		
10. Develop and test a community pathfinder approach, to support people who are lonely and living in social isolation*	Work to be progressed as part of more detailed work on inequality and are working models to be completed by March 2021	✓		
11. Develop coordinated approach to identifying adults at risk of poor health and design coordinated offer of early intervention and support	Approach to use data and intelligence led approach to identify those most at risk has been paused due to COVID-19		✓	
12. Support voluntary sports clubs to build community capacity	Moved to largely reactive response around funding issues. Recovery plan to refocus on proactive capacity building		✓	
13. Lead a consultation on community safety priorities	Consultation process being planned to include COVID-19 issues		✓	

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14. Review our approach in light of Coronavirus to ensure an effective continuation of the Targeted Action Area pilots in Stockton and North Thornaby*	Work to be progressed as part of more detailed work on inequality and are working models to be completed by March 2021	✓		
15. Develop a whole-Council approach to improving health and wellbeing to address inequalities, and the impact of Coronavirus*	Work to be progressed as part of more detailed work on inequality and are working models to be completed by March 2021	✓		
16. Develop and pilot a physical activity programme in target communities*	Work to be progressed as part of more detailed work on inequality and are working models to be completed by March 2021	✓		

## Making the borough a place with a thriving economy where everyone has opportunities to succeed means creating:

- A growing economy
- Improved education and skills development
- Job creation and increased employment

Priority	Update to end Quarter 2 (April – Sep)	Update summary		
		On track	Delayed / Refocused	On hold
17. Ensure effective careers provision and support for all pupils, recognising the disruption in education as a result of Coronavirus	Enhanced offer to schools and colleges in place. Implementation of recent Scrutiny review continues.	✓		
18. Continue to work with early years settings and schools to raise educational attainment for all pupils, including those with additional needs	Continuing to work with schools to support 'catch up'. New provision for children at risk or exclusion and having been excluded being commissioned	✓		
19. Develop an approach to inclusive growth, responding to the implications of Coronavirus	New structure established to focus on Inclusive Growth. EES Hub in the process of being established to support skills development and people into work. Particular focus on impact of COVID	✓		
20. Develop options for increasing the supply of employment land	Work has commenced but this will not be complete this year and it will be incorporated into 2021/22 Council Plan. This will focus on the quality of land and how we can bring sites forward.		✓	
21. Review our approach to business engagement and develop a place branding campaign for the borough	Place branding campaign is being developed with plan for launch in the new year. This will focus on attracting investors and developing business in the Borough. Service review completed, Scrutiny review completed which outlines the role of the team going forward	✓		

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	supporting business. Significant levels of support have been provided throughout current Pandemic			
22. Develop and implement the vision for our town centres recognising and understand the full impact Coronavirus will place on their use	Update report to Cabinet October 2020, updating on investment proposals. Masterplans to be agreed in January 2021		✓	
23. Work with Tees Valley Combined Authority on improving regional economic and transport infrastructure	Continue to link with TVCA	✓		
24. Work with Tees Valley Combined Authority on regional skills development	Continue to work with TVCA	✓		
25. Develop routes to work to assist those furthest from employment	Successful Tees Valley wide 4 year programme, possibility of further extension in duration and scope. Monthly monitoring and output related funding agreement.	✓		
26. Maintain a safe transport network to ensure reliable access to learning and employment	The programme of works for 2020/21 has been delayed due to the lack of construction works and schools being closed during Q1. Works are continuing to pick up following adopting COVID safe working practices. The Street works permitting system is now operational.		✓	
27. Strengthen adult careers advice and guidance	Developmental work undertaken on the design of a dedicated service. Implementation delayed.		✓	
28. Provide an integrated approach to early language development through reading	To be implemented as part of wider early years strategy following peer review.		✓	

## Making the borough a place that is clean, vibrant and attractive means creating:

- Great places to live and visit
- Clean and green spaces
- Rich cultural experiences

