

**Date:** Thursday 15 June 2023 at 4.30 pm

**Venue:** Jim Cooke Conference Suite, Stockton Central Library, The Square,  
Stockton-on-Tees, TS18 1TU

**Cllr Robert Cook (Leader)**

Cllr Nigel Cooke  
Cllr Clare Gamble  
Cllr Steve Nelson

Cllr Lisa Evans  
Cllr Mrs Ann McCoy  
Cllr Norma Stephenson OBE

**AGENDA**

- 1 Welcome and Evacuation Procedure** (Pages 7 - 8)
- 2 Apologies for Absence**
- 3 Declarations of Interest**
- 4 Minutes**  
To approve the minutes of the last meeting held on 16  
March 2023 (Pages 9 - 16)
- 5 Council Plan 2022-25 Update** (Pages 17 - 28)
- 6 Appointments to Outside Bodies** (Pages 29 - 32)
- 7 Minutes of Various Bodies** (Pages 33 - 48)
- 8 School Term and Holiday Dates - 2024/2025** (Pages 49 - 54)
- 9 Inspection of Local Authority Children's Services  
(ILACS) - Outcomes and Action Plan** (Pages 55 - 86)

**Members of the Public - Rights to Attend Meeting**

With the exception of any item identified above as containing exempt or confidential information under the Local Government Act 1972 Section 100A(4), members of the public are entitled to attend this meeting and/or have access to the agenda papers.

Persons wishing to obtain any further information on this meeting, including the opportunities available for any member of the public to speak at the meeting; or for details of access to the meeting for disabled people, please

Contact: Democratic Services Officer, Peter Bell on email [peter.bell@stockton.gov.uk](mailto:peter.bell@stockton.gov.uk)

**KEY - Declarable interests are:-**

- Disclosable Pecuniary Interests (DPI's)
- Other Registerable Interests (ORI's)
- Non Registerable Interests (NRI's)

**Members – Declaration of Interest Guidance**



**Table 1 - Disclosable Pecuniary Interests**

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain
<b>Sponsorship</b>	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
<b>Land and property</b>	Any beneficial interest in land which is within the area of the council. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
<b>Licences</b>	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
<b>Corporate tenancies</b>	Any tenancy where (to the councillor's knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
<b>Securities</b>	Any beneficial interest in securities* of a body where— (a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

\* 'director' includes a member of the committee of management of an industrial and provident society.

\* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

## Table 2 – Other Registerable Interest

You must register as an Other Registrable Interest:

- a) any unpaid directorships
- b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority
- c) any body
  - (i) exercising functions of a public nature
  - (ii) directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management

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## **Jim Cooke Conference Suite, Stockton Central Library** **Evacuation Procedure & Housekeeping**

If the fire or bomb alarm should sound please exit by the nearest emergency exit. The Fire alarm is a continuous ring and the Bomb alarm is the same as the fire alarm however it is an intermittent ring.

If the Fire Alarm rings exit through the nearest available emergency exit and form up in Municipal Buildings Car Park.

The assembly point for everyone if the Bomb alarm is sounded is the car park at the rear of Splash on Church Road.

The emergency exits are located via the doors between the 2 projector screens. The key coded emergency exit door will automatically disengage when the alarm sounds.

The Toilets are located on the Ground floor corridor of Municipal Buildings next to the emergency exit. Both the ladies and gents toilets are located on the right hand side.

### **Microphones**

During the meeting, members of the Committee, and officers in attendance, will have access to a microphone. Please use the microphones, when directed to speak by the Chair, to ensure you are heard by the Committee.

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## Cabinet

A meeting of Cabinet was held on Thursday, 16th March, 2023.

**Present:** Cllr Robert Cook (Chair), Cllr Nigel Cooke, Cllr Lisa Evans, Cllr Clare Gamble, Cllr Mrs Ann McCoy, Cllr Steve Nelson and Cllr Norma Stephenson O.B.E.

**Officers:** Mike Greene (CE), Garry Cummings (F,D&R&DCE), Ged Morton, Julie Butcher, Peter Bell (CS), Reuben Kench (CS,E&C), Ann Workman (A&H), Martin Gray (ChS).

**Also in attendance:** Cllr Clare Gamble and Cllr Carol Clark.

**Apologies:** None.

### **CAB 83/22 Welcome and Evacuation Procedure**

The Chair welcomed everyone to the meeting and the evacuation procedure was noted.

### **CAB 84/22 Declarations of Interest**

There were no interests declared.

### **CAB 85/22 Minutes**

Consideration was given to the minutes of the meetings held on 13 and 23 February 2023.

RESOLVED that the minutes of the meeting held on 13 and 23 February 2023 be agreed and signed as a correct record.

### **CAB 86/22 Social Value Policy**

Consideration was given to a report on a new Social Value Policy with updated links to the Council Plan, the Inclusive Growth Strategy, A Fairer Stockton-on-Tees Strategic Framework and the Environmental Sustainability and Carbon Reduction Strategy.

The Social Value (Public Services) Act 2012 came into effect for all English and Welsh public bodies on 31st January 2013 and required local authorities to have regard to economic, social and environmental well-being when tendering for public services contracts. The original Social Value Policy introduced in 2013 had been reviewed and updated. The report sought approval from Cabinet of a new Social Value Policy. A copy of the new Social Value Policy was attached to the report.

The Public Services (Social Value) Act 2012 had the aim of encouraging all public bodies to consider 'social value' prior to commencing a tender process. Social Value was a process whereby public bodies meet their needs for goods, services, works and utilities in a way that achieved value for money on a whole life basis whilst additionally generating benefits to society and the economy, whilst minimising damage to the environment.

The types of social value that could be derived from procurement could be quite varied and should be influenced by the Council's own strategic priorities (strategic fit) and the conditions and circumstances within the locality, although not necessarily restricted by this e.g. requirements relating to fair trade may affect global trade.

The report detailed some examples of some areas of potential social value that could be considered when contracting.

Since the original Social Value Policy was implemented, the Council had successfully included social value in many contracts to some degree. The extent of inclusion was dependent on the nature, scale and value of the contract; with most social value realised through high value construction contracts and some services contracts.

In 2018, the Council commenced a pilot study using the Themes, Outcomes and Measures (TOMs) system. A national system developed by the Social Value Portal (endorsed by the LGA) to convert social value into a financial proxy that quantified the impact on local communities, thereby providing a mechanism to measure social value in a consistent and robust manner. The financial proxies had been developed nationally through academic research and were used by many English and Welsh Councils. The TOMs system / approach used by the Council included up to 41 social value measures and these were detailed within the report. A full list of the TOMs was attached to the report.

The TOMs had been mapped against the priorities in the Council's Inclusive Growth Strategy, A Fairer Stockton-on-Tees Strategic Framework and the Environmental Sustainability and Carbon Reduction Strategy and the relevant measures within TOMs linked to those strategies had been weighted and prioritised for use during the tender process. The approach allowed better targeting of social value to areas that were most important. The relevant measures were included in the tender process depending on the category and value of the contract. This ensured bidders were clear on what type of social value was important to Stockton Council during the tender process.

By converting social value to financial proxy measures had provided a robust mechanism for the Council to monitor the total amount of social value achieved by successful bidders gathered through regular contract management. A table within the report below highlighted the total proxy financial value delivered since 2019/20, clearly highlighting the impact and improved means of measuring social value that the TOMs system has delivered since implementation in 2018.

Two case studies were attached to the report which demonstrated how social value was delivered through a construction contract and a services contract.

Future reporting of social value received would be through the Inclusive Growth Strategy, A Fairer Stockton-on-Tees Strategic Framework and the Environmental Sustainability and Carbon Reduction Strategy.

RESOLVED that the Social Value Policy be approved.

**CAB  
87/22 Procurement Plan**

Consideration was given to a report that sought approval for the award of planned higher value contracts where the value exceeds the limit on officer delegated authority and which were either funded within the approved MTFP/ Capital Programme or were subject to a bid for external funding.

The constitution defined a range of decisions that required a specific Cabinet approval, the financial threshold for which was set at a level of £500k or more. An annex to the report listed contracts that exceeded the financial threshold and had not otherwise been delegated to officers.

RESOLVED that:-

1. The contracts listed in Annex 1 to the report be approved.
2. Authority be given to the relevant Director or Assistant Director to make the specific contract award decision and any subsequent contract variation, annual inflationary uplifts (where allowed in the contract terms and conditions) and extension decision in accordance with the delegations listed in Annex 1 to the report.

**CAB  
88/22 Minutes of Various Bodies**

in accordance with the Council's Constitution or previous practice the minutes of the meeting of the bodies indicated below were submitted to members for consideration:-

TVCA Cabinet – 27 January 2023  
TSAB – 6 December 2022  
SSP – 23 November 2022

RESOLVED that the minutes detailed in the appendices be received.

**CAB  
89/22 His Majesty King Charles III Coronation - Events & Cultural Activity Programme 2023**

Consideration was given to a report on His Majesty King Charles III Coronation - Events & Cultural Activity Programme 2023.

In celebration of His Majesty King Charles III's Coronation in 2023, Stockton-on-Tees Borough Council had developed a programme of events and cultural activities to mark this special occasion.

In addition to the largescale Coronation Big Lunch event in Stockton High Street, the Council had developed a Coronation digital programme, including competitions, activities and on-line tutorials. Library and Museum Services had

also developed a range of events, talks exhibitions and legacy events, and the Council's Community Engagement Team were supporting the Community Partnerships with their local celebrations.

RESOLVED that the report be noted.

**CAB  
90/22**      **Levelling Up Fund round 1 progress update**

Consideration was given to a report Levelling Up Fund Round 1 Progress Update.

The report provided an update on work undertaken since approval of Round 1 Levelling Up Funding (LUF) and sought approval for submission of a formal request into Department for Levelling Up Homes and Communities (DLUHC) to reprofile and reallocate funding across the approved programme of interventions.

Following the report to Cabinet in July 2022, work had been ongoing to develop a greater level of detail around the agreed interventions under the LUF Round 1 programme as well as further engagement with the public to help refine options for Yarm High Street.

The approved LUF programme at approval in 2021 saw £20million split across Preston Park, Museum and Grounds (£9m), Yarm High Street (£6.5m) and cycle infrastructure (£4.5m) supplemented by co funding from Council funds and Yarm Town Council.

The report gave updates on:-

- Levelling Up Fund Scope
- Yarm High Street - Public Realm Improvement Scheme
- Yarm Town Hall
- Preston Park Museum and Grounds
- Cycleways

With regard to the budget position the LUF funding was split across the three themes within the scope of LUF funding based on estimates at the time of submitting the LUF bid. The body of the report had set out a more detailed view on work undertaken and provided a clearer understanding of costs and deliverability across the interventions.

The detail within the report demonstrated that there was a cost pressure on the envisaged scope of interventions at Preston Park and across the full extent of the proposed cycle infrastructure. Given the budget requirement and deficit against approved allocations for Preston Park and the cycle infrastructure, a reallocation of LUF funding from Yarm High Street could enable delivery of the full scope of planned works at Preston Park but would still not enable the delivery of more than one cycle route.

Taking the above detail and considerations into account it was recommended

that Cabinet agree to the principle of reallocating £3m LUF funding from Yarm High Street to support delivery of interventions in Preston Park Museum and Gardens. A table within the report summarised the approved position bid and proposed changes.

RESOLVED that:-

1. The principle of reallocating of £3million LUF funds previously estimated to be required for Yarm High Street to support a broader range of interventions in Preston Park as set out in paragraph 29 of the report be agreed.
2. The challenges associated with delivering the original scope of cycle infrastructure be noted and the delivery of a single route, as set out in paragraph 26 of the report be approved.
3. The submission of a formal Project Adjustment Request into DLUHC reflecting the spend profile detailed in paragraphs 29-30 of the report be approved.
4. Delegate authority be given to agree final scheme details and any associated contracts or agreements to enable delivery of the LUF programme to the Director of Finance, Development and Regeneration in consultation with Cabinet Member for Regeneration and Housing and Director of Corporate Services.

**CAB  
91/22**      **Inclusive Growth**

Consideration was given to a report that provided an overview of relevant key announcements as they related to the economy and the Inclusive Growth Strategy 2022-27, such as the £39.4m in private sector financial investment and the creation of 307 jobs.

The report included the following key areas:-

- Strategic Updates
- Support businesses to survive and grow
- New businesses and investment are being attracted to the Borough creating new jobs
- All residents have access to training linked to skills gaps and job opportunities
- Deliver interventions that facilitate inclusive growth

RESOLVED that the report be noted.

**CAB  
92/22**      **Local Design Guide Supplementary Planning Document**

Consideration was given to a report on the Local Design Guide Supplementary Planning Document.

A Supplementary Planning Document (SPD) provided guidance on how Local Plan policies were applied and would be a material consideration when determining applications for planning permission within the Borough.

This “Local Design Guide” SPD had been prepared as part of a suite of guidance documents that expanded on policies within the adopted Local Plan (2019). The Local Design Guide SPD and accompanying technical appendices (Appendices A – E to the report) were intended as a guide for the design of development sites, with an aim to improving the quality of design within development proposals.

The Local Design Guide SPD and accompanying technical appendices had been published for public consultation and the documents had been amended where appropriate based on the consultation comments received.

It was recommended to adopt the SPD to be used in the determination of planning applications from the point of adoption. If adopted this SPD would supersede and replace existing planning guidance.

The SPD had been prepared in accordance with Government legislation and guidance and had been subject to public consultation in accordance with regulations. Comments raised had been considered and, where necessary adjustments to the documents had been made. It was therefore recommended that the documents, as amended and attached at Appendix A to E of the report be adopted.

Following adoption, the documents would be made available in the Council’s main offices, on the Council’s website and in public libraries across the Borough. The SPD would be a material consideration in planning applications. Members were also made aware that legislation made provision for individuals / organisations to pursue a legal challenge regarding SPDs, and this would end 3-months after adoption of the documents.

**RECOMMENDED to Council that:-**

- 1. Council notes the contents of the report.**
- 2. Council note and consider comments of Planning Committee (to be tabled at meeting).**
- 3. Council adopts the Local Design Guide Supplementary Planning Document and its accompanying technical appendices.**
- 4. Council delegates the authority to approve non-material and minor alterations to the SPD and its accompanying technical appendices to the Cabinet Member for Regeneration and Housing, and the Director of Finance, Development and Regeneration, prior to publication.**
- 5. Council note that the Local Design SPD will apply to all planning applications submitted to the Council after the adoption date and the following Supplementary Planning Documents will be superseded:**

- **Supplementary Planning Document 1: Sustainable Design Guide**
- **Supplementary Planning Guidance: High Density Development: Flats and Apartments**
- **Supplementary Planning Document: Shop Front Design and Advertisements**
- **The following elements of Supplementary Planning Document: Open Space, Recreation and Landscaping:**
  - **8) Landscaping on development sites**
  - **Appendix 2- Planting within Stockton-on-Tees**
  - **Appendix 3- Tree protection**
  - **Appendix 4: Tree planting specification for softscape areas**

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# Agenda Item 5

## AGENDA ITEM

## REPORT TO CABINET

15 JUNE 2023

## REPORT OF CORPORATE MANAGEMENT TEAM

### **CABINET INFORMATION ITEM**

**Leader of the Council – Councillor Bob Cook**

### **COUNCIL PLAN 2022/25 UPDATE**

#### **SUMMARY**

This report provides Cabinet with an update on the priorities included in the Council Plan 2022/25.

