

AGENDA ITEM

REPORT TO CABINET

DATE: 18 APRIL 2024

**REPORT OF THE CORPORATE
MANAGEMENT TEAM**

CABINET DECISION

Portfolio Title – Leader of the Council, Councillor Bob Cook

Powering Our Future – Programme Update

SUMMARY

1. This report provides an update on the Powering Our Future Programme. It includes:
 - Communities Powering Our Future – confirmation of priority workstreams and ‘Getting Ready’ exercise
 - Partnerships Powering Our Future - draft Partnerships Charter for Cabinet approval
 - Transformation Powering Our Future:
 - Draft scope for 14 Transformation Reviews.
 - Update on Xentrall Shared Services and Digital, Data & Technology (DDAT) projects.
 - Colleagues Powering Our Future - draft Workforce Strategy for Cabinet approval.
 - Regeneration Powering Our Future – update on Our Six Towns and the Tees Valley Care & Health Innovation Zone.

REASONS FOR RECOMMENDATIONS/DECISIONS

2. Cabinet is recommended to agree updates on the Powering Our Future approach to ensure that the Council has a clear plan to address the financial challenges we face, at the same time as improving outcomes for communities, including:
 - Creation of opportunities to build brighter futures for our communities and reduce inequality, using the limited amount of money we have available.
 - Carefully managing our resources, creating a new relationship with communities, while providing efficient services that are valued by our residents.

RECOMMENDATIONS

3. Cabinet is recommended to:
 - Note the updates on individual Missions.
 - Agree the Partnership Charter attached at Appendix 1.
 - Note updates on the Xentrall Shared Services and DDAT projects in the Transformation Powering Our Future section.
 - Agree the scope for the 14 Transformation Reviews attached at Appendix 2.
 - Agree the draft Workforce Strategy set attached at Appendix 3.

Introduction

4. The framework for Powering Our Future was agreed by Cabinet in July 2023. Since then, work has taken place to develop and refine the focus of the Programme to ensure that it effectively responds to the challenges and opportunities facing the Council and the Borough.
5. In January 2024, Cabinet agreed the following Mission Statement for the Council:
We will be a bold, brave and innovative Council. Together with our partners we will make sure Stockton-on-Tees is a fair and equal place, where everyone is proud to live and work, where our communities flourish and people feel they belong. We want everyone in our Borough to participate in building a brighter future for all of us.
6. Cabinet also agreed the areas of focus for 5 underpinning Missions:
 - Communities Powering Our Future.
 - Partnerships Powering Our Future.
 - Transformation Powering Our Future.
 - Colleagues Powering Our Future.
 - Regeneration Powering Our Future.
7. Powering Our Future sets out a planned approach to carefully manage our resources over the longer term. It will see us create a new relationship with communities, while providing efficient services that offer value for money and are valued by our residents.
8. Our approach will be iterative, building over time, to engage communities and undertake thorough reviews. This can avoid the need to make short-term cuts, which can be damaging to services and the residents we serve.
9. The remainder of this report provides an update on each of the Missions, for Cabinet comment and approval. Regular reports to Cabinet will ensure that our Member-led approach drives the development and delivery of Powering Our Future.

Communities Powering Our Future

10. This Mission seeks to change our relationship with communities to make sure our residents have happy, healthy lives.
11. Three workstreams have been identified for this Mission, these are:
 - Communications.
 - Community Engagement.
 - Community Development.
12. In March 2024, we undertook a 'Getting Ready' Exercise through the National Development Team for Inclusion (NDTi). The Getting Ready exercise builds understanding of the local context, opportunities and challenges to meaningful community engagement. The outcome of the Getting Ready exercise is a shared sense of opportunities, risks and priorities that will further shape the programme plan for the Communities Mission.

13. Over 1600 people responded to our Residents Survey, which closed before Christmas. The Survey gathered views from our communities, based around the National Wellbeing Measures. It also included open questions, asking what's good and what could be improved, which provided a narrative response that allows us to better understand our residents. The Survey has given us a rich data set, and analysis of this is ongoing. Residents were also asked to provide their details if they would be happy to be involved in further engagement work, and this will be followed up through more targeted and focused sessions that will shape our approach to engage residents and help them to drive change.
14. Work has been ongoing across the Council to understand how we are working with partners, providers, the voluntary sector and our touchpoints with communities. We want to engage with members and local people to support us to develop a different approach. In Adult Social Care we have implemented a Making it Real Board with local people who have lived experience, and they will be part of our partnerships to inform what the future can be. We want our Members and communities to be at the heart of all we do.
15. To enable meaningful community development across the borough, our staff will be supported to have a conversation with communities, focused on what works, what is strong and what is positive in their lives. Staff will be up-skilled to support communities to build on their strengths and help fill any gaps, starting with community offers. Our approach will support people to maximise their independence wherever possible.

Partnerships Powering Our Future

16. This Mission seeks to ensure we are 'Stronger together'.
17. A Charter has been drafted, setting out proposed terms of engagement for the Council to observe when entering into any Partnership. This seeks to ensure that the Council engages in strong partnerships that deliver better outcomes for our communities, efficiently and with available resources.
18. The draft Partnership Charter is attached at Appendix 1. Subject to Cabinet agreement, this will be embedded into working practices.
19. The Place Leadership Board continues to see strong engagement across partners. Project activity is progressing across all priority areas identified by the group, including;
 - Developing skills for public service.
 - Attracting and retaining talent.
 - Building Pride in Place.
 - Maximising use of shared resources.
 - Health and Social Care Integration.

Transformation Powering Our Future

20. This Mission will identify new and innovative ways of working that are better for communities and more efficient.
21. In January 2024, Cabinet agreed the headline focus for the first phase of transformation reviews.

22. Following work to develop and refine the scope for each of the reviews covered by the programme, it is proposed that there are two amendments to the initial phase. These are set out below.
23. Xentrall – it is proposed that the stand alone review of Xentrall Shared Services is removed from the Transformation Programme at this stage. Wider exploration of potential opportunities to develop our shared services offer with Darlington Borough Council will now take place through the Partnerships Mission. Further information and ideas that emerge from the initial options appraisals will be brought to a future Cabinet meeting for consideration.
24. Digital Data and Technology – it is proposed that a broader review of the Council's approach to managing Digital Data and Technology takes place. The scope for this reflects best practice in line with with large Government Departments, and will consider how we use data and technology to drive transformation of our services. Details of the proposed scope for this review is attached at Appendix 2.
25. Proposals for the detailed scope of 14 Transformation Reviews that form Phase 1 of the Programme are attached at appendix 2 for Cabinet approval. The purpose of the scope is to identify areas of review or improvement within a given project. The scopes aim to provide clarity on the objectives of the project, in alignment with the Council's Mission Statement.
26. Appendix 2 includes the scope for the following reviews:
 - Waste Collection.
 - Fleet Management.
 - Intermediate Care.
 - Administration & Business Services.
 - Debt Management.
 - Community Safety & Regulatory Services.
 - Community Transport.
 - Transitions to Adulthood.
 - Customer Contact & Access to Services.
 - Early Intervention & Prevention.
 - Fees & Charges.
 - Children in Our Care.
 - Special Educational Needs & Disabilities (SEND) / High Needs.
 - Digital Data & Technology.

