

AGENDA ITEM

REPORT TO EXECUTIVE SCRUTINY

7 NOVEMBER 2023

**REPORT OF SENIOR
MANAGEMENT TEAM**

COUNCIL PLAN UPDATE

SUMMARY

This report provides an update on the priorities included in the Council Plan.

Recommended that the report be noted.

REASONS FOR PRODUCING THIS REPORT

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

DETAIL

1. This report focuses on the implementation of the Council Plan 2023/26. This is therefore the mid-year update on progress during 2023/24.
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.

COMMUNITY IMPACT IMPLICATIONS

3. No direct implications.

CORPORATE PARENTING IMPLICATIONS

4. No direct implications.

FINANCIAL IMPLICATIONS

5. No direct implications.

LEGAL IMPLICATIONS

6. No direct implications.

RISK ASSESSMENT

7. This Council Plan Update is categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce risk.

WARDS AFFECTED AND CONSULTATION WITH WARD/COUNCILLORS

8. Not applicable.

BACKGROUND PAPERS

9. Not applicable.

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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

| Priority | Update |
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| <p>1. Support achievement for all pupils including a focus on narrowing the gap in outcomes</p> | <p>The scrutiny review focused on narrowing the gap is to encompass an appreciative inquiry. Early Help support is being brought into education to strengthen a school based community asset approach.</p> <p>Current results at primary level are being evaluated to strengthen support for narrowing the gap and provide targeted interventions. Work is being targeted at raising achievement for higher grades at A level and GCSE to close the gap that has developed between the North East region and the rest of England.</p> <p>'Closing the gap' briefings are being tailored with new government information to provide support for all education providers (inc. post 16).</p> |
| <p>2. Deliver improvement programme focusing on workforce, practice and partnerships for children and families in need</p> | <p>The 'Strengthening Services' improvement plan is now in place which maximises corporate resources and has oversight from a multi-agency board to ensure collective accountability across the Children's system. Additional interim capacity is also in place to drive the delivery of the plan. An interim senior leadership structure is being implemented to re-focus improvement activity. The ASYE academy which will work to continuously improve the quality of social work practice is now operational.</p> |
| <p>3. Continue to develop and enhance provision and support for children and young people with additional needs or accessing alternative provision</p> | <p>The application for an Alternative Provision (AP) Free School in partnership with DELTA academy trust was submitted and a subsequent interview took place in July 2023. We expect to hear from DfE whether we have been successful during Sept/Oct 2023 and if we are successful will move forward with the implementation of this provision.</p> <p>In Sept 2023 the multi million pound development at Bishopton Pupil Referral Unit opened its doors for the first time.</p> <p>The well-established and successful Abbey@Northshore provision was expanded with building works and refurbishment completed whilst the children were on their Summer break leading in increased numbers of children being able to access this provision from September 2023.</p> |
| <p>4. Implement the investment proposals for children in our care, including new provision and new models of delivery</p> | <p>Placement Sufficiency has been confirmed as one of the key pillars of the corporate transformation programme and a work programme has commenced which will implement proposals on new models of delivery for fostering and external residential placements.</p> |

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| | <p>One new children’s home has been purchased and is in the process of planning to enable it to open in January 2024. One existing children’s home has been refurbished with additional capacity added to open during September 2023.</p> <p>An interim senior leadership structure will introduce an Assistant Director post for children in care and care leavers to sharpen focus on support for care leavers and reunification for children who can return home.</p> |
| <p>5. Support the Arson Reduction Strategy in partnership with Cleveland Fire Brigade</p> | <p>A new arson reduction strategy was launched in the summer of 2023 following the successful completion of the previous multi-agency strategy. Deliberate fire setting has reduced in Stockton on Tees but the significant partnership working must continue to ensure this is consistent across all wards. 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.</p> <p>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.</p> <p>A Crime and Disorder Select Committee review of bonfires on public land has been undertaken, with recommendations aligned to the arson reduction strategy agreed. A report on action progress is due in September 2023.</p> |
| <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>A new serious violence reduction strategy was introduced by the Police Crime Sentencing and Court Act in 2022 and came into effect in early 2023. As a result, we are now under a duty to understand the implications of serious violence on our communities, produce a strategy to tackle the causes and work in partnership with other responsibly authorities. The introduction of serious violence reduction duty in the Community Safety Plan has been completed and is now live.</p> <p>A 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>In July 2023, the government released a draft Bill which covers the new duties under the Protect element of the CONTEST counter-terrorism strategy. The draft Terrorism (Protection of Premises) Bill aims to place a duty on qualifying public premises or events to take certain steps to deter and minimise the threat and impact of terrorism to the public. Whilst yet to be confirmed, we are expecting</p> |