**Recommended that the report be noted.**

#### **REASONS FOR PRODUCING THIS REPORT**

To update Cabinet on the progress in implementing the Council Plan priorities.

#### **DETAIL**

1. This report focuses on the implementation of the Council Plan 2022/25. This is therefore the year-end update on progress during 2022/23.
2. An update on each of the Council Plan priorities is set out in Annex 1. The report indicates significant progress in all areas of this year's priorities.
3. A new approach to strategic planning will be introduced during 2023 leading to a new corporate plan being approved in June 2024. This will be covered in more detail in a report to Cabinet in July 2023.

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**OUR PEOPLE**

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
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Priority	Update
1. Help to keep families together by developing and embedding a new family support offer; enhanced respite support and new provision for children in our care	Strategic partnership launched 1 April with a focus on support for reunification of children with birth families where appropriate and increased family support offer. Proposals for new children’s homes developed and successful bids to DfE capital programme for 2 new homes Disability review work underway to map new approaches to supporting families
2. Support achievement for all pupils	Proposals for a new Alternative Provision Free School submitted in partnership with Delta Academies Trust Work on new attendance strategy being developed Access to free school meals pilot implemented
3. Develop and embed a new contextual safeguarding hub with our partners in Hartlepool to protect children from exploitation	Ongoing work to strengthen intelligence and to support effective practice, linked to the CYP Select Committee review. Continued focus on disruption activity
4. Develop joint commissioning arrangements and new provision for children with special educational needs and disabilities	Proposals to expand Abbey @ and develop new EMS provision at North Shore Academy New occupational therapy jointly commissioned service with Abbey Hill Special School and the Integrated care Board Additional places for ASD at Abbey Hill Work ongoing to develop Ash Trees at Billingham South
5. Support the Arson Reduction Strategy in partnership with Cleveland Fire Brigade	Continued support for Cleveland Fire Brigade Arson Reduction Strategy is being provided by our Community Safety Team. Deliberate fire setting in Stockton on Tees puts our communities at risk therefore joint working within the wider Safer Stockton Partnership has taken place. Joint patrols in deliberate fire setting hotspots has taken place and will continue throughout the summer months when we see an increase in deliberate fire setting during the school holidays. A dedicated preventative approach has been taken through the ‘bonfire’ period to tackle seasonal increases in deliberate fire setting across Stockton on Tees which was a success. A Crime and Disorder Select Committee review of bonfires on public land has been undertaken, with recommendations aligned to the arson reduction strategy agreed.

<p>6. Maximise the effectiveness of the additional investment made in our community safety related services in order to protect residents</p>	<p>Following the additional investment made by the Council within our Community Safety related services we appointed an additional 12 Civic Enforcement Officers. These officers are new resources on top of the existing team of 20 Civic Enforcement Officers already employed by the Council. The additional 12 Civic Enforcement Officers are now in position and are actively working within all of our town centre settings, with the objective of ensuring they are safe and welcoming places to visit and shop. A particular area of focus has been the recent Public Space Protection Order in both Stockton and Norton Village.</p> <p>The investment in additional resources for the town centres has also meant that the existing Civic Enforcement Officers are able to spend much more time within our wider communities with a focus on tackling ASB, environmental crime and issues related to vehicles, including parking.</p>
<p>7. Consider and develop a new serious violence reduction strategy In partnership with other responsible authorities</p>	<p>Consideration of the new serious violence reduction duty has continued following guidance being made available after the Royal Assent of the Police Crime Sentencing and Court Act. The introduction of serious violence reduction in the Community Safety Plan has been completed.</p> <p>A new Violence Reduction Unit (CURV) has been introduced following additional funding from the Home Office, in Cleveland. Stockton BC is represented on this group and part of the decision-making process for funding allocation and the introduction of new initiatives to tackle serious violence.</p>
<p>8. Give due consideration to the new Protect Duty placed on local authorities as part of the wider national counter-terrorism strategy</p>	<p>Information on the development of a new Protect Duty is still not available from central government. Locally, the Publicly Assessable Locations (PALs) pilot has now concluded and information fed back to government to inform future policy setting.</p> <p>Further help and support is being provided by the Home Office and Counter-Terrorism Policing in order to ensure our designs for the new town centre provide a safe and secure area for the public to enjoy.</p>
<p>9. Work with our partners in the VCSE sector and the Community Partnerships to tackle food poverty in the Borough</p>	<p>We have arranged two multi-agency workshops for Autumn 2022 on <i>Collaborative Approaches to Healthy Weight in Stockton-on-Tees</i> to consider collective intelligence, priorities and next steps, which have been positively received by partners.</p> <p>The Council works in partnership with the Stockton Food Power Network and Community Food Pantries to improve access to support for people experiencing food poverty.</p> <p>As part of the Councils initiatives to address the Cost-of-Living Crisis monies were secure through the Household Support Round 3 to fund a variety of partners (including Family Hubs and VCSE organisations) offer hot meals and emergency food over the winter period.</p> <p>To support families during the school holidays, we commission a holiday enrichment programme working closely with Catalyst, the VCSE and communities. The programme supported children and their families across the Borough during the Summer holidays, through the provision of healthy food and free activities.</p>
<p>10. Support people to live healthy lives through a focus on chronic conditions / long term conditions, alcohol, smoking, obesity / physical activity, mental health</p>	<p>The Council continues to work closely with primary care colleagues to promote the NHS health check which identifies and supports people at risk from diabetes, heart disease, kidney disease, stroke and dementia. This includes working across NHS partners to address inequality in uptake of the checks across our local communities. We are also supporting NHS partners to raise awareness and promote uptake of the NHS lung check as well as screening programmes e.g. breast cancer, bowel cancer.</p>

	<p>Our multi-agency Tobacco Alliance has been re-established, with an initial focus on addressing smoking in pregnancy. Significant improvements in our local smoking rates have been achieved and we are keen to focus on working with and supporting those in high-risk groups e.g. pregnant women, those with mental illness, as well as continuing our work across the wider system to prevent and reduce smoking and address the new challenge presented by vaping. We continue to work across agencies to prevent and address the health harms caused by alcohol, both for adults and for children and young people.</p> <p>The multi-agency Physical Activity Steering Group continues to meet to create environments and conditions where people are more able to be physically active. A Healthy Streets pilot is commencing in May 2023 which aims to improve community ownership and use of streets and improve physical and mental wellbeing and address health inequality.</p> <p>The mental health steering group, reporting to the Health and Wellbeing Board, has continued to meet. It is informed through a VCSE-led mental health forum and a lived experience forum. The overall aim is to improve mental health and wellbeing across the life course for residents and communities. This includes mental health promotion, suicide prevention, reduction of mental ill health and inequalities and to develop a strategic framework for mental health. The Council also continues to commission bereavement support, the mental health training hub and continue to progress significant amounts of work on suicide prevention and drug-related deaths.</p> <p>To address support people to live healthy lives, we are also developing an asset-based approach to working with communities, building on the networks, resources and abilities communities have and using this to better understand how we can meet need. An example of this is work to develop our health and wellbeing model for children, young people and families through our 0-19 service offer.</p>
<p>11. Continue to lead the public health response to Covid and support the approach to recovery, working with partners in the Health and Wellbeing Board</p>	<p>The local Health Protection Collaborative (established based on learning from the pandemic) continues to meet, reporting to the Health and Wellbeing Board. The Collaborative provides assurance to the Board on local Health Protection matters and helps ensure a robust and resilient local health protection system. This has included oversight of work to respond to the syphilis outbreak in the borough and surrounding areas, support in place for those with post-Covid, and work with partners to promote uptake of immunisations in teenage years which have been impacted by Covid. We also continue to support the care sector in preventing outbreaks of infections; and have provided advice to schools on scarlet fever and invasive group A Strep.</p> <p>We continue to work closely with our community wellbeing champions on issues that are important to them such as mental wellbeing and are looking at we develop this further in future in the context of a broader asset-based approach to working with our communities.</p>
<p>12. Support people to remain safely and independently in their homes for as long as possible and offer help to people who are feeling lonely</p>	<p>The Council continues to support as many people to live independently at home as possible. Compared to both the northeast and national rate of admissions to care homes (number of admissions per 100,00 population), Stockton on Tees places less people into residential and nursing care. In addition to the initiatives we reported in October, we have recently secured funding to extend the Teleassist pilot (a One Call led service that provides daily telephone contact for vulnerable people) which will increase the contact and support we can offer people living at home. Further, we have</p>

	<p>deployed the” Virtual House” training (via ADASS and the TSA, the industry and advisory body for technology enabled care) to improve the level of competence of social care staff and ensure people are enabled to continue to live independently.</p> <p>We continue to deliver several specific contracts to address loneliness. Social Lights (a volunteering and matching service for vulnerable adults in Stockton on Tees) which continues to receive positive feedback from people and families accessing the service. Wag &amp; Co, visiting dogs charity who we have commissioned to provide support befriending vulnerable older people in their own homes as well as in care homes / hospitals.</p> <p>437 households were supported to live independently through the provision of a property adaptation (funded through the Disabled Facilities Grant Programme).</p>
<p>13. Continue to work with adult residential care and care at home providers to improve quality of care and to continue to support them as they respond to the challenges arising from COVID-19</p>	<p>Since October 2023, The Transformation Team have coordinated a further 2 Provider Forums (in addition to existing leadership networks which meet monthly) which have brought together care home managers and colleagues in health, public health, skills for Care and TVCA. At the last meeting on 02 March 2023, the Forum also included a market stall event which allowed care home managers to network informally and talk to representatives from:</p> <ul style="list-style-type: none"> <li>• Public Health</li> <li>• Carers service</li> <li>• People First Advocacy</li> <li>• Community matrons</li> <li>• Fairer Stockton</li> <li>• Employment and training hub</li> <li>• Environmental health</li> <li>• Falls service</li> <li>• North Tees &amp; Hartlepool Training Alliance</li> <li>• IPC</li> <li>• Meds Optimisation Team</li> <li>• Intensive Community Liaison Service</li> <li>• One Call</li> <li>• Occupational Therapy</li> </ul> <p>The Quality and Assurance Team continue to undertake PAMMS assessments. Any care home provider that has been rated as Requires Improvement via PAMMS or CQC is included in a targeted action plan to respond to the issues that have been identified during inspection.</p>
<p>14. Engage with individuals, families, carers and communities when developing adult social care support and continue to collaborate with the NHS to ensure health and care services work effectively together</p>	<p>The new post of Lived Experience Coordinator was appointed in February 2023 and has provided capacity and focus to review our current approaches to co-production and, in line with our ambitions in the Adult Strategy and expectation through the new CQC assurance framework, develop our approaches to working with people and their carers / families.</p> <p>We have continued to develop our engagement activities with our “in house” day opportunities services. A recent reflection session between the Learning Disabilities Partnership Board with all day service</p>

	<p>(Halcyon Centre, Community Day Options and Allensway) on 29 March 2023 highlighted the positive impact these engagement activities have had on people accessing these services.</p> <p>The day service we commission for people with autism (Ware Street) is due to be re commissioned in October 2023. People accessing the service and families have been involved in reviewing the service, advising on the specification, helping write the specific questions to ask potential providers and will be included as part of the tender and evaluation process.</p>
<p>15. Review out of area placements and day options provision for adults</p>	<p>The current framework for residential care for people with a learning disability has insufficient capacity to meet demand in the Borough. The Council intends to reopen the framework to invite current and new providers to develop further residential provision to meet identified need.</p> <p>A new framework for Mental Health has been designed to further develop residential accommodation in the borough. The framework is expected to be commissioned in June 2023.</p> <p>The Council is also leading a collaborative project as a member of the Tees Local Implementation Group (LIG) to identify opportunities across Tees for new providers. Following a market engagement event on 25<sup>th</sup> January 2022 we have continued to work with partners and the new ICS to identify and develop provision in Borough. Providers have asked for an opportunity to further reengage and a Tees Wide development session, looking at how we develop more provision in Tees Valley, is scheduled for 18 July 2023.</p>

## OUR ECONOMY

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
16. Continue to develop the Invest Stockton-on-Tees branding campaign and attract inward investment into the Borough	Website and social media continue to be monitored/improved/adapted. Exploring opportunities for targeted marketing campaigns
17. Develop options for increasing the availability of employment land across the Borough	Belasis Business Park – work continues with prospective occupiers Durham Lane Business Park – Knight Frank have now marketed the site, shortlisting of developers/partners taking place over May/June 2023. Work due to start later in the summer on the Car Park/Footbridge works as well as modifications to the entrance junction.
18. Finalise and implement the Inclusive Growth Strategy to support residents to benefit from growth	Complete.
19. Develop the Employment and Training Hub model to develop skills and support residents into employment	The Employment and Training Hub continues to grow with over 300 people now having gained employment through the hub.
20. Develop a procurement charter with partners to promote social value and identify potential areas of development of supply chains in order to support local business	The Council's Social Value Policy has been reviewed and updated ahead of any working with partners.
21. Deliver the major transport-related projects at the Portrack Relief Road, Billingham and Eaglescliffe Station improvements, Elton Interchange, and improvements along the A689 corridor	Portrack Relief Road - On hold due to budget gap of around £10m to £15m. Billingham Station – Bridge works completed. Eaglescliffe Station - Phase access road completed. Phase 2 – Car park planned start Summer 2023. Network Rail delivering new bridge 2023/24. Elton interchange – Onsite due for completion October 2023. Improvement along A689 – On hold due to developers refusing to fund their elements and the Government has turned down the A689 Major Road Network bid.

22. Understand and respond to the implications of changes in travel patterns as a result of the Covid pandemic	Levels of traffic and public transport usage are still being monitored. Car traffic approximately 90% volume of pre-Covid traffic with more peak spreading, light goods vehicles around 11% higher than pre-covid levels. Rail usage is around 91% and bus 86% of pre-covid levels.
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## OUR PLACES

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
23. Continue the redevelopment of Stockton Town Centre including demolition of Castlegate and development of the Urban Park	31 businesses relocated. Demolition underway. Detailed design ongoing
24. Finalise the arrangements for the Town Deal in Thornaby	Priorities agreed and approved at Cabinet.
25. Finalise the plans for improvements in Yarm, Preston Hall Museum and Grounds and cycleway infrastructure in line with the Levelling Up fund allocation	Report to Cabinet April 2023 approved reallocation of resource to enable delivery. Planning application for Preston Hall Museum and Grounds due Summer 2023
26. Continue redevelopment of the Sycamores and Elm House estates in Stockton	The development of the Sycamores continues with Keepmoat leading the development and sales.
27. Finalise the review of the private landlord led licensing scheme	Report presented to Cabinet in November 2022, approval secured to develop a detailed Selective Licensing Business Case.
28. Assess options for accelerating affordable and specialist housing across the Borough	Specialist/supported housing needs assessment completed which will inform future service provision.
29. Continue the programme of road and pavement maintenance and repairs	The agreed Carriageway repair schemes all completed by contractor (Tarmac). Footway schemes all either completed or on site. Ontrack with Highway Asset Management Recommendations and fed back to Scrutiny Committee February 2023.
30. Implement the first stage objectives of the Carbon Reduction and Environmental Sustainability Strategy and develop the partnership and	A 'live' action plan is now in operation, and a Senior Management Team Oversight group created. The oversight group is tasked to monitor progress, constructively challenge, and break down barriers to delivery of the action plan. A data collection framework has been developed and baselines collected. Four Climate coalitions are now established (Creative, Youth, Community and Business).