Colleagues Powering Our Future

27. This Mission seeks to empower our colleagues to do the best they can for communities.
28. Our Vision is to have a talented and diverse workforce that is committed, engaged and empowered to deliver the Council's priorities and ambitious Powering Our Future Programme. Our workforce will step up to the challenging budget situation by using their knowledge and skills to work with our partners and communities.
29. We want to be an employer of choice where our colleagues feel valued, informed and involved in a working environment that is fit to meet the future demands of the Borough.
30. A draft Workforce Strategy has been developed, which identifies priorities for delivery. It is based around the following themes, agreed by Cabinet in January 2024:

- Organisational Culture - To have a strong organisational culture of shared values and behaviours that guide the way we work and how we make decisions, aligned to Powering Our Future ambitions.
- Communications & Engagement - To have an effective communication and engagement strategy at all levels. This will ensure our colleagues and stakeholders understand corporate aims and priorities. It will facilitate bold, innovative and collaborative working, and ensure everyone understands the reason and context for change.
- Smarter Working – To ensure we have the right resources, processes and working environment to do the job in the most efficient and smart way. This will empower staff to do their best for communities.
- Attract & Retain – To have the best people with the right skills to Power Our Future. It is important we remain competitive with our Employee Reward Offer to be an attractive employer of choice and retain a talented and dedicated workforce.
- Happy & Healthy Workforce – To ensure that everyone supports and pays attention to their own as well as their colleagues' wellbeing.
- Workforce Planning - To ensure we have a workforce fit for the future we will embed and improve workforce planning across our organisation so that we understand our workforce profile to address future demands.
- Workforce Development – To provide employees with development opportunities to support retention, succession planning, future leaders and ensure we have a workforce with the right skills able to meet current and future demands. We will empower our colleagues to use their skills and talent to be innovative, entrepreneurial, dynamic and adaptable in all that they do.

31. A copy of the draft Workforce Strategy is attached at Appendix 3 for Cabinet approval.

Regeneration Powering Our Future

32. This Mission will drive economic growth to improve community prosperity and wellbeing.

Town Centre regeneration

33. Improvements and interventions have been or are in the process of being delivered across our six town centres.

Billingham

- A masterplan is currently being prepared for Billingham Town Centre, which builds on the previous 'Let's Talk about our Towns' public consultation.
- Following confirmation of £20m Levelling Up Funding awarded to Billingham in November 2023, negotiations are taking place on a future working relationship with the owners of Billingham town centre, with a view to presenting a shared Vision for the centre and agreed way of working.

Ingleby Barwick

- Work completed in January 2024 on new and refurbished play equipment in Romano Park, along with community growing and events space within the extended Romano Park area.

Norton

- Following completion of the popular refurbishment of the duck pond and fountain, work is currently on site delivering infrastructure and public realm improvements. Work will complete in early autumn 2024.

Stockton

- Following the demolition of Castlegate shopping centre, work is underway on the delivery of Stockton Waterfront, with completion forecast for January 2026. Work is also progressing on the Community Diagnostic Centre with completion forecast for late 2024. A blueprint is being developed for Central Stockton and North Thornaby. A public consultation gave residents the opportunity to comment on future ambitions for: Stockton Town Centre, the Municipal Quarter, Castlegate Quays and our Waterways.

Thornaby

- New developments under the £23.9m Town Deal umbrella are underway and planned in Thornaby. Detailed design for a new swimming pool connected to Thornaby Pavilion is underway with a view to starting work on site at the end of 2024, alongside progressing discussions to acquire the Golden Eagle to enable redevelopment of the site. A planning application for the new NETA training facility linked to the Riverside College is imminent, with work planned to start in early autumn 2024.

Yarm

- As part of the £20m Levelling Up Funding, work will be undertaken on improvements to Yarm High Street. More detail on timescales will be presented later in the year.
- Work is underway on the new Exhibition Space and store in Preston Park Museum and Grounds along with work due to begin in the summer on improvements to the cafe, aviary and to recognise the railway heritage and location of the historic 1825 railway.

The Tees Valley Care and Health Innovation Zone

34. A Masterplan for the Tees Valley Care and Health Innovation Zone is being finalised, The Zone is located at Teesdale Business Park and the adjacent Tees Marshalling Yards in Thornaby. The Masterplan will identify opportunities to unlock a 60 hectare brownfield site in the heart of the Tees Valley that can transform the area, for the benefit of the entire Borough and the wider region. The final draft Masterplan will be brought to Cabinet for approval in the coming months.

Inclusive Growth

35. We will continue to deliver against the aims contained within the Council's Inclusive Growth Strategy as well as periodically reviewing the strategy to ensure it remains in line with the Council's vision. The four aims of the strategy are:
 - Support businesses to survive and grow
 - New businesses and investment are being attracted to the Borough creating new jobs

- All residents have access to skills gaps and job opportunities
- Deliver interventions that facilitate inclusive growth.

COMMUNITY IMPACT IMPLICATIONS

36. Powering Our Future puts communities at the heart of everything we do. It will change the way we work with our communities so they use their knowledge, skills and strengths to help them deliver positive outcomes for themselves. Not only will this save money, it will mean that our residents are healthy, happy and feel like they belong.

37. Our approach will:

- Empower communities and increase individual, family and community level activities, helping people and communities to be independent and have less reliance on Council services.
- Always look for opportunities to be innovative and improve the way we work, so that we remain in the best possible financial position now and in the future.
- Ensure that if we redesign a service, we will do this in a way that minimises impact for our residents, communities and partner organisations.

38. A Community Impact Assessment will be undertaken for individual reviews as required.

CORPORATE PARENTING IMPLICATIONS

39. There are no direct impacts on Corporate Parenting as a result of this report. Implications will be identified as part of individual project activity for Powering Our Future.

FINANCIAL IMPLICATIONS

40. As outlined in the Medium Term Financial Plan and Budget Report to Council in February 2024, the Council is forecasting a budget gap of £9m by 2026/27. The Powering Our Futures Programme will be a key measure in ensuring we address the budget gap and deliver a balanced budget across the Medium Term Financial Plan.

41. The achievement of financial savings from the Phase 1 reviews will be essential to addressing the budget gap. Updates will be brought back to future Cabinet meetings regarding Phase 1 and Phase 2 reviews.

LEGAL IMPLICATIONS

42. There are no direct legal impacts as a result of this report. Implications will be identified and legal advice sought/provided as part of individual project activity for Powering Our Future.

RISK ASSESSMENT

43. This report provides an update on the development of the Powering Our Futures Programme. There are two main risks associated with the programme. Firstly, the programme doesn't achieve the levels of financial savings needed to put the Council on

a financially sustainable footing. Secondly, the programme does not improve outcomes for our communities. Both these risks could lead to reputational risk.

44. To manage the risks, the Council has implemented a robust governance structure to manage the Powering Our Future programme. The structure includes senior management oversight, steering groups for each strand of the programme, clearly defined projects and programme and project management arrangements and regular reporting to Cabinet. In addition, the programme will be appropriately resourced with additional officer capacity to ensure outputs are achieved that lead to delivering the aims of the programme.