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| | <p>much of this duty including a duty to co-ordinate locally and potentially enforce the requirements to fall on the Local Authority.</p> <p>Locally, the Publicly Assessable Locations (PALs) pilot, seen as a pre-cursor to the new Bill, 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. Support people to live healthy lives and address health inequalities through a focus on early prevention, long term conditions, substance misuse, smoking, obesity / physical activity, and mental health</p> | <p>Our multi-agency Tobacco Alliance is progressing work on smoking pregnancy, vaping (including understanding perceptions and reported levels of vaping in schools) and we are a regional pilot site for the national NHS swap to stop scheme (provision of free vapes to support adults with quitting smoking in line with national guidance).</p> <p>We continue to develop our asset-based community working approach, exploring different models of co-production in the design and commissioning of our support including 0-19 and our peer advocacy pilot to support people with multiple complex needs (particularly domestic abuse, substance misuse and mental ill health).</p> <p>Good progress is being made on implementing the new Domestic Abuse Strategy, including a comprehensive workforce development programme available to multi-agency partners; a programme for those in the community where DA may be disclosed e.g. hairdressers, beauticians, barbers; and the work of dedicated IDVAs (independent domestic violence advisor) in both our local NHS trust and in primary care.</p> <p>We continue to work across agencies to improve the opportunities for people to be physically active e.g. the healthy streets pilot which is currently being evaluated. A comprehensive healthy weight needs assessment has been completed working across partners with clear recommendations for Health and Wellbeing Board partners.</p> |
| <p>10. Continue to lead the public health response to Covid and support the approach to recovery and addressing the impact of Covid, working with partners on the Health and Wellbeing Board</p> | <p>The multi-agency Health Protection Collaborative continues to meet, reporting to Health and Wellbeing Board to maintain oversight and provide assurance on health protection issues. This includes maintaining an overview of the current position on Covid and flu and links into the wider NHS Winter planning infrastructure. The public health team continues to link to key settings particularly our care sector, working with the UK Health Security Agency, to understand the current picture and provide any support as well as conveying and discussing key health messaging going into Autumn and Winter. The team has arranged a Winter health conference for 19/09/23 which aims to empower the VCSE sector and community groups with information, networks, sharing of good practice and resources to support the community this Winter. Over 70 attendees from across the community have registered.</p> <p>We continue to work closely with NHS partners to promote access to the Autumn / Winter Covid and flu vaccination programmes as this is rolled out, including communications and comms work to help mitigate inequality. The staff flu vaccination is also being planned, lead by HR.</p> |

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| <p>11. 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>Intermediate Care Services and social workers continue to deliver services supporting people to remain independent at home. Interactions through the assessment processes consider if a person is isolated and lonely and tailored support is offered. Business unit plans are being refreshed and will have a golden thread of identifying people who may be lonely or isolated and supporting with their wishes. Developing schemes in place to further support people living independently include enhancing the digital offer within Adults Social Care and utilising 'One Call' to support in urgent situations.</p> |
| <p>12. 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>The Transformation Team have maintained several initiatives for both care home and care at home services to support or improve quality of care, including leadership network, activity coordinator network, provider forums, activity network, care academy, care quality group and the Well Led Programme. The Transformation Team and providers continue to engage and work with other partners, including community matrons, employment and training hub, environmental health, North Tees & Hartlepool Training Alliance and the Medicines Optimisation Team to ensure support is timely and focussed on areas where it is most needed.</p> |
| <p>13. 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>Relationships with Integrated Care Board (ICB) and North Tees & Hartlepool NHS Foundation Trust (NT&HFT) continue to be in a very strong position, frequent and specific dialogue take place in a variety of forms including workshops to agree joint working actions. Routine business and escalation measures have clear processes and decision-making ensuring people get care and health services when they need them most. Adult Social Care staff have undertaken a programme of strengths-based learning and community asset approaches to practice, ensuring people, families, carers and communities form part of discussions and any support needed.</p> |
| <p>14. Review out of area placements and day options provision for adults</p> | <p>People in out of area placements are reviewed by the social workers on a regular basis. A review of in house day options has taken place which has made the service more flexible to support the individuals who attend.</p> |
| <p>15. Develop a new model for the health and wellbeing of children and young people 0-19 (25 for SEND), working across key partners and including service commissioning</p> | <p>We have worked closely with partners including children, young people and their families to develop the overarching approach to improving children and young people's health and wellbeing. This will focus clearly on early prevention, based on research evidence and the local picture with the aim of improving outcomes, addressing inequalities and supporting work to prevent escalation of need and demand on services. Working alongside the community and provider as this approach develops and is mobilised will be key. Through this the 0-19 model (encompassing health visiting, public health school nursing and healthy weight support for families) will be further embedded in the community and wider support across partners including the healthy schools approach, work of maternity services and links to primary care.</p> |
| <p>16. Work with our communities and partners to develop our approach to healthy places, in the context of regeneration plans and the Health and Wellbeing Strategy</p> | <p>Locally we are looking at how we embed impact on health and wellbeing into key policy e.g. the revision of the Local Plan and feeding into developments such as the town centre blueprint. We are also looking at learning from other areas to maximise the impact planning, place-shaping and licensing have on creating places that enable people to be healthier. Our local needs assessment</p> |