<p>community work as a basis for future activity</p>	<p>A new Strategy Action Plan Coordinator has been appointed and work has commenced on developing a delivery action plan together with baseline monitoring data. A Climate Coalition has been initiated to engage with the business, community and voluntary sectors.</p>
<p>31. Develop and adapt our borough-wide events programme to respond to the pandemic, incorporating celebrations for the Queen’s Platinum Jubilee and preparations for the Stockton &amp; Darlington Railway Bicentenary</p>	<p>Stockton Borough Council’s annual events programme for 2023/24 includes a range of community events which take place across the Borough. Continued support is provided to external event organisers including, financial, safety and in-kind help, as well as general advice and guidance to deliver events on Council Land.</p> <p>An extensive programme of King Charles III Coronation events has been supported, including costs for road closures, event infrastructure and Coronation packs. Events include over 70 street parties and various community led events across the six towns and a large-scale Coronation Big Lunch event in Stockton High Street. A complementary Coronation Digital Programme was also delivered supporting our inclusivity priorities and a wide range of events and activities across our Libraries and Preston Park Museum.</p>
<p>32. Support the Combined Authority and Bus Operators in delivering the agreed outcomes set out in the Tees Valley Enhanced Bus Partnership Plan and Scheme</p>	<p>Stockton working on bus corridor improvement schemes across the Borough funded by the City Regions Sustainable Transport Settlement to provide better bus priority measures. SBC staff involved in working groups looking at ticketing, fares, marketing and network improvements to encourage people back to bus following covid pandemic. Tees Flex extended for a further 18 months. £2 Fixed Single Fare Cap in place and extended until end of June along with Bus Recovery funding.</p>

## OUR COUNCIL

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

Priority	Update
33. Review the Medium Term Financial Plan, to reflect changes in Government funding arrangements and legislative changes	The Special Council meeting on 22 February 2023 agreed the budget for 2023/24 and the Medium Term Financial Plan. There are a number of financial risks around income, pay awards, and inflation which continue to put significant pressure on the MTFP. The budget for 2023/24 includes £5m of savings, with further savings required across the MTFP. A programme of transformation is required to look at financial sustainability and delivering outcomes. There will be an update on the MTFP to Cabinet in July.
34. Develop proposals for the redevelopment of Dunedin House to support flexible working arrangements and the re-location of staff from current buildings	Esh Construction are now appointed to undertake design and costing work on Dunedin House.
35. Review the Council's land and assets and develop plans for disposal or for any potential development	This is an ongoing piece of work and linked to the revision of Playing Pitch Strategy and Accommodation Review. Updates will be provided to Cabinet as detailed proposals are developed.
36. Add new features and functions to the Council website and improve online services for customers	The new Council website went live on 28 <sup>th</sup> February with 152 live self-serve transactions. Since go live we have added an additional self-serve transactions and now have a total of 210 live solutions. Up to 31 March 2023, 20,439 customers had signed up for new My Council accounts. We are continuing with the development of more self-serve solutions and the redesign of the Stockton Information Directory and other Council websites.
37. Launch a new Council Volunteering Strategy to support our employees to volunteer in the community and to provide additional volunteering opportunities at the Council	A new Council volunteering strategy is under development. Next steps are include providing and communicating further opportunities for our employees. Our leave policy already provides for some unpaid leave for employees to undertake volunteering in the Borough.
38. Implement the new flexible working arrangements to capitalise and build on the technological advancements and new	Project Team/Groups established. Employee engagement taken place. Action Plan and timetable agreed.

<p>working practices developed during the pandemic</p>	
<p>39. Continue to develop the Bright Minds Big Futures initiative to ensure that the voice of young people is heard and valued in the development and delivery of Council policies and services</p>	<p>The BMBF youth lead movement identified 9 Big Objectives which they sought to deliver during 2022/23</p> <ul style="list-style-type: none"> <li>• community safety</li> <li>• communications and engagement</li> <li>• young people's services</li> <li>• health and wellbeing</li> <li>• business, regeneration, and transport</li> <li>• environment and green spaces</li> <li>• arts, leisure, and culture</li> <li>• special educational needs (SEN) and</li> <li>• equality and diversity</li> </ul> <p>BMBF has been recognised for their outstanding work and was awarded The Queen's Award for Voluntary Service</p>
<p>40. Respond to and implement the Local Government and Parliamentary boundary reviews</p>	<p>New Boundaries came into effect for the May 2023 elections. The proposed Parliamentary Constituencies final report is expected July 2023.</p>
<p>41. Develop and implement the Fairer Stockton-on-Tees Framework</p>	<p>Work during 2022/23 focused on supported the Borough's residents in the current Cost of Living Crisis (for example Cost of Living Information HUB / and a borough wide roll out of Warm Spaces in partnership with the VCSE sector).</p>

**AGENDA NO.**

**REPORT TO CABINET**

**15 JUNE 2023**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

## **CABINET DECISION**

**Leader of the Council – Councillor Bob Cook**

### **APPOINTMENTS TO OUTSIDE BODIES**

#### **SUMMARY**

Cabinet is requested to appoint Members to various outside bodies.

#### **REASONS FOR RECOMMENDATION**

There is a need for Cabinet to make appointments to certain bodies.

#### **RECOMMENDATIONS**

RECOMMENDED that consideration be given to the nominations to the outside bodies as identified in the appendix.

#### **DETAIL**

1. Cabinet is requested to agree appointments to certain bodies as attached at the Appendix.

#### **COMMUNITY IMPACT ASSESSMENT**

2. It is not considered that this report gives rise to any requirement for an assessment to be undertaken.

#### **CORPORATE PARENTING IMPLICATIONS**

3. There are no Corporate Parenting Implications arising directly from this report.

#### **FINANCIAL IMPLICATIONS**

4. There are no Financial Implications arising directly from this report.

#### **LEGAL IMPLICATIONS**

5. There are no Legal Implications arising directly from this report.

#### **RISK ASSESSMENT**

6. Categorised low to medium risk. Existing management systems and daily routine are sufficient to control and reduce risk.

## **WARDS AFFECTED AND CONSULTATION WITH WARD/COUNCILLORS**

7. Members have been consulted through the report to Cabinet.

**Name of Contact Officer: Jonathan Nertney**  
**Post Title: Head of Democratic Services**  
**Email Address: [jonathan.nertney@stockton.gov.uk](mailto:jonathan.nertney@stockton.gov.uk)**

<b>CABINET APPOINTMENTS 2023 - 2027</b>		
<b>No. Rep</b>	<b>Body</b>	<b>Nominations for 2023 - 2027</b>
1	ARC	Cabinet Member for Health, Leisure and Culture
1	North Tees and Hartlepool NHS Trust	Cabinet Member for Health, Leisure and Culture
1	Tees, Esk and Wear Valley NHS Trust	Cabinet Member for Adult Social Care
1 + 1sub	PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee	Cabinet Member for Environment & Transport Substitute – Leader of the Council
1	Teeswide Safeguarding Adults Board	Cabinet Member for Adult Social Care

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## AGENDA ITEM

### REPORT TO CABINET

15 JUNE 2023

### REPORT OF CORPORATE MANAGEMENT TEAM

## CABINET DECISION

**Leader of the Council – Councillor Bob Cook**

### MINUTES OF VARIOUS BODIES

#### SUMMARY

The attached minutes are for consideration by Cabinet.

#### REASONS FOR RECOMMENDATIONS/DECISIONS

To enable Cabinet to view the minutes of various bodies.

#### RECOMMENDATIONS

That the minutes of the meetings detailed in the appendices be received.

#### DETAIL

1. In accordance with the Council's Constitution or previous practice the minutes of the meeting of the bodies indicated below are submitted to members for consideration:-

TVCA Cabinet – 17 March 2023  
TSAB – 7 March 2023

#### COMMUNITY IMPACT IMPLICATIONS

2. This report is not the subject of any Community Impact Implications.

#### CORPORATE PARENTING IMPLICATIONS

3. This report is not the subject of any Corporate Parenting Implications.

#### FINANCIAL IMPLICATIONS

4. Where applicable, as specified in the minutes.

#### LEGAL IMPLICATIONS

5. Where applicable, as specified in the minutes.

## **RISK ASSESSMENT**

6. This report is categorised as low to medium risk.

## **WARDS AFFECTED AND CONSULTATION WITH WARD/COUNCILLORS**

7. Not applicable.

**Name of Contact Officer: Jonathan Nertney**  
**Post Title: Head of Democratic Services**  
**Email Address: jonathan.nertney@stockton.gov.uk**

**TEES VALLEY COMBINED AUTHORITY CABINET**

**Friday 17<sup>th</sup> March 2023 at 10am**

**Teesside Airport Business Suite, Teesside International Airport, Darlington**

*These minutes are in draft form until approved at the next Cabinet meeting and are therefore subject to amendments.*

<b><u>ATTENDEES</u></b>	
<b><u>Members</u></b>	
Mayor Ben Houchen (Chair)	Tees Valley Mayor
Councillor Mary Lanigan	Leader, Redcar and Cleveland Borough Council
Councillor Robert Cook	Leader, Stockton-on-Tees Borough Council
Councillor Jonathan Dulston	Leader, Darlington Borough Council
Councillor Shane Moore	Leader, Hartlepool Borough Council
Andy Preston	Mayor of Middlesbrough
Siobhan McArdle	Chair, LEP Board
<b><u>Officers and Others in Attendance</u></b>	
Julie Gilhespie	Group Chief Executive, Tees Valley Combined Authority
Emma Simson (via Teams)	Group Chief Legal Officer (Deputy Monitoring Officer), Tees Valley Combined Authority
Gary Macdonald	Group Director of Finance & Resources
Mike Greene	Managing Director, Stockton-on-Tees Borough Council
John Sampson	Managing Director, Redcar & Cleveland Borough Council
Helen Kemp	Group Director of Business & Skills
Sally Henry	Governance Officer, TVCA
<b><u>Apologies</u></b>	
Denise McGuckin	Managing Director, Hartlepool Borough Council
Ian Williams	Chief Executive, Darlington Borough Council
<b>TVCA 36/22</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were submitted as detailed above.
<b>TVCA 37/22</b>	<b>DECLARATIONS OF INTEREST</b>  As Chair of the newly established Hartlepool and Middlesbrough Development Corporation Boards, Mayor Ben Houchen declared an interest in item 8.

	Cllr Shane Moore and Mayor Andy Preston declared pecuniary interests in agenda item 8
<b>TVCA 38/22</b>	<p><b>MINUTES OF PREVIOUS MEETING</b></p> <p>The minutes of the meeting held on 27<sup>th</sup> January, 2023 were agreed as an accurate record. There were no matters arising.</p> <p><b>RESOLVED that</b> the minutes of the meeting held on 27<sup>th</sup> January, 2023 were confirmed as an accurate record.</p>
<b>TVCA 39/22</b>	<p><b>MAYOR'S UPDATE REPORT</b></p> <p>The Chair introduced a report providing a general update on the key activities of the Mayor and Combined Authority since the last Cabinet meeting.</p> <p>In addition to the report, The Chair also advised Cabinet that the Investment Zone announcements in the Chancellor's Budget this week were a big win for the Tees Valley and expressed his thanks to staff within TVCA involved. He also thanked Cllr Moore and Mayor Andy Preston for their involvement.</p> <p>The Chair highlighted that The Chancellor's announcement about CCUS is a huge boost for the area. The Chancellor further announced that a new body - Great British Nuclear will be launched with a primary focus on Small Nuclear Reactors.</p> <p><b>RESOLVED that</b> Cabinet noted the report and the verbal update.</p>
<b>TVCA 40/22</b>	<p><b>QUARTER 3 BUDGET REPORT &amp; MTFP UPDATE</b></p> <p>Cabinet were provided a report which gave an update on the financial position of the Combined Authority for the period ending 31 December 2022 and presented a revised Medium-Term Financial Plan (MTFP).</p> <p><b>RESOLVED that</b> Cabinet:-</p> <ol style="list-style-type: none"> <li>i. Noted the quarter 3 financial position as of 31 December 2022: and</li> <li>ii. Noted the revised Medium-Term Financial Plan.</li> </ol>
<b>TVCA 41/22</b>	<p><b>TREASURY MANAGEMENT STRATEGY 2023/24</b></p> <p>Cabinet was provided a report which presented the Authority's Treasury Management, Capital and Investment Strategies for the financial year 2023/24. The Capital Strategy incorporates within it the Minimum Revenue Provision Policy.</p> <p><b>RESOLVED that</b> Cabinet approved the Treasury Management, Investment and Capital Strategies for 2023/24.</p>
<b>TVCA 42/22</b>	<b>TREASURY MANAGEMENT POLICIES &amp; PRACTICES</b>

	<p>Cabinet members were provided a report which presented the Authority's Policy and Practices in accordance with CIPFA's Code of Practice for Treasury Management in Public Services.</p> <p><b>RESOLVED</b> that Cabinet approved the revised Treasury Management Policy and Practices as set out in Appendix A of the report.</p>
<p><b>TVCA 43/22</b></p>	<p><b>VARIATION TO THE PLANNING POWERS OF HARTLEPOOL DEVELOPMENT CORPORATION AND MIDDLESBROUGH DEVELOPMENT CORPORATION</b></p> <p>Cabinet members were provided a report which requested approval to vary planning powers of the Hartlepool Development Corporation (HDC) and Middlesbrough Development Corporation (MDC). It also provided a wider update on progress with HDC and MDC.</p> <p>The Chair advised Cabinet that TVCA has worked closely with both Middlesbrough and Hartlepool Councils to agree the variation in the planning powers laid out in the report.</p> <p>A consultation has taken place to which both Middlesbrough and Hartlepool have responded.</p> <p>Cllr Moore confirmed that Hartlepool are happy with the decision to vary the planning powers as set out in the report and that the report formalises what has been agreed informally.</p> <p><b>RESOLVED</b> that Cabinet:-</p> <ul style="list-style-type: none"> <li>i. approved the decision to vary the planning powers of HDC and MDC, as set out in paragraph 8 of the report, pursuant to section 202 of the Localism Act 2011;</li> <li>ii. noted the wider update on HDC and MDC.</li> </ul>
<p><b>TVCA 44/22</b></p>	<p><b>COMMERCIAL DECISION – URGENT DECISION</b></p> <p><i>At this point in the meeting, The Chair proposed a resolution to exclude the press and public under paragraph 3 of schedule 12a of the Local Government Act 1972, in order that Cabinet could consider matters of a confidential nature.</i></p> <p>Cabinet has previously approved a decision in relation to a significant transaction. An unexpected additional decision is now required in order to complete that transaction.</p> <p><b>RESOLVED</b> that Cabinet approved the recommendation in the report.</p>