WARDS AFFECTED AND CONSULTATION WITH WARD/COUNCILLORS

45. Powering Our Future is a Borough-wide Programme.

BACKGROUND PAPERS

- Financial Update and MTFP Report to Cabinet (December 2023)
- Powering Our Future Programme Update (January 2024)
- MTFP and Budget Report to Council (February 2024)

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Appendix 1 – Partnership Charter

Objectives:	<ul style="list-style-type: none"> We enter into strong partnerships that deliver benefits for our council and our communities Our partnerships support the delivery of our Powering Our Future by having a strong approach to collectively plan and deliver We have a shared Vision and set of goals with our partners Our collective power with our partner organisations will make a positive difference to our communities Our leadership of the Borough will be recognised. Our residents will tell us our new approach is improving their lives We can show how we've removed organisational boundaries to help improve joined up approaches working with communities to address key issues; and to improve access to services for our communities Our residents experience seamless services which are joined up across partner organisations We can demonstrate how our collaboration with partner organisations has helped us reduce our size and eased the pressure on our finances. 	Deliverables:	<ul style="list-style-type: none"> We will have an agreed charter to enter into and foster constructive partnerships The charter is embedded into working practices We will increase the number of joint initiatives delivered between public, private, voluntary and community sector partners and help to align existing joint initiatives to support the strategic direction for the Borough We will have a shared conversation with communities Local partners will speak and act with 'One Voice' as a recognised 'The Place leadership Board' Stockton-on-Tees will have a strong place-based brand that is recognised locally, regionally and nationally
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Criteria for Entering into a Prospective Partnership Agreement

- The partnership must represent a benefit to Stockton-on-Tees Borough Council (SBC) and our communities (financial/outcome). The added value must be clear
- We should agree shared values/principles
- We should agree shared objectives
- It is essential to agree clear governance
- The partnership must not pose a reputational risk to the Council
- We must have a clear understanding of the financial position relevant to partnership activity, and crucially where this may lead to shared funding. It's essential to understand that all partners will have financial challenges, but our partnerships can be our strength
- We must consider proportionality of partners resources
- A cost benefit analysis should be completed before entering into any partnership.

Appendix 2- Transformation Review Scopes

Project ID:	MT01	Project Name:	Waste Collection
Organisational Challenge Statement (Inc Local/services issues):	<p>As of the financial year 2022/2023, the Borough's recycling rate stands at 25.2%, ranking 328th out of 338 Local Authorities nationally. This compares to the Tees Valley average of 30.58% and the national average of 42%.</p> <p>The Joint Waste Management Strategy (JWMS) aspires to attain a 45%-50% recycling rate for the Tees Valley by 2027, and a national target of 65% for Municipal solid waste by 2035.</p> <p>Following approval of the Environment Act, there will be substantial forthcoming changes in the methodology employed for household waste collection, placing particular emphasis on the need for Local Authorities (LAs) to enhance the quality of their collected recyclable materials. This will result in the adoption of a mandated weekly food waste collection service from April 2025 (Stockton-on-Tees and other Tees Valley LA's have received transitional approval to roll this out from April 2026) and Government have announced New £295m for councils to introduce weekly food waste collections - GOV.UK (www.gov.uk) as well as EPR (Extended Producer Responsibility) which places the financial responsibility for disposal costs on producers rather than LA's, as well as the potential launch of DRS (Deposit Return Scheme) which could impact on the level or recycling material we collect at the kerbside in future.</p> <p>It is essential to recognise that the frequency of refuse collection plays a pivotal role in shaping the Council's recycling achievements. Currently, residents have access to a generous weekly disposal capacity of 240 litres for residual waste. This abundance of disposal capacity inadvertently discourages recycling efforts. This excess disposal capacity has led Stockton Borough Council to possess the highest Residual Waste per household rate in the nation, at 783 Kilogram/Hectogram. This situation presents a formidable financial risk, with our current waste disposal fees anticipated to double in 2026 and the potential for further increases with the proposed launch of the Emissions Trading Scheme in 2028. Another key consideration is a significant increase in disposal charges which we will see when the current contract ends in April 2026.</p> <p>Historically, our Waste and Recycling service has consistently resulted in high levels of resident satisfaction, always in excess of 90%. Nevertheless, given the financial and environmental factors associated with the current collection approach, a comprehensive review is needed to assess available options thoroughly. This review will leverage both local and national expertise to ensure the delivery of a high-performing Waste and Recycling service to our residents, one that aligns with critical recycling targets and contributes to the principles of a circular economy.</p>		
In Scope:	<p>Review of the domestic, green and food waste collection service provision including:</p> <ul style="list-style-type: none"> • operational delivery/optimisation, waste minimisation • opportunities for income generation, financial stability and investment • Increase recycling levels and targets • digitisation of process and customer access consideration of climate change agenda and national policy / legislation <p>The review will be aligned to the Scrutiny review of waste collection and recycling undertaken by the Place Select Committee.</p>		<p>Out of Scope:</p> <p>Household Waste Recycling Centres</p>

Constraints:	<ul style="list-style-type: none"> National Legislation – The requirements of the Resources and Waste Strategy for England (RWS) (December 2018) and the Environment Act (November 2021) places a statutory duty on all waste collection and unitary authorities in England to collect food waste separately and to treat this waste by recycling. This legislation remains subject to further consultation regarding timing and funding, however in late October 2021 the net zero strategy and autumn budget statement announced an allocation of £295m of capital to allow local authorities in England to prepare to implement free weekly separate food waste collections for all households. Weekly food waste collections would not be viable alongside weekly residual collections due to participation levels.
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>	
<ul style="list-style-type: none"> Operate in alignment with new National Legislation Reduction/Avoidance in costs and financial sustainability. Achieve higher rates of recycling across the Borough Reduction in carbon footprint Improved service efficiency through use of technology 	
Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i>	
<ul style="list-style-type: none"> Fleet Management Transformation Review- changes to operations may result in changes to fleet requirements Digital Data and Technology (DDAT) Transformation Review - adoption of new digital technology to improve efficiency of service Communications & Community Engagement- waste collection is a fundamental service we deliver; therefore it is imperative that our communities understand the reasons for change and how it will affect their day to day lives. Scrutiny review of waste collection and recycling undertaken by the Place Select Committee. 	

Project ID:	MT02	Project Name:	Fleet Management
Organisational Challenge Statement (Inc Local/services issues):	<p>This review will consider current vehicle usage, future demand and management. It will consider use of the Fleet Renewal Fund. The review also seeks to understand current Depot provisions and the risks and benefits of current depot pressures and the potential benefits of providing Depot capacity in an alternative way.</p> <p>Spiralling fleet costs based on the impact of COVID and global financial influences have seen the cost of goods and materials soar in recent years. As an illustration, vehicle costs have increased by 20% over the last 3 years.</p> <p>A typical example of rising cost is the hire of vehicles through the NEPO contract have seen a recent increase in charges of between 50-60% in one iteration. This example sets out the current market trend where increased cost of purchasing vehicles has an organisational impact. This is further compounded with delivery times particularly on municipal fleet extending to 12 months or more, making planning difficult and spending profile difficult to predict.</p>		