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| | <p>work has identified recommendations across the Council and partners to shape an environment that enables people to be more physically active and to have access to healthier food options for example. The Health and Wellbeing Strategy is being refreshed this year, working across partners in the context of the Council as place-shaper and lead for place and the developing ICS. Healthy place and a focus on the wider determinants of health will be key.</p> <p>Working with Tees Valley partners and linking to the Tees Valley ICP, we will be developing a programme of potential areas of work across Tees Valley on healthy place including on Anchor institutions, work and health and health and transport.</p> |
| <p>17. Work with our partners in the VCSE sector and the Community Partnerships to tackle food poverty in the Borough</p> | <p>Via monies secured through Household Support Fund Round 3 and Thirteen and working in partnership with our VCSE partners, The Bread and Butter Thing (an award winning charity) have been commissioned to deliver 5 low cost food hubs across the borough. The first will launch on the 12th of Sept in partnership with the Salvation Army (in central Stockton), followed by Victoria Community Hall on 18th Sept in partnership with Little Sprouts. With the remaining three Hubs expected to be up and running by December.</p> <p>The Councils wider commitment to the Stockton Food Power Network, community food pantries and Holiday Enrichment Programme (an extensive programme supporting children and their families during the summer holidays through the provision of health food and free activities) all continue in partnership with Catalyst.</p> |
| <p>18. Continue to prevent and relieve homelessness</p> | <p>To ensure that a holistic approach is taken to support individuals and families experiencing or threatened with homelessness the service now includes a Domestic Abuse worker, a specialist refugee worker, and a Welfare Support colleague.</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 |
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| 19. Continue to develop the Invest Stockton-on-Tees branding campaign and attract inward investment into the Borough | <p>Reviewing options to market in North West region (Manchester)</p> <p>Continuing to utilise B”B media (Tees Business, Commercial Property publications etc)</p> <p>Website averaging about 350 views monthly and expect to rise with marketing campaign described above</p> |
| 20. Develop options to bring forward development on vacant employment land | <p>Durham Lane Business Park</p> <ul style="list-style-type: none"> • Survey’s completed and Agent appointed to market the site • Procurement process for a preferred development partner is ongoing • Masterplan and planning application targeted during 2024 • Design work currently ongoing with NPG to bring power into the site <p>Extension of Cleasby Way complete which has unlocked land for proposed eastern access rail station car park</p> |
| 21. Continue to deliver the objectives in the Inclusive Growth Strategy and using an agreed Action Plan | <p>Review of current strategy being undertaken by Interim Director of Inclusive Growth & Regeneration</p> |
| 22. Continue to develop the successful Employment and Training Hub Model | <p>470 people into employment, estimate will reach 500 by end of October</p> <p>3500 people registered with the Hub</p> <p>Introduction of Hanlon system and the new portal has enabled people to apply direct for jobs which has increased number of applications and employment outcomes</p> <p>Portal launched end of July 2023. Traffic – since its launch 3300 visits, vacancies page is the most visited</p> <p>Events – August Summer jobs event – largest attendance yet with 340 people, 3 customers met with employers at the event, had interviews later that day and received job offers that day</p> <p>Hub on Tour – visited 10 locations over the summer, partnered with the Warm Space Initiative, well attended and looking to continue over Autumn.</p> <p>Network Provider Event Sept 6th – over 40 providers/ support agencies attended, all given hub update and portal tutorial. The providers have started registering to create a library of resources and courses for residents</p> |