	<p><b>The Chair thanked members for their attendance and wished them luck at the forthcoming local elections.</b></p>
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**DATE OF NEXT MEETING**

Friday 30<sup>th</sup> June 2023 at 10am



## Teeswide Safeguarding Adults Board

Meeting Date: **Tuesday 7<sup>th</sup> March 2023**

Time: **9.30am – 12pm**

Venue: **Microsoft Teams**

### Minutes

#### Attendees

Name	Role	Representing
Jane Bell	Administration Officer	TSAB Business Unit
Karen Agar	Associate Director of Nursing Safeguarding	TEWV
Simone Bennett	DCI	Cleveland Police
Darren Best	Independent Chair	Teeswide Safeguarding Adults Board
Sarah Bowman-Abouna	Director of Public Health	Stockton-on-Tees Borough Council
Lindsay Britton-Robertson	Assistant Director of Safeguarding	South Tees Hospitals NHS Foundation Trust
Cllr Bob Buchan	Lead Member	Hartlepool Borough Council
Jon Carling****	Chief Executive	Catalyst Stockton
Angela Connor	Assistant Director Adult Social Care/PSW	Stockton-on-Tees Borough Council
Cllr David Coupe	Lead Member	Middlesbrough Borough Council
Natasha Douglas	Healthwatch Manager	Health Watch Stockton
Kathleen Fitzwater	Named Nurse in Adult Safeguarding	North Tees and Hartlepool NHS Foundation Trust
Ami Fraser	Access Safeguarding Lead Officer	Middlesbrough Borough Council
Lorraine Garbutt	Business Manager	TSAB Business Unit
Jean Golightly	Director of Nursing & Quality	North East and North Cumbria Integrated Care Board
Jill Harrison	Director of Adult and Community Based Services	Hartlepool Borough Council
Neil Harrison	Head of Safeguarding & Specialist Services	Hartlepool Borough Council
Gina Hurwood	SAR Coordinator	TSAB Business Unit
Rachelle Kipling	Temporary Assistant Chief Executive	Office of Police & Crime Commissioner
Alyson Longstaff	Advanced Customer Support Senior Leader	Durham Tees Valley Department for Work and Pensions
Amy Mahoney	Project Officer	TSAB Business Unit
Cllr Ann McCoy	Lead Member	Stockton-on-Tees Borough Council
Jen Moore	Designated Nurse Safeguarding Adults	North East and North Cumbria Integrated Care Board
Cllr Mary Ovens	Lead Member	Redcar & Cleveland Borough Council
Jacki Paterson (Part)	Service Manager	Redcar & Cleveland Borough Council
John Rafferty	Compliance Business Partner - Safeguarding	Thirteen Group
Patrick Rice	Corporate Director of Adults and Communities	Redcar & Cleveland Borough Council
Parminder Sahota (Part)	Independent Reviewer	
Angela Storm	Data Analysis and Performance Monitoring	TSAB Business Unit

	Officer	
Chloe Swash	Admin Officer	TSAB Business Unit

<b>Apologies</b>		
<b>Name</b>	<b>Role</b>	<b>Representing</b>
Paula Dewell	Detective Superintendent – Head of Safeguarding	Cleveland Police
Mark Davis***	Chief Executive	Middlesbrough Voluntary Development Agency
Kate Duncan	Head of Safer Prisons & Equality	HMP Holme House Prison
Elaine Godwin	Admin Officer	TSAB Business Unit
Dr Hilary Lloyd	Chief Nurse	South Tees Hospitals NHS Foundation Trust
John Lovatt	Assistant Director	Hartlepool Borough Council
Judith Mackenzie	Inspector	CQC (Middlesbrough, Stockton-on-Tees and Redcar & Cleveland)
Elizabeth Moody	Director of Nursing and Governance	Tees Esk & Wear Valleys NHS Foundation Trust
Peter Neal	CEO	Redcar and Cleveland Voluntary Development Agency
Cara Nimmo	Assistant Director for Adult Care Operations	Redcar & Cleveland Borough Council
Julian Penton****	Development Officer	Hartlepower
Ann Powell	Head of Stockton & Hartlepool PDU	National Probation Service
Darren Redgwell	Head of Middlesbrough, Redcar & Cleveland PDU	National Probation Service
Linda Sergeant	Project Coordinator	Healthwatch South Tees
Erik Scollay	Director of Adult Social Care	Middlesbrough Borough Council
Stephen Thomas	Development Officer	Healthwatch Hartlepool
Robin Turnbull	Area Manager	Cleveland Fire Brigade
Gary Watson	Business Manager	South Tees Safeguarding Children Partnership
Ann Workman	Director of Adults and Health	Stockton-on-Tees Borough Council

<b>Absent</b>		
<b>Name</b>	<b>Role</b>	<b>Representing</b>
Mike Fleet	Principal Lecturer (Programmes) Department of Nursing & Midwifery	Teesside University
Stephen Green	Associate Director of Risk and Clinical Governance	North Tees and Hartlepool NHS Foundation Trust
Tony Leighton		Healthwatch Hartlepool
Michelle Monty	Inspector	CQC Hartlepool
Kay Nicolson	CEO	A Way Out
Helen Richmond	Safer Custody and Equalities Hub Manager	HMP Holme House Prison
Leanne Stockton	Business Manager	Hartlepool & Stockton Safeguarding Children Partnership
Katie Tucker	Inspector	CQC Hartlepool

\*Attends for specific agenda items only, \*\* Attends 2 times per year; \*\*\*Attends on behalf of MVDA, RCVA & Healthwatch South Tees,

\*\*\*\* Attendance will be shared between Catalyst and Hartlepower

**Copies:** Chris Brown; Rebecca Duce; Caroline Gallilee; Emily Gibson; Suzanne Glass; Lorna Harrison; Nigel Hart; Kay McGowan; Suzanne Metcalfe; Judith Oliver; Laura Poppleton; Angela Pringle, Mike Sharman; Karen Sproston; Rachael Surtees; Lyndsay Waddington

<b>Agenda Item 1</b>	<b>Introductions and Apologies</b>	<b>Presenter: Chair</b>
The TSAB Independent Chair, Darren Best (DB), welcomed members to the meeting. Apologies are noted on the minutes.		



<b>Agenda Item 2</b>	<b>Matters Arising</b>	<b>Presenter:</b> Chair
<p>Following her presentation at the December meeting Alyson Longstaff (AL) provided an update on how the Department for Work and Pensions (DWP) share details of any service improvements with wider organisations. In addition to the gov.uk platform the DWP have partnership teams in place within every district. Partnership Managers work closely with welfare organisations like the Citizens Advice Bureau and Age UK to support any communications and initiatives such as the Cost of Living Payments. Details are also included in the DWP's Touchbase Magazine which partner organisations can subscribe to. AL shared the link to subscribe for any organisations that may wish to do so: <a href="#">Subscribe to Touchbase Magazine</a></p>		

<b>Agenda Item 3</b>	<b>Adult K</b>	<b>Presenter:</b> Parminder Sahota
<p>DB welcomed Parminder Sahota (PS), Independent Author for the Adult K SAR, to the meeting. PS thanked members of the SAR Sub-Group, the working groups and in particular Gina Hurwood in her role as SAR Co-ordinator for the help and assistance provided during the review. PS shared a presentation with members which provided a summary of the case, key themes identified and the recommendations for Board.</p> <p style="color: red;">This section has been removed due to its confidential nature</p>		

<b>Action Points</b>	<b>Action Owner</b>	<b>Deadline</b>
1. Seek assurance in relation to s117 joint protocol as part of the action plan	SAR Sub-Group	17/05/2023
2. Consideration to be given to producing a presentation on the Adult K SAR	SAR Sub-Group	17/05/2023
3. Adult K action plan to be shared at future Board meeting	SAR Sub Group / Admin	14/06/2023
4. Outcome of Board meeting to be shared with Adult K and their relative	JP	19/04/2023
5. Media strategy for Adult K SAR to be developed	GH	27/05/2023

<b>Agenda Item 4</b>	<b>Safe Lives Report</b>	<b>Presenter:</b> Rachelle Kipling
<p>TSAB provided a contribution to the Safe Lives work to review Domestic Abuse across the Cleveland area. Rachelle Kipling (RK) advised that the work to carry out the review has taken longer than anticipated and has encountered a number of barriers, such as information sharing and governance, which have prevented the final report providing the level of information they had originally hoped for. In October 2022 key partners were brought together for Safe Lives to present their findings and proposed recommendations from the review. Safe Lives received a degree of challenge from professionals around gaps that still existed within the report. Additional work was then carried out by Safe Lives and a further report was shared in January 2023.</p> <p>Despite the report not fulfilling the original brief there have been some good recommendations as a result and the Office of the Police and Crime Commissioner (OPCC) will work on these collaboratively across Tees. Discussions are taking place with the Strategic Domestic Abuse Partnerships locally and some positive work has already taken place, such as the Strategic MARAC review where a development action plan has now been put in place. The next steps will be to continue to work closely with the Strategic Domestic Abuse Partnerships to take forward a number of actions collectively across the area, such as work in relation to perpetrators. There is already work ongoing to create a Teeswide Domestic Abuse Perpetrator Strategy which is being led by members of RK's team. There is also work to take forward around training and workforce development on Domestic Abuse and around communication which may pose an opportunity to work jointly with TSAB.</p> <p>Sarah Bowman-Abouna (SBA) highlighted that some concerns do remain in relation to the representativeness of the report but acknowledged that there are some positive suggestions such as the collective work around perpetrators and queried what the next steps would be. RK advised that they are working with the Domestic Abuse Coordinators in each Local Authority area to identify what they</p>		

want and how this will then feed into the relevant Domestic Abuse Partnership. It is hoped that this will result in Task & Finish Groups coming together to drive the work forward. SBA suggested that it may be beneficial to have discussions with commissioners in terms of the recommendations, but this could be picked up outside of this meeting.

DB advised that TSAB were happy to contribute to this work at the request of the OPCC. It was acknowledged that it was an ambitious project, but DB suggested that the complexity of the work may have been underestimated. Whilst the report has not delivered what was expected DB stressed that it is important to maximise the positives and requested that a further update is provided to Board in 6 months' time.

Action Points	Action Owner	Deadline
1. Discussion with Commissioners regarding the recommendations from the Safe Lives Report	SBA / RK	15/04/2023
2. Update on Safe Lives project to be provided to Board	RK / Admin	13/09/2023

<b>Agenda Item 5</b>	<b>Q3 Performance Report</b>	<b>Presenter: Angela Storm</b>
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A copy of the Quarter 3 Performance Report was shared with the agenda. Angela Storm (AS) highlighted the key points from the report:

- An overview of data linked to the 4 Strategic Aims has been provided. All four Local Authorities are now providing data in relation to Team Around the Individual (TATI). The figure is significantly higher than previous quarters due to the high number of cases recorded by Redcar & Cleveland Borough Council (RCBC). Work is underway to establish if cases are being referred appropriately. The TATI review is also considering the process across Tees which will help to provide clarity on when a referral should be made. RCBC also advised that they are experiencing an increase in homeless people, many of which have moved from other areas. DB noted that it is important for the Board to identify any changes in the data so that learning can be identified
- All 4 Performance Indicators (PI) have been achieved in Q3, which should remain the case for the year end
- There has been an increase in the number of Concerns received this quarter, with increases from 2 Local Authority areas impacting on the figure. The number of Concerns reported by Hartlepool Borough Council (HBC) was queried at the PAQ Sub-Group meeting and further analysis is taking place. HBC suggested that the figure may have been a result of an increase in repeat concerns, adults who are reluctant to engage with drug and alcohol services, referrals from one particular care provider and also increased awareness following NSAW. The majority of these relate to Concerns from Care Homes, NHS Secondary Care, Social Care, Police and Care at Home Providers
- S42 Enquiries have increased in line with the number of Concerns. More than half of Section 42 Enquiries related to female adults, with 53% of these being under the age of 65
- The four main types of abuse were Neglect & Acts of Omission, Physical, Financial and Self-Neglect. A higher figure for Self-Neglect in the under 50 age group reflects the complexity of cases coming into Safeguarding
- Own Home category remains the main location of risk, despite RCBC recording Residential Care Settings as their main location during this quarter. Financial Abuse & Self-Neglect were the two main areas of abuse occurring in a person's Own Home
- There has been a 47% increase in the Physical Abuse category overall in Care Homes since Q3 last year. Both Incidents between Residents and Medication Errors increased within this category
- Safeguarding action was taken in 94% of concluded Section 42 Enquiries
- In more than half of the concluded Section 42 Enquiries the Source of Risk to the adult was an individual known to them
- The risk to the adult was reduced or removed in 90% of concluded Section 42 Enquiries, but there has been an increase in the risk remained category which may be reflective of the complexity of cases
- 92% of adults were asked about desired outcomes, and in 95% of cases outcomes were fully or partially achieved
- Data in relation to the Health Trusts followed similar trends to previous quarters

- The repeat victim rate for Domestic Abuse cases recorded by Cleveland Police was 48%. Although AS received a figure around 40% this is only a snapshot in time and once all data has been analysed this typically increases to around 47-48%

JG highlighted the challenges being faced by Care Providers nationally in relation to staffing, and that this is likely to be impacting on the data. David Purdew, the Integrated Care Board's Executive Chief Nurse and Executive Director, is in the process of addressing this through joint workforce and strategy meetings and JG advised that it is helpful to see the data supporting the concerns that are being discussed. It was suggested that this could be an area for further discussion at the North East Independent Chairs group's next meeting with David Purdew. DB acknowledged the importance of understanding the data and the issues that it highlights so that informed responses can be given to any queries that are made by the media and during scrutiny meetings that DB attends on behalf of the Board.

It was also highlighted that the Discharge to Assess policy could impact on the figures from Care Providers, who are often asked to admit individuals from hospital at short notice. Stockton-on-Tees Borough Council (SBC) are currently looking to see if there is a way to identify this within the data they record.

JH noted that a significant amount of abuse is still occurring in a person's own home which creates limitations in relation to being able to reduce or remove risk.

Cllr Anne McCoy queried the impact of the Cost of Living crisis, particularly in relation to Self-Neglect and Financial Abuse, and enquired if there was a way to identify this within the data. DB advised that when the previous TSAB Annual Report was published this question was raised by the media, but the period covered by the report did not coincide with the crisis. He anticipates that the question will be raised again when the next report is published. The National Safeguarding Adults Chairs Group has written to ministers to express concerns around the cost of living and whether they recognise the impact this will have on Safeguarding. DB will provide Board members with an update if a response is received. DB suggested that the PAQ Sub-Group should be tasked with looking to see if this can be identified within the data.