Priority	Update to end Quarter 2 (April – Sep)	Update summary		
		On track	Delayed / refocused	On hold
29. Develop a strategy to accelerate affordable housing delivery	This will be undertaken next year. The work will assess current affordable housing pipeline and consider sufficiency and potential interventions. Link to Asset review		✓	
30. Continue with the re-development of the former Victoria estate	The development continues. Marketing commenced and show home anticipated by November	✓		
31. Develop options for increasing housing land	This is linked to 29 above and will be part of the work going forward.		✓	
32. Review delivery of the private landlord-led membership scheme*	Work to be progressed as part of more detailed work on inequality and are working models to be completed by March 2021	✓		
33. Complete Ingleby Barwick leisure and library facility	Opened	✓		
34. Open The Globe	On track for opening	✓		
35. Review approach to refuse collection and recycling	Linked to national waste strategy and wider consideration of alternative options		✓	
36. Work in partnership with the five Tees Valley local authorities, Durham and	This is being led by Hartlepool BC, with a board of all 7 Authorities and managed by a team of consultants. Expression of interest stage with strong market interest.	✓		

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Newcastle to procure new waste management arrangement				
37. Deliver plan for additional tree planting	Ongoing work on plan, funding opportunities and community engagement	✓		
38. To develop and adapt our fantastic annual events programme to work well in the Coronavirus environment	Current programme suspended. Planning for 2021 programme continues	✓		
39. Improve the visitor facilities in Preston Park	Work on toilet improvements underway. Wider investment proposals on hold		✓	
40. Develop the next phase of the River Tees enhancement	Some work to develop prioritised interventions undertaken, but detailed work on hold for completion by end of financial year if possible.		✓	
41. Strengthen safety procedures for events on Council land and training for event organisers	Paused as a result of suspension of current events programmes			✓
42. Improve facilities for playing pitch sports	Planning for the development of multi-use facilities continues		✓	
43. Continue to work towards carbon reduction targets at the Council and in the Borough 2020	Work to progress to net zero emissions is progressing	✓		

**We are committed to being a Council that is ambitious, effective and proud to serve This means we will provide:**

- Financial sustainability and value for money
- Dedicated and resourceful employees
- Strong leadership and governance

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44. Review our medium-term financial plan following the national budget changes	Work ongoing. Report was presented to Council in July focussing on COVID. MFTP Update report will be presented to Cabinet in November	✓		
45. Review office accommodation to ensure maximum cost effectiveness	The long term plan is still on target and is linked to Town Centre redevelopment. A review of office use linked to the ways of working over recent months will be undertaken this year.	✓		
46. Improve ways of working using technology, including learning from the arrangements put in place in response to Coronavirus	As above	✓		
47. Review surplus land and assets and develop plans for disposal or development	Work is underway but this will be delayed until next year. This will also link with the affordable housing and employment land actions.		✓	
48. Improve our online services for Revenues and Benefits customers	Whilst challenging in the current environment, this is on track and some on line forms and interactions have now gone live.	✓		
49. Deliver the Shaping a Brighter Future programme to ensure this remains a great place to work	The SBF programme has been refocussed this year due to impact of COVID-19 on employees. SBF now focuses on employee health and wellbeing and developing Setting the Scene staff updates and Induction programmes which are adapted to the virtual working arrangements under Covid-19		✓	



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50. Respond to the Local Government boundary review	Submission produced and submitted	✓		
51. Deliver the 2020 apprenticeship recruitment programme	The 2020 Apprenticeship recruitment programme has been scaled back due to Covid-19. However recruitment of 15 apprentices this year is ongoing adding to the 97 apprentices that are currently employed at the Council. The Council are also participating as an employer in the Kickstart programme		✓	
52. Review the financial implications of recovery from Coronavirus	Report was presented in July – this will now be incorporated into MTFP report to Cabinet in November and the Budget report in February.	✓		