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| <p>23. 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</p> | <p>New Social Value Policy approved by Cabinet. Discussions started with other Tees Valley Local Authorities.</p> |
| <p>24. Advance our major transport-related projects including the Portrack Relief Road, Billingham and Eaglescliffe Station improvements, Elton Interchange, and improvements along the A689 corridor.</p> | <p>Portrack Relief Road – On hold due to budget gap of around £15m. Billingham station – All works due to be completed by mid-October 2023 with new bridge, lifts and platform enhancements already in place. Eaglescliffe Station – Car park planned to start Winter 2023/24. Car park to planning committee in October 2023. Programme for bridge awaited from Network Rail. Elton Interchange – Programmed to be completed early October 2023 with new signals going live Saturday 23rd September 2023. A689/A19 interchange – Detailed design commenced following commission from TVCA who are funding the project. Arup appointed to support SBC Design Services with the detailed design. Draft programme is indicating a start on site in June 2024 and a completion date of June 2025. A689 corridor improvements – On hold as the Government has turned down the A689 Major Road Network bid.</p> |

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 |
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| 25. Continue the redevelopment of Stockton Town Centre including demolition of Castlegate and development of the Urban Park, new leisure centre, library, customer services and registry office. | Demolition progressing. Detailed design of urban park and start on site in Q3 2023/24. |
| 26. Deliver interventions for Town Deal in Thornaby | Interventions progressing in line with business case. Public engagement on cycleways in September 2023 |
| 27. Finalise the plans for improvements in Yarm, Preston Hall Museum and Grounds and cycleway infrastructure in line with the Levelling Up fund allocation | Planning application submitted for Preston Park interventions. Further design work underway on other elements in park. Yarm High Street works out to tender Q3 2023/24 |
| 28. Conclude the continued redevelopment of the Sycamores | The development of The Sycamores in partnership with Keepmoat Homes continues (on track for a further 41 sales between Nov 22 - Oct 2023) |
| 29. Development of a business case to actively accelerate the provision of affordable and specialist housing provision within the borough | Work is ongoing across directorates (Regeneration and Adults, Health & Well-being) to explore delivery models which have the potential to accelerate the delivery of affordable and specialist housing provision. |
| 30. Develop blueprints for before phases of redevelopment of town centres. | Development of the Blueprint for Stockton Central Area underway. Planning for others to follow shortly |
| 31. Develop structures and models for future development of Stockton and Billingham town centres. | Blueprint for Stockton and site specific master planning underway. Assessment of future redevelopment options in Billingham complete Q3 2023/24 |
| 32. Continue the programme of road / pavement maintenance and repairs and deliver our City Regions Sustainable Transport programme schemes | Programme of road/pavement maintenance and repairs is ongoing. The carriageway programme is 20% (8 of 40) complete by our framework contractor (Tarmac). The footway programme is 38% (9 of 24) complete. All remaining schemes are scheduled to be completed within the financial year. CRST – Programme in place for scheme development, design and delivery and work progressing. Awaiting funding agreements from TVCA. |