Action Points	Action Owner	Deadline
1. Challenge of staffing within Care settings to be discussed with David Purdew at next meeting with the North East Independent Chairs Group	DB	30/06/2023
2. Provide an update is a response is received from ministers regarding the Cost of Living and the impact on Safeguarding	DB	TBA
3. Consider if cases relating to Cost of Living Crisis can be identified within the data	PAQ Sub-Group	15/05/2023

<b>Agenda Item 6</b>	<b>Sub-Group Updates</b>	<b>Presenter: Sub-Group Chairs</b>
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**Communication & Engagement – Neil Harrison (NH)**

The Sub-Group last met on 13<sup>th</sup> February. NH expressed thanks to Alex Drinkwater from Cleveland Police who has volunteered to take on the role of Deputy Chair for the Sub-Group.

National Safeguarding Adults Week (NSAW) Evaluation Report – A link to the report was circulated with the meeting agenda. NSAW was led by the Ann Craft Trust and activity across Tees included articles in residents' magazines, a bus stop campaign, leaflet drops, awareness raising sessions, a BME campaign to raise awareness at local mosques, a radio interview, sharing of learning from reviews and the development of new resources following consultation with partner agencies and service user groups. The week was successful in raising the awareness of Adult Safeguarding. NH thanked Board members and the Business Unit for their support during the campaign.

Reporting mechanisms for deaf community - The CE Sub Group are asking organisations and partners to consider how they make information accessible in order to enable and empower people with sensory loss to raise a concern. The group has shared a co-produced report that some organisations may feel of benefit when considering their Equality and Safeguarding duties. If anyone would like further

information they should contact NH.

### **Operational Leads – Lorraine Garbutt**

The Sub-Group met in January and are due to meet again this week. The focus for the January meeting was on finalising resources in relation to Organisational Abuse. A Task & finish group was brought together following discussion at the Sub-Group, recognising that some focused work around Organisational Abuse was required as highlighted by both members of the public and professional in the annual survey. Resources including an example Concern Form, fact sheets for both the public and professionals, links to a video, a presentation that can be used with teams as a training resource, and a learning briefing are now available on the TSAB website. A 'spotlight on' campaign, supported by a number of partner organisations, took place during week commencing 20<sup>th</sup> February. Amy Mahoney is compiling an evaluation report which will be shared with members in due course.

Following Middlesbrough Borough Council's (MBC) Multi Agency Audit the Sub-Group discussed Transitions, looking at the age group of 18-24 year olds. The exercise raised questions around how useful the data is when the Board do not have access to the background information to identify which of the cases had previously been subject to Children's Safeguarding. The Sub-Group did note that there were a significant number of cases in this age group relating to Sexual Exploitation and Self-Neglect. Once the PowerBi project is completed this should provide additional information and data to allow further analysis of these areas.

Ami Fraser provided a summary of MBC's Multi Agency Audit on Transitions which took place in December 2022. Details of the two cases were shared with the meeting agenda.

Case 1 evidenced good multi-agency input with the case being heard through the Vulnerable, Exploited, Missing and Trafficked Group (VEMT). Person centred planning transitions meetings took place and were effective in understanding the wishes of the individual and share information. It was also identified that the voice of the young person had been captured at the point of referral. Areas for improvement were identified in relation to the referral being more explicit regarding the actions taken to support the young person, adhering to TSAB timescales in the management of the case and also highlighted some amendments that are required to the VEMT referral form.

Case 2 demonstrated good examples of how safeguarding referrals should be completed. Recommendations were for feedback to be provided to the referrer to compliment the high standard of the safeguarding concern and also to the Safeguarding Officer involved in the case. It was suggested that MBC should review their recording procedure for transitions where meetings are held outside of the usual safeguarding processes, such as VEMT and that the VEMT referral form needs to be amended to specifically reference consideration to capacity.

DB advised that a Tees Exploitation Group, made up of 5 Task & Finish Groups, has been established. Topics for the Task & Finish Groups include Adult Sexual Exploitation and Transitions and DB has asked for the Statutory Partners to be actively involved with this work so that they are able to feedback to Board. DB felt that the 2 case studies presented were good examples of the complexity of cases, but demonstrated that there is a well thought through process in place, evidencing that from an MBC perspective there is already work going on in relation to Adult Exploitation, and that it may merely be a case of gaining a better understanding of how the process works in order to gain assurance. AF advised that a high number of young people at the Transition stage are falling into the Self-Neglect category which may be impacting on some of the statistics around referrals.

### **Performance, Audit & Quality – Angela Storm on behalf of Erik Scollay**

The PAQ Sub-Group last met on 27 February. AS provided an update from the Regional Performance Leads meeting that she attended on 13 February to discuss PIs and to establish what PIs are being used by members of the Group. Whilst some members are not currently using PIs others had adopted those currently in place for TSAB, so unfortunately this did not generate any new areas for consideration. A more detailed discussion around PIs will take place at the next meeting of the PAQ Sub-Group in May.

The work to move to using PowerBi for reporting has encountered some delays but is progressing and once complete will improve the way that data is reported and analysed.

Domestic Abuse / Cleveland Police Data – Following presentation of the Q1 TSAB Performance Report DB queried why an increasing number of Domestic Abuse cases were being reported into Cleveland Police yet Local Authorities were reporting a decrease in the number of Domestic Abuse concerns that were reported into safeguarding. It was asked that this be taken back to the PAQ Sub-Group for further discussion and to feedback at a future Board meeting. Simone Bennett (SB) from Cleveland Police attended the Sub-Group meeting and explained that increases within the number of cases were seen when the lockdown restrictions were lifted but that the figures are beginning to return to a more consistent level, although she noted that it is unlikely that figures will return to pre-pandemic levels as there is more awareness and effective recognition from staff. There is a new MARAC Independent Chair who has implemented a triage system, this will likely have an impact on the data. Members also highlighted that for an individual to be referred into the Local Authority, they would need to meet the criteria for Safeguarding so it would be normal for Cleveland Police's figures to be slightly higher. The PAQ Sub-Group concluded that there are various factors contributing to the data such as thresholds and individual choices and that there does not appear to be a significant issue around the figure. It was agreed the PAQ Sub-Group will continue to monitor this and will raise any issues in the future if necessary.

#### **Safeguarding Adults Review – Jill Harrison**

New Notifications – Three new notifications are currently being worked through. Two are MBC residents with one being highlighted through the Learning Disability Mortality Review (LeDeR) and one through the drug related death process. Both will be discussed at the next SAR Sub-Group meeting. The third case is a Durham resident who died at North Tees Hospital. The Sub-Group are working with Durham SAB colleagues to collate chronologies and the Durham SAR Sub-Group Chair is attending the April SAR Sub-Group meeting to discuss the case.

Four SARs are currently on going

- Two of these were from the LeDeR process. As there are common themes across both cases they will be linked together and Karen Rees has been appointed as independent reviewer. Discussion will need to take place to decide the best approach for this to ensure that the individual learning from both cases is identified alongside the common themes.
- A SAR has been agreed for an MBC case involving Domestic Abuse and a drug related death and the Sub-Group are in the process of appointing an independent reviewer. JH noted that appointing independent reviewers is becoming an increasing challenge due to availability.
- A SAR has been agreed for a MBC case involving Mental Health Issues, Self-Neglect and Suicide. There will also be a LeDeR review and a Serious Incident Review, so the Sub-Group are considering the best way to coordinate these reviews in order to maximise the learning.

The Sub-Group do have a link to a Domestic Homicide Review in MBC. Erik Scollay is the link for this case and will provide an update at the next meeting.

The Molly SAR has been escalated nationally in conjunction with issues from Operation Sanctuary. The National SAB Chairs Executive Group considered issues around guidance and a lack of definition for Adult Sexual Exploitation and met with the Department of Health to discuss these, but no update has been provided to date. There was also a request for the case to be raised with the Department of Justice in relation to the treatment of individuals like Molly within the criminal justice system, but again no update has been received. Linked to the Molly SAR there is currently a Task & Finish Group carrying out a review of the TATI process. It was hoped that this would be completed by the end of March, but due to the complexity of the work an update on this will be brought to the April meeting.

A full review of the SAR Policy & Procedure has taken place and a link was provided on the agenda to the new, more accessible version which is now available on the TSAB website. There is still some work ongoing to review supporting documents. JH thanked those involved in this significant piece of work. JH highlighted the volume of work that is now involved in SARs and advised that a separate meeting is taking place to review how this workload can be managed.

Action Points	Action Owner	Deadline
1. PAQ Sub-Group to continue to monitor Domestic Abuse cases and report any issues to TSAB, as necessary	ES	13/09/2023
2. ES to provide an update on the MBC DHR at the April TSAB meeting	ES	19/04/2023

Agenda Item 7	QAF Report – Stockton on Tees Borough Council	Presenter: Angela Connor
SBC's QAF Report was attached to the agenda for information. Angela Connor provided assurance to members to confirm that consent was received in relation to sharing the MAPPA minutes as part of the evidence for the QAF process. SBC are currently working on the actions highlighted.		

Agenda Item 8	Update from OLSG & TSAB Development Sessions	Presenter: Chair
DB thanked members that attended the Development Sessions and noted that they had both been a useful exercise. Lorraine Garbutt and the Business Unit are now working through the actions from the discussions and will feedback to Board once this is complete.		

Action Points	Action Owner	Deadline
1. Outcome of Development Sessions to be feedback to Board	LG	19/04/2023

Agenda Item 9	Any Other Business	Presenter: All
NH advised that the next 'Spotlight On' campaign around Trauma Informed Practice is scheduled to take place 20 – 24 March and asked members to consider how their organisation can support the campaign and to advise the Business Unit.		
DB is currently in the process of obtaining an update from Cleveland Police around the Missing From Home work. DB will raise this during the meeting he has scheduled with the new Deputy Chief Constable in April, as the work does not appear to have progressed.		
Action Points	Action Owner	Deadline
1. Advise Business Unit in relation to support for the Trauma Informed Practice Spotlight On campaign	All	17/03/2023
2. Missing From Home to be raised during meeting with the new Deputy Chief Constable	DB	April 2023

Next Meeting Date: **Wednesday 19<sup>th</sup> April 2023**

Time: **9.30am – 12pm**

Venue: **Microsoft Teams**

Minutes approved by Independent Chair:



Date: 16/03/2023

<b>Appendix 1 - Attendance Matrix</b>								
The table below reflects named members of the TSAB, although deputies have been shaded.								
<b>Company</b>	<b>16/02/2023</b>	<b>07/03/2023</b>	<b>19/04/2023</b>	<b>14/06/2023</b>	<b>13/09/2023</b>	<b>11/10/2023</b>	<b>13/12/2023</b>	<b>2</b>
Catalyst Stockton / Hartlepower	2	1	0	0	0	0	0	100%
CCG Board Member (Tees Valley CCG)	2	2	0	0	0	0	0	100%
Cleveland Fire Brigade	1	0	0	0	0	0	0	50%
Cleveland Police	1	1	0	0	0	0	0	100%
CQC Board Member (Mibro, Redcar, Stockton) (committed to attend 2 meetings per year)	0	0	0	0	0	0	0	0%
CQC Board Member (Hartlepool)	0	0	0	0	0	0	0	0%
Durham Tees Valley CRC	0	0	0	0	0	0	0	0%
DWP	0	1	0	0	0	0	0	50%
Hartlepool and Stockton Safeguarding Children Partnership	0	0	0	0	0	0	0	0%
HBC Board Member (Director)	1	1	0	0	0	0	0	100%
HBC Board Member (Assistant Director)	0	0	0	0	0	0	0	0%
HBC Lead Member	0	1	0	0	0	0	0	50%
Healthwatch Hartlepool	0	0	0	0	0	0	0	0%
Healthwatch South Tees	1	0	0	0	0	0	0	50%
Healthwatch Stockton	1	1	0	0	0	0	0	100%
HMP Holme House Prison	1	0	0	0	0	0	0	50%
MBC Board Member	1	1	0	0	0	0	0	100%
MBC Lead Member	1	1	0	0	0	0	0	100%
Middlesbrough VDA / Redcar & Cleveland VDA	2	0	0	0	0	0	0	50%
National Probation Service Cleveland	1	0	0	0	0	0	0	50%
North East Ambulance Service (attend for specific agenda items only)	0	0	0	0	0	0	0	0%
North Tees & Hartlepool NHS Foundation Trust	1	1	0	0	0	0	0	100%
Public Health	0	1	0	0	0	0	0	50%
Office of Police & Crime Commissioner (committed to 2 meetings per year)	1	1	0	0	0	0	0	100%
RCBC Board Member (Director)	1	1	0	0	0	0	0	100%
RCBC Board Member (Assistant Director)	0	0	0	0	0	0	0	0%
RCBC Lead Member	0	1	0	0	0	0	0	50%
RCBC Guest	0	0	0	0	0	0	0	0%
SBC Board Member	1	1	0	0	0	0	0	100%
SBC Lead Member	0	1	0	0	0	0	0	50%
South Tees Hospitals NHS Foundation Trust	1	1	0	0	0	0	0	100%
South Tees Safeguarding Children Partnership	0	0	0	0	0	0	0	0%
Teesside University	0	0	0	0	0	0	0	0%
Tees Esk & Wear Valleys NHS Foundation Trust	1	1	0	0	0	0	0	100%
Thirteen Housing	1	1	0	0	0	0	0	100%
TSAB Independent Chair	1	1	0	0	0	0	0	100%
TSAB Business Unit	5	6	0	0	0	0	0	100%

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## AGENDA ITEM

## REPORT TO CABINET

15 JUNE 2023

## REPORT OF CORPORATE MANAGEMENT TEAM

### CABINET DECISION

#### SCHOOL TERM AND HOLIDAY DATES – 2024/2025

##### SUMMARY

The purpose of this report is, following consultation, to present the proposed calendars of school term and holiday dates for 2024/2025 academic year.

##### RECOMMENDATIONS

It is recommended that the school term and holiday dates 2024/2025 shown at **Appendix 1** to this report, be agreed.

##### DETAIL

1. School employers are required to set the term dates of their school year. Employers are:
  - the Local Authority in maintained, voluntary controlled and maintained special schools
  - the Governing Body in foundation and voluntary aided schools;
  - Multi Academy Trusts, academies and free schools.
2. In line with statutory requirements and the protocol agreed in 2008, consideration has been given to compile a set of term and holiday dates for schools in the Borough.
3. Officers consulted with colleagues from all neighbouring authorities to endeavour to reach consensus on a proposed model for the academic year.
4. Attached as **Appendix 1** are the proposed dates for 2024/2025.
5. As part of the consultation process this document were duly circulated to schools/academies and all other relevant parties, including Diocesan Authorities and Trade Unions/Teaching Associations. There were no comments received.
6. To date the neighbouring authorities that have published their dates have endorsed the proposed matrix for 2024/2025. This level of agreement between authorities will relieve many of the cross-boundary issues that some families have suffered in the past.