	<p>This review will consider the current provision set against a projected view of need over the next 10 years and identify what short, medium and long-term actions are necessary to deliver services in a safe, cost-effective way over the next 10 years. It will also consider how partnerships may support the work of the Council. Whilst there are existing pressures within all depot locations, there are also emerging challenges which will compound the capacity issues further; the launch of a nationally mandated weekly food waste collection service which will add additional operational vehicles to existing sites and new Tees Valley Waste Disposal Contract in 2026</p>		
<p>In Scope:</p>	<p>The review will consider current vehicle usage and future management This will include:</p> <ul style="list-style-type: none"> • demand for services • current and emerging statutory requirements • a revised approach for vehicle acquisition and fleet management including a financial forecasting model. • links to Environmental Strategy • Identify Depot (including storage space) needs across the whole Council and identify options which are cost effective and meet the long term demands of the Council, include future proofing for additional demand. • The FRF currently facilitates the timely renewal of vehicles used to provide services across the Borough, these included: <ul style="list-style-type: none"> ○ Highways Maintenance ○ Street Cleansing ○ Waste Management ○ Adult Social Care ○ Childrens ○ Community Transport ○ Horticultural Services ○ Catering & Cleaning Services ○ Winter Maintenance ○ Street Lighting Maintenance ○ Security and Surveillance ○ Trading Standards ○ Environmental Health ○ HVE Building Services ○ Home Improvement Agency (HIA) 	<p>Out of Scope:</p>	<p>N/A</p>
<p>Constraints:</p>	<ul style="list-style-type: none"> • We are looking to replace current Municipal fleet with more sustainable solutions when they become available. However, it is clear that early generation technical solutions come with a premium cost which may make environmental choice more of a challenge • Increased cost of goods and materials, general unpredictability of market 		
<p>Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i></p>			

- Delivering good, well-maintained, and safe Fleet, which meets all operational needs within the available budget.
- Delivering safe operational base for service delivery and associated staff, storage, and maintenance of all council assets in order the Council can meet all statutory requirements.
- Reduction/Avoidance in costs and financial sustainability.

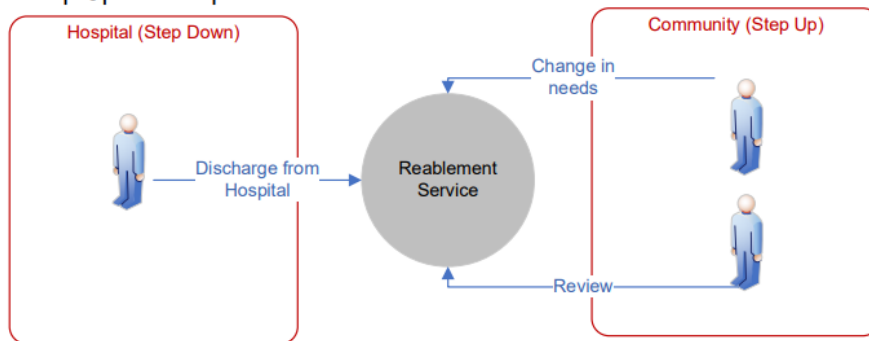
Interdependencies: (Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)

- Waste Collection Transformation Review changes to operations may result in changes to fleet requirements
- Digital Data and Technology (DDAT) Transformation Review - adoption of new digital technology to improve efficiency of service
- Community Transport Transformation Review - changes to operations may result in changes to fleet requirements

Project ID:	MT03	Project Name:	Intermediate Care
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Organisational Challenge Statement (Inc Local/services issues): The number of people being placed in long term residential care has continued to fluctuate and whilst the latest in-year projections have dropped to 400 per 100,000 population in 23/24 (a rate lower than the previous year at 433 per 100,000 population in 22/23) the spikes in activity during the year and subsequent costs have resulted increased costs on older people’s and physical disabilities residential care. The use of Intermediate Care and Reablement services (including our building-based assessment and rehab service at Rosedale) are a key lever in managing both demand and flow into long term service (step down) and escalation of need for people already supported to live independently (step up). See Figure 1 below.

Figure 1: Step Up and Step Down.



The challenge is fivefold:

- **Scale:** The volume of people who could benefit intermediate care support to maintain their independence or who could be supported back to the community from a hospital setting is only a proportion of the total number of people who currently benefit from this support.
- **Focus:** Reablement and Intermediate Care services are focussed on supporting older people back to independence / maintaining their independence in the community. Whilst the numbers are lower, there are people with a learning disability and enduring mental health need that would benefit from this support and ensure a more person-centred progression model and reduce the dependence on long term support.

	<ul style="list-style-type: none"> • Ensuring the data is accurate and timely with the need to develop a reliable dashboard for robust decision making and monitoring (including finance and forecasting evidence) with capacity to review the information to make the connections across services. • Interrelationships: Reablement and Intermediate Care services are intrinsically linked to many health services so defining and managing the scope of the project will be essential. • Technology: How can technology support both the efficiency and effectiveness of reablement to maximise independence but also to offer an enabler to support people to self-care and live independently. <p>Growing the capacity of the current offer and linking this into a pathway that works with the new older people residential framework and the new care at home and extra care frameworks (due to be commissioned by 01 October 2024). These will add value to the current service offer making the long-term package of care more resilient.</p> <p>Review of the Care at Home Service in 2023 included elements of the intermediate care / reablement service as an enabler for a sustainable contract for domiciliary care services (01 Oct 2024 – 30 Sept 2031). As a consequence, this project has identified an option to grow the service to encompass a greater number of people. The rationale and evidence for this option will need to be reviewed and considered alongside other solutions as part of the discovery phase of the project.</p>
<p>In Scope:</p>	<p>Review of mechanisms and services to support people living at home & avoiding the need for long term residential care. This will consider:</p> <ul style="list-style-type: none"> • Home care services • Care at home market, home care market (including discharge to assess) • Reablement Service & Rosedale Service. • Commissioning of future service requirements • Links to the developing Care and Health Innovation Zone to be identified in relation to research and innovation. <p>It will include:</p> <ul style="list-style-type: none"> • People being discharged through pathways 1 and 2. • People in the community whose support shows sign of failure. • People who are subject to review and may benefit from a period of additional reablement. • People in scope include all people over 18 with a diagnosis of dementia, learning disability,
<p>Out of Scope:</p>	<ul style="list-style-type: none"> • People being discharged on pathway 0 who have no package of care in place when they were admitted to hospital. • End of life placement • Continuing Health Care Placements • Health services commissioned by North East & North Cumbria Integrated Care System • Integrated Care Board delivered by North Tees Hospital Foundation Trust, Tees, Esk & Wear Valley Foundation Trust.

	<p>mental health and physical impairment.</p> <p>This will not review all of adult care but will influence spend across the whole service area</p>		
Constraints:	<ul style="list-style-type: none"> • Care at home and Discharge to Access (D2A) contract arrangements • Economic – Sustainability of the Care at Home and residential market as a direct result in reduced volume of referrals and reduction in package size because of this project to be reviewed. 		
<p>Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i></p>			
<ul style="list-style-type: none"> • More people living independently in their home • Care market sustainability - reduced demand will stabilise the current market, promoting quality in manageable demand. • Improved outcomes for the people being supported through reablement. • Pre and post assessment of wellbeing improvement 			
<p>Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i></p>			
<ul style="list-style-type: none"> • Re tenders for Care at Home, Extra Care and Older People residential Care retender. • Better Care Fund Programme. • Transformation Reviews: Early Intervention and Prevention, Customer Contact and Access to services and Administration and Business Services 			