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| <p>33. Continue implementation of the Carbon Reduction and Environmental Sustainability Strategy action plan which includes coalitions with residents, businesses, and partners.</p> | <p>We continue to work with service teams to deliver actions identified within the 'live' action plan. The action plan is monitored by a Senior Management Team Oversight group. The data collection and analysis framework continues to work well, proving to be a useful tool for many areas of the authority. The four independently chaired Climate coalitions (Creative, Youth, Community and Business) continue to meet and develop individual action plans. All four coalition chairs meet to share good practice and challenges to delivery. A new Carbon Literacy training course has been developed with our learning and skills colleagues; this will work alongside our carbon awareness training for members, school governors and our business communities.</p> |
| <p>34. Development and implement the 2023 borough-wide events programme, incorporating celebrations for the King's coronation and ongoing preparations for Stockton & Darlington Railway Bicentenary</p> | <p>Range of coronation events supported across the Borough including 75 street parties and 9 community events. Ongoing support for community event organisers across the Borough Appointment to senior, jointly funded, post responsible for planning and overseeing all aspects of the festival programme 2-year S&DR countdown announcement is planned for September 2023</p> |
| <p>35. 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 October then will be £2.50 until end Nov 2024.</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 |
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| 36. Review of Medium Term Financial Plan including delivery and funding. | The first quarter financial update report was presented to Cabinet in September. The MTFP is under constant review considering inflationary pressures, demand pressures and future NNDR position. Reserves are also under consideration given the financial position. A report will be presented to Cabinet in December outlining the updated position for the current year but also a refresh of the MTFP for future years. |
| 37. Develop a Corporate Debt Strategy | Identified debt position across the Council at March 2023. Meetings with internal services arranged to understand collection process and methods. |
| 38. Respond to and implement Government's review of Business Rates and Revaluation | Enquiries reduced since initial billing under new rating list. 39 check/challenges received since implementation of new list. 14 determined and 25 outstanding (21 of which at check stage and 4 at challenge). Increase in overall RV from £196m 2017 list to £201m 2023 list. Consultation exercise at present relating to 'avoidance and evasion in the business rates system'. |
| 39. Develop and deliver a transformation programme across all services to support the Medium Term Financial Plan | Report presented to Cabinet in July outlining the transformation programme incorporated with the Powering our Future programme. Member briefing sessions undertaken in September. The programme is being developed with a range of reviews underway with particular focus on Childrens Services. |
| 40. Deliver proposals for the redevelopment of Dunedin House to support flexible working arrangements and the re-location of staff from current buildings | Refurbishment works on site and progressing well. Regular updates provided to staff through the Intranet pages. Relocation of staff to start in 2024. |
| 41. Review the Council's land and assets and develop plans for disposal or for any potential development | Review of administration buildings on-going linked to decant of staff/tenants Other land and assets being reviewed monthly by Place Asset Group as new requirements/opportunities emerge |
| 42. Add new features and functions to the Council website and improve online services for customers | The new website went live in February 2022, along with 152 live self-serve transactions. Since then we have continued to add content and have developed a total of 222 online solutions. Up to 31 August 2023, 27,063 customers have signed up for My Council accounts. We are working on the final |

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| | development stages of a new Stockton Information Directory which is due for completion by the end of October 2023. |
| 43. Launch a new Council Volunteering Strategy to support our employees to volunteer in the community and to provide additional volunteering opportunities at the Council | Council Employee Volunteering Policy approved by Cabinet 13 th July 2023 – employees able to have 1 days paid leave in a rolling 12 month period to volunteer in the borough. Team volunteering also encouraged as a team building exercise. |
| 44. Implement the new flexible working arrangements to capitalise and build on the technological advancements and new working practices developed during the pandemic | Flexible Working arrangements continue to be available to eligible employees – further guidance and policy will be provided with the planned moves to Dunedin House |
| 45. 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 | Recent BMBF activity has included SIRC reporting and the delivery of the 'Different Altogether' initiative which included the delivery of a series of events, activities and workshops aimed at educating, empowering, and celebrating all things that make young people different. Looking ahead BMBF will have a key role in engaging young people as part of the Councils 'Powering our Future' resident conversations. |
| 46. Respond to and implement the Local Government and Parliamentary boundary reviews | For the Local Government ward boundaries within the Borough. The Local Government Boundary Commission for England review is complete. The 2023 local elections held in the Borough were successfully delivered on the new ward boundaries. For the Parliamentary Boundaries. The Boundary Commission for England have concluded their review and published their final recommendations for the Tees Valley region and those specifically for the Borough of Stockton-on-Tees. The Boundary Commission has recommended some changes which will affect the current Stockton North and Stockton South parliamentary constituencies. Work is currently being undertaken by the Electoral Services team, to ensure the Electoral Register is ready to implement the new Constituency arrangements when the Order is laid, and the UK Parliamentary General Election is called. |
| 47. Continued implementation of the Fairer Stockton-on-Tees Framework to address poverty and inequality in the Borough | As noted in action 17, 5 community food Hubs are being rolled out through The Bread and Butter Thing. Work is also ongoing to develop a corporate 'Poverty Plan' in partnership with a range of key partners and those with lived experience. Planning for Winter 2023 has also commenced to ensure the Council and our partners are prepared to support our residents facing cost of living challenges (this will include the continuation of 'Social Spaces' formerly known as 'Warm Spaces', a series of 'Here to Help Events' and continued working with our local business community to maximise their support via Social Corporate Responsibility initiatives). |
| 48. Continue the development and roll out of the Cost-of-Living Hub to support the Borough's residents | The Councils on-line Cost-of-Living hub will continue to evolve to promote for example those initiatives noted above (Social Spaces, Help to Help events, The Bread and Butter food hubs) and in response to resident needs and feedback. |