## **FINANCIAL IMPLICATIONS**

7. None

## **LEGAL IMPLICATIONS**

8. The recommendations comply with the requirements of the Education (School Day and School Year) (England) Regulations 1999 and the Education Act 2002 (Part 3, Chapter 1, Para 32)

## **RISK ASSESSMENT**

9. The School Term and Holiday Dates 2024/2025 are categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce risk.

## **COUNCIL PLAN IMPLICATIONS**

10. The report impacts on the Council Plan priority for 'Our people – support achievement for all pupils'.

## **EQUALITY IMPACT ASSESSMENT**

11. This report has been subject to an Equality Impact Assessment and has been judged to have a negative impact. This has been judged necessary because the pattern of school holidays around the christian festivals of Christmas and Easter and a long summer break between years is a national pattern that cannot be varied significantly locally or regionally. Exams and national tests together with School Teachers Pay and Conditions dictate the broad framework leaving only changes at the margins determined locally. Remedial actions have been identified and included in the EIA action plan.

## **CORPORATE PARENTING**

12. As outlined in paragraph 6, the joint agreement of the 2024/2025 matrices will ensure that, where children, families and carers live in one Borough, but the children attend school in another, there is a consistency across the area.

## **CONSULTATION INCLUDING WARD/COUNCILLORS**

13. All schools and academies, Teacher Associations and Trade Unions, Neighbouring Local Authorities and Diocesan Authorities.
14. The following groups/representatives were included in the consultation process:
  1. 4 Diocesan Authorities – comprising of Durham & Newcastle, Hexham & Newcastle, Middlesbrough and York
  2. Neighbouring Local Authorities
  3. Trade Union Representatives from ASCL, GMB, Musician Union, NAHT, NASUWT, NEU, Unison, UNITE and Voice
  4. Headteachers/Principals of Secondary, Primary, Special and Free Schools and Academies in Stockton

## **RESPONSES RECEIVED**

### ***Diocesan Authorities***

No responses received

### ***Neighbouring Local Authorities***

Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland LAs have published a calendar for 2024/25 which is the same as the proposed calendar for Stockton. Comments from all authorities have been positive.

***Trade Union Representatives***

No responses received.

***Secondary Schools/Academies***

*No Comments Received*

***Primary Schools/Academies***

*No Comments Received*

**Name of Contact Officer: Lucy Emmerson**  
**Post Title: Manager, School and Governor Support Service**  
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**Email Address: [lucy.emmerson@stockton.gov.uk](mailto:lucy.emmerson@stockton.gov.uk)**

Background Papers

None

Ward(s) and Ward Councillors:

Not applicable

Property

There are no implications for council property

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## STOCKTON ON TEES LOCAL AUTHORITY TERM DATES 2024-25

	AUGUST 2024	SEPTEMBER 2024	OCTOBER 2024	NOVEMBER 2024	DECEMBER 2024	JANUARY 2025
Monday	5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27
Tuesday	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28
Wednesday	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	4 11 18 25	1 8 15 22 29
Thursday	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28	5 12 19 26	2 9 16 23 30
Friday	2 9 16 23 30	6 13 20 27	4 11 18 25	1 8 15 22 29	6 13 20 27	3 10 17 24 31
Saturday	3 10 17 24 31	7 14 21 28	5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25
Sunday	4 11 18 25	1 8 15 22 29	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26

40

35

	FEBRUARY 2025	MARCH 2025	APRIL 2025	MAY 2025	JUNE 2025	JULY 2025
Monday	3 10 17 24	3 10 17 24 31	7 14 21 28	5 12 19 26	2 9 16 23 30	7 14 21 28
Tuesday	4 11 18 25	4 11 18 25	1 8 15 22 29	6 13 20 27	3 10 17 24	1 8 15 22 29
Wednesday	5 12 19 26	5 12 19 26	2 9 16 23 30	7 14 21 28	4 11 18 25	2 9 16 23 30
Thursday	6 13 20 27	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26	3 10 17 24 31
Friday	7 14 21 28	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	4 11 18 25
Saturday	1 8 15 22	1 8 15 22 29	5 12 19 26	3 10 17 24 31	7 14 21 28	5 12 19 26
Sunday	2 9 16 23	2 9 16 23 30	6 13 20 27	4 11 18 25	1 8 15 22 29	6 13 20 27

35

30

19

36

Bank Holiday	
School Holiday	
PD Days	

40  
35  
35  
30  
19  
36  
195

The number of term dates shown is 195 up to 5 of these dates will be used as Professional Development days for teachers. Pupils will not attend school on these dates and the school will inform parents of the dates.

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**AGENDA ITEM  
REPORT TO CABINET  
15 JUNE 2023**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

**CABINET DECISION**

**Cabinet Member for Children and Young People – Councillor Lisa Evans**

**INSPECTION OF LOCAL AUTHORITY CHILDREN'S SERVICES (ILACS) – OUTCOMES  
AND ACTION PLAN**

**SUMMARY**

The authority received its most recent inspection on 27 February – 14 March. The report was published on 9 May. This report summarises the key findings of the inspection; details the area of good practice and improvement also identified; introduces the key strands of the already existing improvement plan which has been revised to take into account the outcome of the inspection, and seeks Cabinet approval for the action plan.

**REASONS FOR RECOMMENDATIONS/DECISIONS**

To ensure Cabinet is sighted on the outcomes of the recent inspection and the actions being taken forward in response.

**RECOMMENDATIONS**

That Cabinet

1. Notes the outcome of the recent ILACS Inspection;
2. Approves Improvement Plan at Annex 2;
3. Notes the further feedback at a Members Seminar in July.

**DETAIL**

1. The most recent Inspection of Local Authority Children's Services was undertaken in February and March 2023, with the report published on 9 May.
2. The inspection resulted in an overall judgment of 'Requires Improvement'.
3. Ofsted require an action plan to be developed in response and to be submitted to them by 16 August.
4. The Good and Beyond Board was already established as an independently chaired body charged with providing effective oversight and drive for continuous improvement planning.

This Board was already providing leadership and focus for actions emerging from the September 2022 Focused Visit. The Board will continue to provide this oversight role for the revised improvement plan.

## Key findings

5. The key areas for improvement identified by Ofsted are around:
  - a. The quality and effectiveness of plans for children and care leavers, including safety plans agreed with parents.
  - b. Sufficiency of suitable foster homes for children.
  - c. Frontline management oversight across the service, in relation to the quality of assessment and plans and the impact of interventions.
  - d. Opportunities for more children and care leavers to have a voice and to influence the development of services.
6. Other key areas around the need for further action were:
  - a. for placement sufficiency, especially for children with complex needs
  - b. More capacity for foster care
  - c. Evidence of the impact of challenge from Independent Reviewing Officers
  - d. The need for more opportunities for participation for children and young people in care and care leavers
  - e. Consistency of PA support
  - f. Better arrangements for health information for care leavers
  - g. The visibility of the care leavers offer
  - h. The need for a refresh of the corporate parenting approach
7. The inspection also detailed the considerable amount of progress since the previous inspection and several areas of good and positive practice:
  - a. There are clear signs of progress and improvement since the 2019 inspection and since the September 2022 Focused Visit;
  - b. Leaders know the services well and are realistic about them;
  - c. Positive statements about the front door responses;
  - d. Skills and ability around issues such as domestic abuse;
  - e. Thoroughness of child protection investigations;
  - f. Improving quality of assessments;
  - g. Effective legal planning in deciding when children need to come into care
  - h. Sensitive responses for disabled children
  - i. Effective arrangements around child exploitation
  - j. Tenacious responses for missing children – interviews and responses
  - k. A focus on school attendance
  - l. Effective responses to homeless young people
  - m. Good approaches to family and friends placements
  - n. Effective adoption arrangements



- o. Good management of out of area placements
- p. Good support for unaccompanied asylum seeking children
- q. High levels of ambition from the Virtual school for children in our care
- r. High quality working and commitment from personal advisers
- s. Arrangements for apprenticeships for care leavers
- t. Good feedback from the Courts and from CAFCASS

### Reflection and response

8. The overall outcome is clearly a disappointment. Although there are clear indications of progress since the last inspection, the overall judgement has stayed the same.
9. Our own self-assessment was found to be accurate and that we know the service well and the areas where we need to improve.
10. There are therefore a number of themes we have developed in response:
  - a. The importance of a continued focus on workforce – sufficient staff, with the right skills, who know what is expected of them
  - b. Continuing to improve the quality of assessments and plans across our services as these are the fundamental building block for effective work with children, young people and families
  - c. Continuing to focus on the need for more foster care placements as this is a significant sufficiency challenge – these are being developed as part of our Investment Plan for children in care, and as part of the regional fostering pathfinder work which is being taken forward in the North east as part of the region's response to the national care review and Government response
  - d. Developing more effective arrangements for hearing and responding to the views of children in the care system and those with experience of it.

### Action Plan

11. Therefore response to the inspection, and as part of the ongoing process of self-evaluation and improvement planning linked to the inspection framework, an action plan has been developed to respond to the key issues highlighted in the inspection. This is attached at Annex 2.
12. The action plan has been developed around four key areas:
  - a. **Our people** – these elements focus on recruitment and retention as well as the way in which we support and develop staff and include a new proposal for an Academy for ASYE social workers - those in their first year of employment following graduation
  - b. **Our practice** – how we embed our focus on our practice model \*(for how we want our staff to work); our use our quality framework which oversees the data, feedback and qualitative information we use to drive improvement
  - c. **Our processes** – making sure that key issues such as accommodation, HR, Finance and ICT are enablers of good practice rather than barriers. A review of the case management system and how this can more effectively provide data and intelligence on practice has already been commissioned.

- d. ***Our partnerships*** – how we will work with key partners to address some of the thematic challenges – around threats to children, issues such as domestic abuse and experiences of the care system
13. We are proposing to continue to make use of external support to help drive forward improvements. Our improvement board is currently independently chaired, and we have benefitted from other support from other Local Authorities such as around our Emergency Duty Team, and on our use of our ICT system to help drive improvement. This will continue as we implement our action plan.
  14. Feedback on the inspection and action plan will also be presented to a member seminar in July.

### **COMMUNITY IMPACT IMPLICATIONS**

15. There is no requirement for an assessment in relation to this report. The update does not constitute a new policy, strategy, or a change in the delivery of a service insofar as the Council is concerned.

### **CORPORATE PARENTING IMPLICATIONS**

16. There are a number of key implications arising from this work and which are being taken forward as part of the action plan, including:
  - a. The refresh of the strategy
  - b. Greater opportunities for participation;
  - c. A specific focus on foster care placements;
  - d. The refresh of the offer for care leavers
17. A specific report will be provided for Corporate Parenting Board on the proposed new strategy, which will include those relevant aspects identified in the action plan.

### **FINANCIAL IMPLICATIONS**

18. There are no direct financial implications attached to this report.
19. There are some aspects of improvement activity which will require funding, and a number of these are outlined above, and will be considered as part of usual budget processes and their fit with broader transformation work across the Authority.

### **LEGAL IMPLICATIONS**

20. There are no direct legal implications arising from this report.

### **RISK ASSESSMENT**

21. Risks are included in standard risk assessments.

### **WARDS AFFECTED AND CONSULTATION WITH WARD/COUNCILLORS**

22. Not applicable.

## **BACKGROUND PAPERS**

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# Inspection of Stockton-on-Tees local authority children's services

**Inspection dates:** 6 to 17 March 2023

**Lead inspector:** Joanna Warburton, His Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Requires improvement to be good
The experiences and progress of children who need help and protection	Requires improvement to be good
The experiences and progress of children in care	Requires improvement to be good
The experiences and progress of care leavers	Requires improvement to be good
Overall effectiveness	Requires improvement to be good

Children in need of help, protection and care in Stockton-on-Tees do not yet receive good enough services. The senior leadership team has begun to address the areas for priority action identified at the recent focused visit in September 2022. Senior leaders have made improvements to the 'front door' arrangements and to multi-agency partnerships and have begun to address weakness in the quality of assessments and decision-making. Since the last judgement inspection, in May 2019, significant improvements can be evidenced in the response to kinship care, including special guardianship and Public Law Outline (PLO) practice.

Senior leaders recognised prior to this inspection that they still have more work to do to improve the experiences of children and their families and care leavers. This particularly relates to managers improving the quality of assessments, and helping social workers to understand cumulative risk and develop effective intervention plans. Frontline managers are not all providing social workers with good enough supervision or challenge, or supporting them to reflect, to help inform their practice.

Senior leaders acknowledge that the pace of change has been too slow in relation to improving the fostering service and improving the offer to care leavers. New and permanent senior leaders, and frontline managers, are helping to implement the local authority's plans for improvement, which are already underway and beginning to develop traction.

## What needs to improve?

- The quality and effectiveness of plans for children and care leavers, including safety plans agreed with parents.
- Sufficiency of suitable foster homes for children.
- Frontline management oversight across the service, in relation to the quality of assessment and plans and the impact of interventions.
- Opportunities for more children and care leavers to have a voice and to influence the development of services.

## The experiences and progress of children who need help and protection: requires improvement to be good

1. Children who need early help receive a timely response when the intervention is from within the local authority's own service. When workers refer children's cases out to partner agencies or commissioned services following an early help assessment, some children and their families can wait several weeks before receiving support. Currently, there is no system in place for senior managers within the local authority to monitor these waiting lists because children's cases are closed once they are referred on to the alternative early help services. Similarly, there is no system to evaluate the effectiveness of these services or understand what difference they make to children's lives.
2. Stockton-on-Tees children's services commissions its contact and referral functions from a neighbouring local authority. The service is known as The Children's Hub (CHUB). Contacts into the CHUB are responded to in a timely way. Relevant information about children and their families is captured and analysed. Risks are properly understood, and the right decisions are made for children. Thresholds to access statutory services are well understood and applied. Management oversight in this part of the service is timely and robust.
3. Staff in children's services have the appropriate knowledge and skills necessary to understand domestic violence and abuse, and they work effectively with other agencies in protecting children from harm. When a child is suspected, or likely, to be suffering significant harm, strategy meetings are timely and involve the relevant partners. Resultant child protection enquiries and investigations are thorough, and decision-making to safeguard children is appropriate, clearly recorded and leads to timely and proportionate protective actions. The emergency duty team's response to concerns out of hours is both timely and proportionate. This includes the completion of child protection enquiries, including strategy discussions. Safeguarding actions are undertaken as required and information is passed to daytime services promptly.
4. The local authority designated officer (LADO) responds promptly and effectively when there are concerns about the behaviour of an adult who works with

children. The LADO is proactive in ensuring that their role and their function are known and understood across the multi-agency partnership and voluntary sector.