Project ID:	MT04	Project Name:	Administration and Business Services						
Organisational Challenge Statement (Inc Local/services issues):	<p>The review will include Corporate Administration, Business Support, Mail and Courier Services and Receptions.</p> <p>Corporate Administration</p> <p>The centralised administration team is based in main council buildings and other offices in their locality using a hub and spoke model with three categories of support:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; padding: 5px;">Office Resource Hubs</td> <td style="padding: 5px;">Multi-skilled resource teams delivering council wide administrative support.</td> </tr> <tr> <td style="padding: 5px;">Specialist Resources</td> <td style="padding: 5px;">Service specific teams of pooled resources, providing specialist functions, may have some dependency on location and degree of interaction with service user/service.</td> </tr> <tr> <td style="padding: 5px;">Embedded Administration</td> <td style="padding: 5px;">Services closely working with a specific team, tasks that are location dependent and require face to face interaction with service users (e.g. receptions).</td> </tr> </table> <p>A full review of the functions carried out will be undertaken with a view to identifying if the functions carried out are needed; delivered in the most efficient way; and, best placed in individual service areas or in a centralised corporate team.</p> <p>Business Support</p>			Office Resource Hubs	Multi-skilled resource teams delivering council wide administrative support.	Specialist Resources	Service specific teams of pooled resources, providing specialist functions, may have some dependency on location and degree of interaction with service user/service.	Embedded Administration	Services closely working with a specific team, tasks that are location dependent and require face to face interaction with service users (e.g. receptions).
Office Resource Hubs	Multi-skilled resource teams delivering council wide administrative support.								
Specialist Resources	Service specific teams of pooled resources, providing specialist functions, may have some dependency on location and degree of interaction with service user/service.								
Embedded Administration	Services closely working with a specific team, tasks that are location dependent and require face to face interaction with service users (e.g. receptions).								

	<p>Some services across the Council incorporate their own business support teams and/or individual business support roles. The review will attempt to identify these and consider whether the functions link to, or are similar to, those carried out in the centralised corporate team. Where links/similarities are identified the review will identify if the functions are needed; delivered in the most efficient way; and, best placed in individual service areas or in a centralised corporate team.</p> <p>Mail and Courier Services</p> <p>Opportunities to streamline dispatch of and response to incoming mail, reduce outgoing paper mail and consider a hybrid mail solution as an alternative to current dispatch of mail.</p> <p>Reception Services</p> <p>The corporate administration service currently provides reception services for 6 council buildings. Reception services for Municipal Buildings is provided by customer services; reception services for Halcyon Centre/Dementia Hub are provided by adult services. The centralisation of office accommodation will reduce the need for reception duties. Future needs will be considered in the review.</p>		
In Scope:	<p>Review of organisation wide admin and business service functions including PA, Reception Services, Mail and Courier Services and all admin support. The review will consider:</p> <ul style="list-style-type: none"> • functions to be undertaken • customer access • use of technology • roles and responsibilities • structure alignment, future operating arrangements 	Out of Scope:	N/A
Constraints:	<ul style="list-style-type: none"> • Exiting contracts for equipment and resources 		
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>			
<ul style="list-style-type: none"> • Reduction/Avoidance in costs and financial sustainability • Clearly defined admin and corporate functions that fit well in a centralised team • Clearly defined specialist functions that can be placed in a specific team • The simplification and standardisation of processes, better utilization of Information & Communication Technology (ICT) 			
Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i>			
<ul style="list-style-type: none"> • All reviews included in Phase 1 of the Transformation Mission Programme 			

Project ID:	MT05	Project Name:	Debt Management
Organisational Challenge Statement (Inc	<p>The responsibility for corporate debt was included as part of the Revenues, Benefits and Welfare service within the last Senior Management review however at present collection of Council income is spread across the organisation depending on the type of income and means by which it can be collected.</p>		

<p>Local/services issues):</p>	<p>Xentrall Shared Services provides the means by which services can issue invoices with an automated recovery process up to and including final reminder before the debt is handed back to the service to progress further. Other debts such as council tax is collected via a billing and enforcement process set out in regulations.</p> <p>A review of income collection undertaken in the Revenues, Benefits and Welfare service considered the impact of Coronavirus on income collection for the income streams of council tax, business rates and overpaid housing benefit. A number of challenges have been identified:</p> <ul style="list-style-type: none"> • The review established that the pandemic brought about financial challenges for many residents and businesses; exacerbating problems of debt for those that have previously had difficulty in maintaining their financial commitments and placing those who have not previously experienced financial difficulties into a debt situation. • Debts built during that period have increased and many households and businesses are now impacted by the Cost of Living Crisis. • Processes for the management and reporting of debts and customer engagement is inconsistent ad reply on manual processes and various systems 		
<p>In Scope:</p>	<p>Review of organisation wide debt management functions, including:</p> <ul style="list-style-type: none"> • functions to be undertaken • customer access • roles and responsibilities • structure alignment, future operating arrangements • digitisation of process • the handling of enquiries, provision of debt advice and payment options and will link with the fees and charges review to understand opportunities for 'payment up front' and provision of grants and loans. • corporate requirements to respond to proof of debt for insolvency and breathing space regulations. • provision of welfare support and income maximisation across the council and the use of external providers. <p>All income streams will be included.</p>	<p>Out of Scope:</p>	<p>N/A</p>
<p>Constraints:</p>	<ul style="list-style-type: none"> • Legal / Policy – statutory service specific requirements to be fulfilled. • Economic – cost of living crisis impacting ability to repay debts 		
<p>Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i></p>			
<ul style="list-style-type: none"> • To maximise collection; • To minimise the cost of collection <p>Strategic Objectives to include:</p> <ul style="list-style-type: none"> • To reduce duplication in processes; • Improved efficiency, maximising opportunities to digitalise and automate processes • Support financially vulnerable households to maximise their income; • To minimise the potential for businesses to accrue debts; 			

- Improve the provision of co-ordinated debt, benefit and other advice;
- Provide accessible and consistent transactions for our customers;
- Protecting the Public Purse

Interdependencies: *(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)*

- Corporate Admin and Business Services Transformation Review– operating model may impact where functions are delivered.
- Customer Access - operating model may impact where functions are delivered.
- Early Intervention and Prevention – provision of support to households in financial distress, tackling issues that may result in debt.
- Fees & Charges – success reliant upon adoption of pay first approach to minimise accrual of debt.

Project ID:	MT06	Project Name:	Community Safety and Regulatory Services
Organisational Challenge Statement (Inc Local/services issues):	<p>Here in Stockton-on-Tees, the protection of our residents, legitimate businesses and visitors is of absolute importance. We take our duties in relation to community safety and regulation extremely seriously and as a result, we expect only the best of our services. Following recent service transformation in May 2022, our Community Safety Team, Environmental Health Service, Licensing and Trading Standards Services are now working collaboratively within a newly formed portfolio of services that also includes our emergency planning statutory functions. This collection of services are responsible for not only discharging the Authority’s vast and complex array of statutory duties, but to do so by ensuring Stockton-on-Tees is a place where people are healthy, safe and protected from harm – working in close partnership with our strategic partners across Stockton-on-Tees, regionally and nationally.</p> <p>Following the senior management review in 2023, these services within scope were brought together without changes to structures, responsibilities or any consideration of the services offered. As a result, over the past 12 months work has been undertaken to better understanding the levels of service offered and considerable thought given to better ways of working.</p> <p>There are therefore several key drivers for reviewing this grouping of services, with a view to rationalising leadership, aligning priorities and responsibilities, and ensuring services are on a strong footing to meet future legislative changes which have either recently been implemented or are due shortly.</p>		
In Scope:	<p>Review of all Community Safety and Regulatory Service provision within the authority with a view to rationalising leadership, aligning priorities and responsibilities, and ensuring services are on a strong footing to meet future legislative changes that have either recently been implemented or are due shortly. The review will also consider:</p> <ul style="list-style-type: none"> • Current & emerging statutory requirements • operational delivery/optimisation • digitisation of process and customer access 	Out of Scope:	N/A
Constraints:	<ul style="list-style-type: none"> • Upcoming legislative changes and therefore more statutory duties expected to be placed on services which add an element of uncertainty regarding capacity 		

Outcomes to be achieved: *(The impact of activities on the organisation/customers and/or the wider population)*

- Becoming a service that is ‘fit for the future’
- Prioritising the customer through a single front door approach
- A safer Borough
- Continually improving working relationships with Police and other agencies
- Reduction/Avoidance in costs, Increase in income and financial sustainability.

Interdependencies: *(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)*

- Safer streets policy
- Public Health (outbreak management)
- Partnerships & Communities Missions
- Transformation Reviews: Customer Contact and Access to services, Administration and Business Services, Debt Management, Fees and Charges

Project ID:	MT07	Project Name:	Community Transport
Organisational Challenge Statement (Inc Local/services issues):	<p>The Community Transport Service provides Home to School Transport provision as a statutory requirement and core service focus to and from mainstream, special educational needs (SEN) and looked-after children (LAC), as well as Adult Transportation to the Council’s two Adult Day Care Centres at Allensway in Thornaby and in Central Stockton.</p> <p>While significant effort has been taken over the years to ensure financial resilience, Community Transport has faced significant budget pressures due to a range of factors, specifically the impact of the ongoing global financial climate which has seen an inflationary increase in internal costs, the costs of all mainstream and SEN routes due to the increase in labour, fuel for SBC fleet vehicles, and other supply chain costs including the retendering of contracts for private transport operators.</p> <p>It is expected that costs are likely to increase in the future, therefore a key part of this review will be to consider the services we are currently providing and legislative requirements. It will consider opportunities to make better use of resources and interrogate supply options while appropriately driving down demand to arrive at a balanced and effective future delivery model.</p>		
In Scope:	<p>The review will consider policy, and delivery requirements to meet policy priorities and will include:</p> <ul style="list-style-type: none"> • Mitigating rising costs associated with community transport especially for those with complex needs while continuing to provide this service to vulnerable people • Exploration of journey geography to understand ‘high-cost placements’ to/from ‘out of Borough’ settings • Mitigating maximum capacity situations • Decision-making process for formulating home-to-school travel plans at SEND level to incorporate agreed future Community Transport revised policies • Links to Education, Health and Care Plans (EHCP) decision-making processes to ensure requests strictly relate to the codified policy • Wider sourcing and provision of transport 	Out of Scope:	<ul style="list-style-type: none"> • Five community bus routes also operate but are funded separately through City Region Sustainable Transport Settlements to support public transport throughout the Borough • All public transport

	<ul style="list-style-type: none"> • Exploration of independent/community “travel buddy” schemes in line with asset-based community development (ABCD) practices • Exploration of links to Motability benefits if an individual has been awarded: the higher rate mobility component of Disability Living Allowance, the enhanced rate mobility component of Personal Independence Payment or Armed Forces Independence Payment / War Pensioners’ Mobility Supplement and crossover with households also claiming a school transport place • Community Services enquiries as the central gateway to the service • Digital optimisation opportunities to reduce demand pressures and optimisation of service delivery 		
Constraints:	<ul style="list-style-type: none"> • Legal duties to provide a minimum level of service to specific children and adults as statutory requirements – as mandated in ‘Travel to school for children of compulsory school age – statutory guidance for local authorities’ (June 2023). • Aims set out in SBC’s Environmental Sustainability and Carbon Reduction Strategy 2022-2032 inc. net zero for greenhouse gas emissions by 2032 		
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>			
	<ul style="list-style-type: none"> • Reduction/Avoidance in costs and financial sustainability. • Improved partnership between SBC, the voluntary sector, individuals, and private transport companies • Optimising digital systems e.g. digital bus passes for service users and maximise routing software alongside improvements that reduce pressure on Customer Services and make better use of resources • Minimise Carbon Dioxide Equivalent (CO2e) 		
Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i>			
	<ul style="list-style-type: none"> • Volunteer Driver pilot scheme: pilot commencing January 2024 in partnership with Volunteering Matters (procured by Catalyst Stockton-on-Tees). • Fleet Management Transformation Review • Wider sustainable travel and parking may also contribute to enabling greater self-sufficiency for children and parents to achieve home-to-school travel. • Placement Sufficiency project within Children’s Services Transformation aimed at enabling more children to remain at their home and not be placed into long-term care, this may increase or reduce demand pressures on Community Transport. • Private bus operators – operational delivery changes may impact pressure and demand on SBC Community Transport provision. 		

Project ID:	MT08	Project Name:	Digital Data and Technology
Organisational Challenge Statement (Inc	<p>Background Responsibility for Digital, Data and Technology (DDaT) has evolved in the Council and is fragmented across 3 key functional areas with additional related pockets of activity within other Council services. Digital and Data are separate functions within the Council and the Technology function is part of Xentrall Shared Services.</p>		

Local/services issues):

Digital Services Group ensures that project activity is joined up and prioritised and provides a governance framework for the Council's ICT and Digital developments and procurements. However, the separation and blurring of leadership responsibilities and operational delivery can be inefficient and relies heavily upon collaboration.

We are experiencing challenges in attracting the capacity and skills in some aspects of activity, particularly relating to data and digital developments. We have overcome this to some extent by developing internal staff and recruiting apprentices, however our ability to progress rapidly and to exploit particularly specialist opportunities such as Artificial Intelligence and Rapid Process Automation is somewhat restricted.

The Transformation Powering our Future programme presents an opportunity to review the current approach with a view to strengthening the Council's position and recognising DDaT as strategic assets to support service performance and to enable the design and delivery of high quality, efficient, effective services.

In this review it is important to acknowledge the vital role of DDaT in the success of the Council's Powering Our Future programme to enable the following:

- Transforming the way we work as a council
- Transforming how our services work for residents
- Supporting business and employment growth
- Supporting community development

Services in Scope

Digital and Websites

The Council's Digital function was established in November 2017 to drive forward the Council's approach to customer focused digital transformation and to provide a modern omnichannel customer function. This function is responsible for:

- Design and development of the Council's websites and interactive online self-serve solutions
- Ensuring compliance of Council websites with legislation relating to Web Content Accessibility Guidelines (WCAG)
- Leadership, support and guidance to support the successful transition to new working practices and digital service delivery, including Microsoft 365 and other digital solutions
- System strategy, implementation, development and maintenance supporting the following functions:
 - Customer contact (Netcall Omnichannel Contact Centre Solution, including integration with the Council's telephony system)
 - Corporate land & property gazetteer
 - Community Services, Community Safety and Regulated Services (CIVICA APP)

All Council owned websites are bound by WCAG legislation and are subject to audits by the Cabinet Office. The following teams are in scope in respect of externally facing website content.