5. Assessment quality has been improving since the September 2022 focused visit. There is increased evidence of children being seen during their assessments and of social workers capturing children's voices. Immediate risk and harm are swiftly identified. While historical information about children and their families is better gathered, this information is not always fully analysed to understand the context in which children are living, or parental capacity to change.
6. Some children's cases are stepped down prematurely to early help following assessment when families have not engaged with services to reduce risk. Social workers do not always identify within assessments the risks that children face or their needs thoroughly enough. There is also a lack of scrutiny of assessment outcomes or challenge from frontline managers to social workers when children's cases are closed or stepped down to early help. This leads to some children being re-referred into children's social care for the same reasons.
7. There are weaknesses in how child-in-need and child protection plans are developed. Many children's plans are not specific enough in identifying what support is to be provided, by whom, by when and why. While social workers prioritise building positive relationships with parents, in some instances, they rely too heavily on safety plans that place unrealistic expectations on parents' actual capacity to change. Many plans also lack timescales for change to be achieved and lack safe contingencies. Multi-agency meetings to review children's plans take place regularly and involve relevant partners. However, the effectiveness of these meetings to improve the child's circumstances is limited due to care planning weaknesses and, in some cases, low parental engagement.
8. Most children's cases are escalated into pre-proceedings under the PLO when managers identify that their circumstances are not improving. There is some inconsistency in how social workers advise parents to make improvements to their parenting and in what is required of them before care proceedings are issued. Since the previous judgement inspection, legal planning meetings have improved significantly and are now chaired effectively, and children's progress is tracked by senior managers. These meetings inform the decision about whether to issue proceedings, move the child's case into formal pre-proceedings or continue working with the family under a child-in-need or child protection plan. As a result, children's cases are only taken to court when it is necessary and proportionate to do so.
9. Social workers are sensitive to the needs of disabled children. They routinely engage with children and their families to gather their views. This leads to most children being supported by thorough planning that takes account of their changing needs and those of their families.

10. Children at risk of exploitation receive a well-coordinated response from within children's social care, and from across the multi-agency child exploitation (MACE) safeguarding partnership. Multi-agency risk assessments are reviewed by safeguarding partners sitting within MACE on a regular basis. This ensures that information is current and informs wider risk-management plans, which, for most children, reduces their level of risk and informs disruption activity.
11. The response when children go missing from home is well managed. There is a tenacious approach to ensuring that return home interviews are completed. Staff are persistent in their attempts to talk with children or, if children do not want to engage, their family and carers are consulted. This helps social workers to understand risks for individual children.
12. Local authority staff and school leaders closely track children when they are missing education and they work effectively to ensure that children who are not attending school are returned to a school roll as soon as possible. Local authority staff also share information with partner agencies effectively to monitor children who are electively home-educated.
13. Children aged 16 to 17 years old who are homeless, or threatened with homelessness, are promptly identified as vulnerable. Assessments of need are sensitively undertaken, along with supported efforts to rehabilitate children with their families where it is safe to do so. Children receive a well-coordinated response from housing and children's social care. When children are not able to remain within their family, they are accommodated where appropriate.
14. Children who are living in private fostering arrangements are identified. For most children, the assessments of potential carers and the child are timely and thorough. These placements are reviewed by children's social workers to ensure that arrangements remain safe and appropriate.

### **The experiences and progress of children in care: requires improvement to be good**

15. Most children enter care at the time that is right for them. In making decisions about where children should live and how they will be cared for, social workers consider all options for children to remain living safely within their extended family and friends' network. Since the last judgement inspection, there has been a significant improvement in the approach to assessing the strengths and weaknesses of prospective placements with family and friends and in identifying what assistance families might need to provide a safe and effective long-term home for a child.
16. While most children's cases are now escalated more quickly into the PLO process, for a small number of children, the decision to issue care proceedings is subject to some delay. Social workers supporting children and their families in the context of care proceedings do not consistently undertake assessments to inform whether brothers and sisters should be placed together. When care



proceedings are issued, the quality of care applications, supporting evidence and care planning is child-focused and mostly considers all permanence options. The designated family judge and the Children and Family Court Advisory and Support Service (Cafcass) confirm that social workers present appropriate recommendations to the court and are well supported by their managers.

17. There is not a sufficiently wide range and choice of placements to meet the individual needs of all children in care. A small number of children are living in unregistered children's homes for short periods of time due to a lack of suitable homes that meet their specific needs. Senior leaders are acutely aware of the nature of these placements and seek, wherever possible, to avoid using unregistered providers. On the small number of occasions when this is unavoidable, social workers, managers and senior leaders have close oversight of the care children receive during this period and until they can move children to suitable regulated care.
18. A lack of targeted recruitment of foster carers means that there are too few foster carers to meet demand. Foster to adopt recruitment is underdeveloped. During the recruitment process, assessments of mainstream prospective foster carers are thorough, and the approval process is completed to a high standard to allow the agency decision-maker to make appropriate decisions related to the care of children. Foster carers report that they value the training offer. They report that this gives them greater insight and knowledge and supports them in their role caring for children with a wide range of needs. However, there is a gap in training for foster carers of teenage children regarding contextual safeguarding. Foster carers report that support groups are held infrequently, which means they are not benefiting from opportunities to meet with other foster carers for support and shared learning.
19. Permanence through adoption is considered in a timely way for children when they enter care. Adopters speak positively about the assessment process and the quality of support, including the adoption support plans, they receive from the regional adoption agency, Adoption Tees Valley. There is a strong relationship between the regional adoption agency and the local authority, and this ensures that there is good oversight of children who need adoption through the early notification process. This allows time for prospective adopters to be considered and reduces delay for children. Introductions are well managed. Adopters report that they felt involved in the planning for the child and found professionals responsive to the needs of their own families as well as those of their adopted child. When children are adopted, later life letters and life story books are detailed and carefully worded so that children can understand why important decisions were made about their lives.
20. Social workers visit children living in residential care regularly, even when the child is placed at a distance. Most children live in placements that meet their needs and receive good-quality care. Senior leaders recognise the challenges of providing good-quality local placements for children with more complex needs.

A new build strategy is currently underway, which has been championed and driven by senior leaders and the chief executive officer. Disabled children in care receive appropriate multi-agency support in line with their care plan and education, health and care plan. Social workers engage in early discussion with adult services so that timely plans for children transitioning are made.

21. Social workers and leaders make appropriate decisions when children move out of area so that they can live in a placement or with a family member and have their individual needs met. Social workers appropriately liaise with the local authority to inform them that the child lives in their area.
22. Most children in long-term care are benefiting from living with carers who provide stability and consistent, nurturing care. Children form positive attachments with their carers. These placements are acknowledged and treated as long-term and sometimes described as permanent but there is inconsistency in using the formal procedure to ratify these placements through fostering panel arrangements. This means that children are left with uncertainty about their futures. Children who live in care alternative to adoption do not consistently benefit from life story books to help them understand their life history. Children are not always helped to understand their experiences living with their birth families and in care.
23. Most children leave care appropriately and in a planned way. Where the plan is for special guardianship, the assessments and resulting support plans mean that children can remain living permanently within their family network. Special guardians receive financial support in line with fostering allowances. When children are placed at home with their parents, assessments are thorough, with full consideration of children's wishes and established support plans. Children's plans are regularly reviewed to ensure that they remain safe and continue to make progress.
24. Unaccompanied asylum-seeking children are well cared for. Their care, identity and religious needs are understood and supported sensitively by their carers and social workers. Children are quickly linked into local social activities to support their integration into the community. They are helped to become involved in leisure activities that they enjoy and are supported to access bespoke education and training.
25. Independent reviewing officers (IROs) ensure that they gather most children's wishes and feelings prior to their reviews. Some children in care do not have focused or timebound plans. When IROs do challenge social workers or managers about the quality of children's plans, or about a matter of drift or delay, there is limited evidence of how the matter has been resolved for the child or that the social work practice has been considered. Children, including unaccompanied asylum-seeking children, are offered support through independent advocacy to ensure that their views are considered as part of their review.

26. Most children's physical and mental health needs are quickly assessed when they come into care. A recently established multi-agency panel sits alongside the child and adolescent mental health services (CAMHS). It provides consultation for social workers who are worried about the emotional well-being of children in care. Therapeutic practitioners work directly with children and their carers to identify strategies to reduce risk of self-harm and improve emotional regulation. When there are escalating concerns about a child's mental health, they are appropriately referred to CAMHS.
27. Social workers are very alert to risks of exploitation. When children go missing from care, social workers ensure that return home interviews are completed. Information gained through these interviews allows for accurate assessment of risk and the development of a plan to manage and reduce risk levels.
28. The participation offer for children in care in Stockton-on-Tees is underdeveloped. Currently, too few children can engage in activities with other children in care. Children do not have the opportunity to consult with senior leaders or the corporate parenting panel to influence and develop service delivery.
29. Leaders in the virtual school are ambitious for children in care and the progress that they should make. Staff work closely with designated teachers in each school to agree strategies for children, such as English tutoring or additional careers guidance. Children in care achieve well at the end of key stage 4 and are well prepared for the next stage of their education or training. Leaders recognise that the attendance of some children in care needs to improve.

### **The experiences and progress of care leavers: requires improvement to be good**

30. Most personal advisers (PAs) provide purposeful support alongside social workers, which helps children in care to transition successfully into adulthood and greater independence. Many care leavers develop strong and positive relationships with their PAs, who are committed to promoting their welfare and provide purposeful practical and emotional support. Most care leavers speak very positively about their PAs and feel listened to.
31. Senior leaders have recently restructured the care leavers' service. It is now located within targeted youth support. As a result, PAs are dual working across both service areas. This dilutes the time that they have available for care leavers. The restructuring of this team and its roles, while well intended, means that some PAs do not currently have sufficient experience in working with care leavers. For example, some PAs had not fully explained entitlements available for care leavers who are attending university. Therefore, the quality and effectiveness of support provided by PAs to care leavers are inconsistent.
32. Care leavers' pathway plans do not identify and plan for their futures well enough. Pathway plans are not quality-assured by a manager. Therefore, there

is no oversight to address weaknesses in the plans or understanding of the consistency and quality of planned support. In addition, reviews of the pathway plans are rarely completed with the care leaver. Care leavers do not therefore routinely contribute to decision-making or jointly explore alternative support when their needs are not being adequately met.

33. Despite the weaknesses in pathway plans, most PAs are mindful of care leavers' individual circumstances and provide good levels of support. Unaccompanied asylum-seeking children who become care leavers are helped with their asylum claims and provided with accommodation that mainly meets their needs. They are helped to access education and training and are provided with opportunities to pursue recreational and religious interests. Care leavers who become parents are mostly well supported.
34. Care leavers who find themselves in custody are supported following release but are not always visited regularly while in custody. For care leavers, this disrupts their relationship with their PA, which means that, when they are released from custody, they do not have an enduring relationship with a trusted adult.
35. Most care leavers are supported by their PAs to maintain relationships with their friends and family, and this enables them to return to live with family when this is the right decision for them. There is a good range of accommodation available for care leavers and most are living in homes that meet their needs. For a few, there are avoidable delays in accessing the right accommodation in the right location, which impacts on them accessing education. A small number of care leavers are not currently living in suitable accommodation.
36. Care leavers are not routinely provided with their health histories. They are not, therefore, always provided with effective support to manage their own health needs and access health services.
37. Leaders have improved the offer for post-16 children in care and have provided additional capacity in the form of progression advisers, who support children in care and care leavers through education transitions. A sizeable number of care leavers are well supported to progress to higher education. Senior leaders have developed a scheme to provide a small number of appropriate apprenticeships for care leavers within the council.
38. The care leaver offer is not well publicised by the local authority. This means that care leavers are very dependent on their PA informing them of their rights and entitlements. Most, but not all, PAs promote effective use of the care leaver offer.
39. A small but exceptionally talented and committed group of care leavers participates in work to design and improve care leavers' services in Stockton-on-Tees. The group feels valued and well supported. However, its suggestions

for improving the care leaver offer have not yet been implemented. The response by leaders to the group's ideas has been too slow.

### **The impact of leaders on social work practice with children and families: requires improvement to be good**

40. The director of children's services and his senior leadership team understand and prioritise the needs of children in Stockton-on-Tees. The self-evaluation broadly aligns to what inspectors have found. This demonstrates that senior leaders know their service well. They understand their strengths, and what needs to improve. They have developed relevant service improvement plans, and their implementation is ongoing. They welcome and invite external scrutiny through peer review to aid their learning about service quality.
41. Areas for priority action that were issued following the focused visit in September 2022 have begun to be addressed. Leaders have been proactive in securing an additional short-term resource, which has reduced the waiting list so that children are now allocated a social worker as soon as they are referred into the response and assessment service. There has been a significant amount of investment in social work training to improve the quality of children's assessments. While improvements are in evidence, there remains weakness in the final analysis and recommendations. Senior leaders recognised this prior to the inspection as a further area for improvement and have already taken steps to deliver further training to social workers and frontline managers.
42. The quality-assurance programme is comprehensive and is used by senior leaders to drive improvement and help them understand the quality of social work practice. The audit programme is regular, but the quality of case file audits by managers is not yet consistent or helping senior managers to gain a good enough understanding of management decision-making or children's experiences. Performance management and monitoring systems mostly provide senior leaders with an accurate understanding of the effectiveness and timeliness of work. Senior leaders are less sighted on the experiences of children and their families who receive early help interventions from commissioned services.
43. The chief executive officer and lead member are well informed about the local and national challenges for children's social care. They have been influential in further improving communication between the council and other political members to secure financial support to help senior leaders implement improvements. This includes investment to increase in-house residential provision and the establishment of a hub for care leavers, which is about to be created. There is improved scrutiny of the practice of senior leaders, who are now better held to account since the last focused visit. Strategic partnerships have been strengthened. The courts and Cafcass now have increasing confidence in the practice and decisions made for children subject to care proceedings and PLO. Partners spoken to during the inspection demonstrate commitment to working together to improve outcomes for children.

44. There is weakness in corporate parenting arrangements. The corporate parenting strategy and resultant action plans lack a sense of urgency, particularly in relation to developing the fostering service, and promoting the voice and influence of children and their families and care leavers in service improvement and development. Children in care and care leavers need more opportunities to participate in events together or with leaders and managers to share their respective and collective views or celebrate their achievements and progress.
45. Frontline management across the service does not challenge social workers well enough to reflect on their practice and, most importantly, reflect on the impact of their interventions into children's lives. This weakness is mirrored in the IRO service, where there is an absence of impact and learning from children's reviews when there is drift and delay in children's plans progressing and decision-making.
46. Stockton-on-Tees, like other local authorities nationally, is challenged by the recruitment and retention of social workers. Arrangements to mitigate caseload pressures by allocating children's cases to some team managers is understandable but is not sustainable. There is currently a recruitment campaign, including a small number of social work apprenticeships, and a market supplement increase to support the recruitment and retention of social workers. Although vacant posts are being filled, it is too soon to see the impact on workloads for social workers and the benefit for children receiving a service.
47. Workers enjoy working in Stockton-on-Tees. Senior leaders are visible to staff and staff report that leaders and managers are approachable and supportive. Managers, particularly those who are new in post, state that they feel listened to by senior leaders. Children's services has a comprehensive range of in-house, regional and service area training, which is valued by staff.