- Communications Function

This covers the main Stockton-on-Tees Borough Council website content and a range of subsites and is currently a shared responsibility between the Digital Services function and the Communications function. Digital Services are responsible for website design, development, information architecture and ensuring Web Content Accessibility Guidelines (WCAG) legislation and Communications are responsible for

the messaging and the ongoing currency, accuracy and accessibility of content.

The following teams are in scope in relation to website content for their specific team related websites: -

- Adult Learning and Skills
- Community Services – Crematorium website
- Public Health – Tees Valley Joint Strategic Needs Assessment website
- Libraries Websites
 - Children’s Book of the Year
 - Heritage Stockton
 - Picture Stockton
 - Libraries Catalogue
- Preston Park Museum and Grounds
- Tees Valley Safeguarding Board

Data and Line of Business Systems

The Council’s Strategy and Performance function has the following relevant responsibilities for data and systems. (some out of scope responsibilities of this function are not included for this purpose):

- Configuration, preparation and management of data sets from a variety of sources to enable performance analysis, research, intelligence and insight.
- Leadership for the Council’s use of data interrogation and analysis tools such as Power BI
- Implementation and management of the geographical information Geographic Information System toolkit
- System strategy, implementation, development and maintenance supporting the following functions:
 - Children’s social care (Liquidlogic Childrens Systems/Early Help Module)
 - Adults social care (Liquidlogic Adults Social Care System)
 - Education, early years and special educational needs (Capita One, to be replaced with Liquidlogic Early Years & Education System Jul-24)

The following functions develop and maintain their own applications:

- Xentrall Finance (Agresso)
- Xentrall HR (Resource Link)
- Revenues and Benefits (Civica)
- Planning (IDOX Uniform)
- Housing (HOAMS)
- Libraries Management (Spydus)

Technology

The Council’s ICT function is delivered by Xentrall Shared Services (in partnership with Darlington Borough Council) who are responsible for the following:

- Strategy, architecture and management of platforms, networks and end user devices
- Technical implementation of change projects, e.g. Microsoft 365
- Cyber security
- Business analysis and project management for ICT related projects
- Applications development
- Applications and database support and maintenance
- Incident and problem management of faults
- End user support (help desk)

	<ul style="list-style-type: none"> • End user training 		
<p>In Scope:</p>	<p>The organisation and delivery of DDaT related services delivered by the following functions (described in detail above):</p> <ul style="list-style-type: none"> • Xentrall ICT • Digital and Web Development • Strategy and Performance • Systems support in services across the Council. • Teams involved in the publication of external website content. <p>Identification of gaps in strategies, skills, platforms and tools required to establish and deliver an effective DDaT function</p> <p>Exploration of sharing opportunities with Darlington Borough Council (in conjunction with the SBC / Darlington Borough Council (DBC) Partnerships project).</p>	<p>Out of Scope:</p>	<ul style="list-style-type: none"> • Replacement of existing technology or line of business systems
<p>Constraints:</p>	<ul style="list-style-type: none"> • The partnership with Darlington in respect of Xentrall ICT Services. • The ability to fulfil statutory responsibilities relating to configurations and outputs from Digital solutions, websites and Line of Business Applications. • Availability of skills and capacity to fulfil all identified DDaT functions. 		
<p>Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i></p>			
<ul style="list-style-type: none"> • Strategic alignment of DDaT with Powering our Future Missions • Capacity and capability of DDaT is designed to meet the requirements of Powering Our Future Missions • Capacity and capability of DDaT is designed to fulfil statutory duties and operational service delivery. • Organisation of DDaT functions is optimised for strategic alignment and efficient delivery. 			
<p>Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i></p>			
<ul style="list-style-type: none"> • SBC / DBC Partnership Project (Partnerships Powering our Future) • Council Operating Model 			

Project ID:	MT09	Project Name:	Transitions to Adulthood
Organisational Challenge Statement (Inc Local/services issues):	<p>Currently Children’s Services provide support to children and young people until the age of 18 years (25 if they have SEND or are care leavers) after that age Adult Social Care will then provide support to the individual as an adult if an eligible care need is identified.</p> <p>However, there are individuals that will receive care and support from Adult Social Care from the age of 18 upwards if an eligible care need is identified. Importantly, planning will occur between children’s & adult services as an individual transitions from childhood to adulthood.</p> <p>There is a need to ensure that there is shared responsibility and focus on developing and implementing a ‘Preparing for Adulthood’ (PfA) pathway for those young people with complex needs, who may or may not qualify for Adult Social Care support by developing a plan that supports young people during their transition to adulthood.</p> <p>As part of this project a mapping exercise is needed to understand what currently happens regarding transition planning and develop a robust and consistent practice that is understood by Adults, Children’s Services, and relevant partners.</p> <p>The Care Act places a duty on Local Authorities to conduct transition assessments for children, their carers and young carers where there is a likely need for care and support after the child turns 18.</p> <p>The legislation delivers a clear message that agencies must work together to provide careful preparation, planning and communication to ensure that young people get the support they need so they can move from child to young person, to adult as seamlessly as possible.</p> <p>Partners across education, health and social care have a key role to play in helping all children and young people with a disability prepare well for the transition to adulthood.</p> <p>The key challenges as identified by the working group are:</p> <ul style="list-style-type: none"> • How can adult services learn about children with disabilities before they reach 18 years? • What is needed for an early identification of need at the most appropriate age to alert the adults specialist disability team that a young person is likely to need care and support? • What assessment process is needed to be developed that triggers the service depending on need for the young person? • How can the services know about a young person in advance of them needing support from adults for mental health & well-being? • Are there opportunities for joint commissioning and partnership continuity? • What are the thresholds – how do they differ between adults and children’s services? • Could Liquid Logic or relevant case recording system be used better to support transfer and sharing of information? Could a transitions module be added to into this? • What policies and procedures are needed to underpin the transition work? • Is there a consistent ‘Think Family’ approach to the needs assessment? • How are expectations managed during transitions for young people, families, and services? • How are legal services involved when assessing mental capacity for children and adults? 		

	<p>The data tells us, there are currently:</p> <ul style="list-style-type: none"> • 55 Children with disabilities age 15+ • 635 Children age 15+ with EHCP and expected annual review outcomes. • 49 Expected care leavers with identified additional needs age 18 – 25 years. <p>Not all these children/young people will need ongoing support. However, an established method for early identification is needed in order to ensure support is available to the right children/young people at the right time. This will help services to better plan and avoid difficulties escalating for the children/young people which then may require more intensive intervention.</p>		
In Scope:	<ul style="list-style-type: none"> • Design of a new PfA pathway • Establishment of new PfA function/team • Development of roles & responsibilities across the pathway • Special educational needs and disabilities • Partnership opportunities • Co-design of communications • Workforce development within Stockton across the pathway – Transitions Worker • Children’s Disability Team 	Out of Scope:	<ul style="list-style-type: none"> • At this stage, redesign of Health-led transition pathways (e.g., Child and Adolescent Mental Health Services (CAMHS) to Community Mental Health Teams (CHMT) • Additional ‘transition’ pathways, e.g. Leaving Care • Commissioning services to fill any gaps in the provisions - although it is expected this would begin once gaps are identified as part of business-as-usual commissioning
Constraints:	<ul style="list-style-type: none"> • Successful PfA transformation requires a strong partnership ethos and requires good joint working both within the LA between Adults, Children’s and SEND as well as wider services (e.g. Housing) and with partner agencies 		
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>			
<ul style="list-style-type: none"> • Reduction/Avoidance in costs and financial sustainability. • The transition pathway (PfA) should not be noticed by young people and their parents or carers • The PfA uses the national definition for describing complex needs • SBC has access to future needs information that shapes the market for the best offer 			
Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i>			
<ul style="list-style-type: none"> • Children in our Care Transformation Review • Early Intervention and Prevention Transformation Review • Community Transport & Active Travel: Independent Travel Training and independent travel are key ways to unlock independence • Any housing strategy related activity to ensure the requirements of young adults are appropriately captured • Any SEND transformation activity to ensure PfA outcomes are embedded • Any joint funding (Continuing Healthcare) related activity 			