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## **Working together to improve the outcomes and experiences of children, young people and their families in Stockton on-Tees: our Improvement Plan.**

Our own self-evaluation and reflection, and the outcomes of recent inspection activity demonstrates that change is needed to make a difference to the lives of children, young people and families in the Borough.

We have identified 4 major themes for improvement:

1. Our people
2. Our practice
3. Our processes
4. Our partnerships

A significant number of the actions across these themes are for SBC Children's services to deliver: challenges around the children's workforce, the quality of practice across our teams and the systems and processes we use to oversee our work are at the heart of our improvement planning. This plan sets out how we proposes to address these challenges and lay the foundations for improvement.

However, we also recognise that we cannot deliver the change that is needed in isolation, and the role and engagement of partners is crucial.

We established a 'Good and Beyond Board' following the outcome of the focused visit of our front door arrangements in September 2022, and we are retaining this structure to oversee the implementation of this improvement plan. This Board will meet monthly, with partner involvement in meetings every 2 months.

The Board will provide oversight of delivery; will monitor practice and quality; will ensure the voices and experiences of children are fundamental and will ensure performance is monitored and managed.

The plan recognises the links with other key priorities and plans, including the Council plan, the Children and Young People Plan, Corporate Parenting Strategy and the Children's Services Directorate Business Plan. It does not seek to replace or replicate these plans, but to ensure that the links are clear and understood and that action is being taken forward with sufficient pace.

The Lead member for Children's Services and the Chief Executive both sit on this Board with a remit to drive forward improvement and collective action across the system.

**Draft Improvement Plan**

**April 2023**

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
<b>Improvement Area One : Our People</b>							
<b>Ensuring we have the right people in the right place so that children, young people and families receive a consistently high quality service</b>							
1.1 A skilled, professional, and stable workforce which delivers a high quality service to children, young people, and families	There is sufficient capacity within the workforce to deliver a high quality service to children, young people, and families.  We have a competitive and effectively marketed recruitment and retention offer.	Develop a detailed action plan to support the delivery of 'Our People' workforce strategy	There is an increase in staff being recruited, retained, and continuing their professional development with Stockton-on-Tees	Jane Smith	May 23		People Strategy and action plan
		Review the use of market forces supplements for social care workforce			Sep 23		
		Develop a Children's Social Work workforce profile and review on a monthly basis	There is sufficient capacity and stability across the workforce to secure a timely and appropriate response for children and young people.		Jun 23		
		Continue to collaborate with Tees Valley and regional work on use of social work resources including use of agency staff, project teams and incentives/supplements.	There is reduced reliance on agency workers. Turnover of staff and the vacancy rate has reduced.		Ongoing		

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
			<p>Social Workers will have manageable caseloads and team managers will not carry cases.</p> <p>Children and families will receive a consistent, high quality service which meet their needs</p> <p>Feedback from children and families is that they have developed long-term, positive, and supportive relationships with their Social Worker.</p>				

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
	<p>The structure of our teams and the way in which we organise ourselves supports us to recruit and retain staff and deliver high quality services to children, young people, and families</p>	<p>Establish the ASYE academy to increase the volume and quality of newly qualified social workers working within our Children and Families teams</p>	<p>ASYEs will be supported via protected caseloads, robust supervision and support, and enhanced training opportunities</p>	<p>Adele Moore</p>	<p>Jul 23</p>		
		<p>Co-locate Children’s Services teams into one building with shared spaces, protected spaces for confidential discussion and areas for learning, based on discussion and consultation with the workforce.</p>	<p>Skills and experience will be shared across teams to enhance mutual learning</p>	<p>DCS</p>	<p>Nov 23</p>		
		<p>Review existing structures and vacant posts against emerging needs for children, young people, and families to determine if specialist posts/teams are required. This includes consideration to:</p> <ol style="list-style-type: none"> <li>1. Contextual safeguarding team</li> <li>2. Pre birth</li> <li>3. Participation team/officer</li> <li>4. Life Story Link Officers</li> <li>5. Dedicated family support within Children &amp; Families teams</li> </ol>	<p>Staff will have opportunities to follow areas of interest and progression within the Local Authority</p>	<p>Adele Moore</p>	<p>Sep 23</p>		

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
	Staff are provided with the knowledge, skills, and tools to support the development of high-quality social work practice.	Develop and recruit to the Principal Social Worker post  Develop and deliver a Children’s Practice Development programme which focuses on assessment and analysis, planning and review, case recording and embedding the principles of the practice model, developed, and delivered with staff.	Staff report that their practice development needs are recognised and met, and that they have opportunities to develop.	Jane Smith  Jane Smith	May 23  Sep 23		
1.2 There is a strong and stable leadership and management team, with succession planning in place	Staff are committed to working in Stockton-on-Tees and are provided with opportunities to develop and progress  Team managers understand their role, responsibilities and professional accountability	Continually promote leadership development opportunities from first line manager to aspirant directors.  Develop and deliver a management and leadership programme for team manager level posts  <b>Ofsted Improvement Action 3</b>	There is an increase in staff accessing a range of training and development opportunities, recognising the value of professional development.  We have retained a committed team of team managers who are implementing key elements of practice improvement including assessments and analysis, care planning	DCS  Jane Smith			

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
			<p>and review, quality assurance and management oversight.</p> <p>Feedback from audits evidences that team managers provide good quality management oversight and support practice development so that services can be delivered effectively.</p>				
<p>1.3 A culture which encourages respect, humility, professional curiosity, autonomy, accountability and purposeful practice, with our relationships underpinning all that we do.</p>	<p>Staff plan, learn and work together to lead the delivery of the Improvement Plan</p>	<p>Develop and deliver a programme of service-wide planning and development days, and learning from good practice reviews</p>	<p>Staff report that leadership is visible and approachable and that there is improved working across teams.</p> <p>Staff report that they feel valued and engaged.</p> <p>Staff aspire to improve practice and challenge themselves to be the best version of themselves</p>	<p>DCS</p>			

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
<b>Improvement Area Two : Our Practice</b>							
<b>Ensuring that we deliver consistently high-quality and effective services to support children, young people and families to achieve improved outcomes</b>							
<p>There is a clear vision for children, young people and families living in the borough of Stockton-on-Tees</p>	<p>All staff understand the Directorate’s vision for children, young people and families and their contribution in delivering this</p>	<p>Develop a clear service vision and mantra that threads through all we do</p> <p>Set a directorate wide outcomes framework</p>	<p>There is a clearly articulated service vision and corresponding outcomes framework</p>	<p>DCS</p>	<p>May 23</p>		<p>Directorate Business Plan</p>
<p>Our case work is focused, timely and appropriate for the current situation within the family.</p> <p>The views of children and families are reflected in all of our work.</p> <p>Our interventions</p>	<p>We have consistently high-quality social work practice.</p> <p>Our case recording is clear, timely and of high quality</p>	<p>Develop and embed service wide practice standards which clearly set out our expectations in relation to assessments, plans, case recording, visits, direct work, management oversight etc.</p> <p><b>Ofsted Improvement Action 1</b></p> <p>Monitor the impact of the practice standards</p>	<p>There is one coherent set of practice standards and accompanying training programme.</p> <p>The workforce understands what the expected standards are and feels competent to implement them in everyday practice.</p> <p>Quality assurance activity (including collaborative and themed audits) demonstrates that the</p>	<p>Adele Moore</p> <p>Adele Moore</p>	<p>May 23</p> <p>Ongoing</p>		

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
<p>are evidenced clearly.</p> <p>The quality of assessments and plans is at least consistently good across Help and Support and Social Care teams.</p>			<p>quality and consistency of assessments and planning has increased.</p> <p>Assessments include thorough analysis which supports an understanding of the context in which children are living and parental capacity to change.</p> <p>Plans are SMART with clear and specific actions and timescales.</p> <p>Children, young people and families are involved in the development of the plan.</p>				
<p>The Quality Assurance Framework is effective and there is evidence that learning from</p>	<p>The programme of quality assurance is implemented in a timely way with leaders and managers undertaking quality</p>	<p>Review the current Quality Assurance Framework against models of best practice</p>	<p>The Quality Assurance Framework drives practice development and improvement.</p>	<p>Jane Smith</p>	<p>Jul 23</p>		



Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
<p>quality assurance activity improves practice and influences service delivery</p>	<p>assurance activity using specified tools, identifying improvement actions and recognising common themes</p>	<p>Develop a Quality Assurance (QA) training programme to establish a shared understanding of good</p> <p>Delivery of annual QA activity programme</p> <p>Embed directorate-wide practice weeks focused on learning and development</p> <p>Introduce practice days across all service areas which focus on QA</p> <p>Quarterly QA report will be presented to Children’s Services Leadership Team and Good and Beyond Board.</p>	<p>The workforce understands what good looks like</p> <p>QA activity is completed in line with guidance.</p> <p>Themes from collaborative audit influence future thematic audit programmes.</p> <p>Evidence of QA activity and follow up actions are recorded on case files.</p> <p>Learning from QA activity improves practice.</p> <p>Evidence of impact of audit will be collated at service level, and any outstanding actions can be monitored.</p>	<p>Jane Smith</p> <p>Jane Smith</p> <p>Jane Smith</p> <p>Jane Smith</p> <p>Jane Smith</p>	<p>Jul 23</p> <p>Ongoing</p> <p>Sep 23</p> <p>Sep 23</p> <p>Every Q</p>		

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
<p>There is support in place to enable staff to be reflective and manage their work effectively</p>		<p>Develop and embed a model of reflective supervision and an accompanying policy</p> <p>Update the supervision recording form to be more focussed and reflective</p> <p>Monitor that all staff receive regular, reflective supervision</p> <p><b>Ofsted Improvement Action 3</b></p>	<p>The supervision policy provides clarity on how reflective supervision is implemented and recorded.</p> <p>Leaders and managers understand what good reflective supervision looks like.</p> <p>Quality assurance activity identifies effective management oversight and supervision on case files</p>	<p>Adele Moore</p> <p>Adele Moore</p> <p>Adele Moore</p>	<p>Jul 23</p> <p>Jul 23</p> <p>Ongoing</p>		
		<p>Consider embedding a narrative approach (directly writing to the child/young person) when writing case notes to understand the lived experience of children and young people</p>	<p>The child/young person’s lived experience underpins assessments, planning and reviews.</p>	<p>Adele Moore</p>	<p>Jul 23</p>		
		<p>Review of approach to working with care leavers (including closer working relationships between Care Leavers and Throughcare team and the implementation of a Care Leavers pledge).</p> <p>DfE adviser review – June 23</p>	<p>Greater clarity for staff on their role</p> <p>Quality of contacts improves</p> <p>Quality of plans improves</p>	<p>Dave Willingham</p>	<p>July 23</p>		

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
		<b>Ofsted Improvement Action 4</b>	Feedback more consistent				
		Grow the participation offer to extend across all of the Directorate  <b>Ofsted Improvement Action 4</b>	Clearer strategy and action plan  Feedback from young people	Jane Smith	Jul 23		
		Sufficiency and quality of placements plan, including: <ul style="list-style-type: none"> <li>Residential provision</li> <li>Preventative and edge of care</li> <li>Focus on reunification</li> <li>Fostering</li> </ul> <b>Ofsted Improvement Action 2</b>		Adele Moore	Ongoing		CIOC Investment Strategy  Children's Services Directorate  SBC Transformation Programme

<b>Improvement Area Three : Our Processes</b>							
<b>Ensuring that we have the right processes and systems to support our workforce to deliver consistent, high-quality services for children, young people and families</b>							
Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy
Case management systems are fit for purpose, user friendly and support and enable consistent and	To identify where processes and the system need to change to improve case management	Commission a diagnostic of LCS and EHM to ensure we are maximising our use of both case management systems	Our case management systems will support good practice and create more capacity for workers to spend time with families	Adele Moore	May 23		
		Review the output from the diagnostic and plan the		Adele Moore	Jun 23		

effective practice		implementation of required changes.					
The workforce has access to appropriate, live management and performance information in a format that is meaningful and supports resource management, service planning and risk management in a timely way	To ensure that accurate and timely team, service, and directorate level performance information is available and accessible to inform performance management meetings	<p>Create an effective, responsive, and integrated performance team that works alongside teams to analyse data and inform practice development, and continues to develop the capability and capacity of the FACE dashboard</p> <p>Embed the use of the FACE dashboard to monitor team and service level performance</p> <p>Review the Vulnerable Children’s Database to understand it’s impact on the early identification of vulnerable children and young people and if this supports risk management</p>	<p>A dashboard is in place that is used to monitor performance and enables leadership and management to measure, monitor, and manage demand, resources and processes, and risk.</p> <p>Managers and front line workers use the intelligence available to them to identify areas of concern and drive improvement</p> <p>Children’s Services Leadership Team has considered the recommendations of the review and agreed next steps</p>	<p>Ian Coxon</p> <p>Jane Smith</p> <p>Dave Willingham</p>	<p>Sep 23</p> <p>Jul 23</p> <p>Nov 23</p>		

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
<b>Improvement Area Four : Our Partnerships</b> <b>Ensuring that our partnership working enables consistent, high quality delivery of services to children, young people and families and leads to improved outcomes</b>							
		Develop more coherent and joined up understanding of service areas, strengths, and opportunities  Create invest to save pot to support innovation and collaboration across teams	Clear planning framework well known and understood.  Business Plan developed and communicated to all teams	DCS  DCS	May 23  Jul 23		Directorate Business Plan
		Refresh CYPP and develop closer understanding across partners of priorities, opportunities for collaboration and joint working	Refreshed CYPP with refreshed governance to oversee early help	Jane Smith	Jul 23		Children and Young People’s Plan
		Refresh the Early / Family Help Strategy <ul style="list-style-type: none"> <li>• strategy and approach</li> <li>• lead practitioner</li> <li>• team around the school</li> </ul>	Strategic framework and clear operating procedures in place	Dave Willingham	Sep 23		Directorate Business Plan
		Identify and develop responses to key system priorities <ul style="list-style-type: none"> <li>• Inclusion and attendance strategy</li> <li>• Emotional HWB, therapeutic and ACE</li> </ul>	Clarity on leadership, actions and issues impacting on practice for children and young people and families.	DCS and key partner agencies And partnerships  Issues to come to GABB by exception.	Nov 23  Aug 23		Directorate Business Plan  Attendance strategy  Local Inclusion Plan

Outcome	Objective	Action	Success criteria	Lead Officer	Timescale	RAG rating	Links to Strategy and Detailed Action Plan
		<ul style="list-style-type: none"> <li>• Neurodevelopmental Pathway</li> <li>• Domestic abuse</li> <li>• Poverty and inequality</li> <li>• Integrated triage</li> </ul>			Aug 23  Jun 23 Sep 23 Oct 23		Thriving Stockton on Tees  Domestic abuse strategy and action plan  Fairer Stockton-on-Tees framework