Project ID:	MT10	Project Name:	Customer Contact and Access to Services
Organisational Challenge Statement (Inc Local/services issues):	<p>The Contact Centre within Customer Services provides the ‘front door’ for over 20 Council Services, including the Switchboard, Council Tax, Care for your Area, Bus Passes and Blue Badges. In the year to 31 March 2023, the Contact Centre handled 207,528 telephone calls, 52,944 emails and 12,116 face to face visits.</p> <p>A combination of interrelated factors is driving the need for a review of Customer Services, with the aim of designing a new operating model that will address existing performance challenges, as well as support the council’s broader strategic and financial sustainability objectives. These drivers include:</p> <ul style="list-style-type: none"> • council-wide efforts underway to close the projected budget gap and ensure financial sustainability, with identified opportunities to improve the use of available resources and operating arrangements within Customer Services for greater value for money and overall service quality. • increasing volume and complexity of customer support needs driven by the broader cost-of-living crisis and enduring effects of the pandemic. More customers are calling the Contact Centre during periods of distress and requiring multiple forms of council support, with an increasing proportion of customers experiencing homelessness. • performance deterioration in call wait times, with average wait times gradually increasing from previous years heightening the risk of poorer customer experiences and outcomes. This has improved recently but deterioration is still a major risk, primarily relating to workforce retention. • workforce retention challenges, with increasing turnover to experienced staff members to other parts of the council and other organisations. This is understood to be in part due to increasing demand and complexity of customer support requests, which can be distressing and fatiguing for staff. This is contributing to capacity constraints, service discontinuity for customers, and increasing training costs. • advancing technology solutions, with potential opportunities to further digitise elements of Customer Service operations, including elements of automation, use of customer insights, and predictive analytics to support resource allocation and more streamlined service delivery. • council aspirations to deliver more effective early intervention and prevention services, of which Customer Services will be a critical enabler as the ‘front door’ to many council services and the primary touchpoint between the council and the broader community. <p>The aim of this project will be to identify and implement a model of customer service across the organisations that supports the council in responding to these drivers of change.</p>		
In Scope:	<ul style="list-style-type: none"> • Customer Service operations and interfaces with other services 	Out of Scope:	<ul style="list-style-type: none"> • All other Council Services
Constraints:	<ul style="list-style-type: none"> • Council-wide alignment: Ensuring project delivery in line with broader PoF timing, aims, and scope. 		
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>			

Improved effectiveness in the delivery of Customer Services, as measured by:

- Reduced call wait times
- Reduction in call volumes
- Reduction in call handling times
- Reduction in calls relating to progress chasing
- Improved customer satisfaction

Interdependencies: *(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)*

Other Powering our Future work, including:

- Early Intervention and Prevention Transformation Review – will involve engaging customers that present themselves at the ‘front door’ and identifying risks that require additional support
- Administration and Business Support Transformation Review – admin teams are believed to act as a front door in some departments, therefore this would be within the scope of this project
- Digital Transformation – the council’s emerging programme of technology-enabled transformation may need to support implementation of some elements of the new model

Other areas:

- All services with a customer-facing element, whether the contact centre currently provides a service on their behalf or whether they provide some services directly
- Services that determine the Estates/places that customer contact can take place – e.g., Facilities, Estates, Libraries service

Project ID:	MT11	Project Name:	Early Intervention and Prevention
Organisational Challenge Statement (Inc Local/services issues):	<p>Creating the conditions for people in the Borough to be healthy and maximise their potential and providing support for them at the right place and right time, at the earliest opportunity is morally and ethically the right thing to do, reducing the social and personal cost to individuals, families, and communities.</p> <p>The increasing complexity of need is occurring at a time when costs for services are growing exponentially, and there are finite resources with children’s services seeing the biggest challenges as described in the recent Medium Term Financial Plan (February 24) and Powering our Future reports (January 24).</p> <p>Inequalities between wards in the Borough still exist and have widened due to COVID and increasing poverty. Whilst the long-term impact is unknown it is likely to result in a continued need for support/interventions.</p> <p>Drivers for change</p> <ul style="list-style-type: none"> • Reactive and fragmented support. • Limited agency amongst those who face biggest inequality (control and resources to help/do for themselves) • improvements needed to enhance better joined up working between agencies, communities, and individuals. • Inconsistent preventative action that is not clearly articulated. • Increase in costs to children’s social care. • Increase costs to adults’ social care. • The market for placements and care homes is expensive and precarious. • Increasing rates of children living in poverty. • Significant financial pressures. 		

- Increase need to support more People with significant complex needs.

The challenge

Effective support for residents should be:

- Identified early and systematically.
- Accessible to all and targeted based on need.
- In the right place at the right time (Including within their own community networks)
- Supportive of communities, families and individuals helping themselves
- Free from barriers to getting help.
- Proactive.
- Equitable.
- Based on best available research evidence and views of local people

The breadth and scope of opportunities for early intervention is significant. A key part of the project will be to understand need and identify and prioritise opportunities for prevention and early intervention across the organisation. In addition, we will agree a programme of work based on best practice and the evidence of what works within the confines of current resources and capacity. Taking an approach of prevent, reduce, delay as a method of demand management.

Stockton-on-Tees Borough Council will require significant cross-organisational change to achieve the core tenets of an early intervention and prevention model:

- Keeping people and families well and thriving by preventing or mitigating the need for complex interventions and, as a result, reducing avoidable costs for complex/statutory services.
- Shifting the balance of Council resources upstream towards preventative activities that tackle the root causes of more complex issues for households.
- Understanding data, research evidence and insights to proactively identify opportunities for prevention and to forecast future demand and need.
- Working with and supporting those likely to be at the cusp of requiring intervention, reducing the needs for services.
- Building resilience and capacity for individuals, their households, and their community by enabling individuals to support themselves, fostering independence and delaying the need for Local Authority intervention.
- Providing support in a way which puts the individual’s goals and aspirations at the centre.

In Scope:

Activity for prevention and early intervention needs to occur across various domains and levels. Therefore, the scope should consider:

- Early intervention and prevention services, including the front door to support (Access to support is more than the front the door, how people get through to services, beyond the traditional 'front doors' wherever we have customer facing functions e.g. Fairer Stockton social spaces)
- Whole system/ Cross-organisational change through policy, procedures, and workforce development
- Collaboration and partnership working across the organisation and with communities

Out of Scope:

- Tertiary service provision for those at the acute end of need, although insights/learning may inform prevention planning.

	<ul style="list-style-type: none"> • Data, insights and intelligence for planning and targeting of interventions 		
Constraints:	<ul style="list-style-type: none"> • Large scale change in a complex and dynamic environment in which business as usual is important and there are a number of significant interdependences mean that timescales to refine, develop, implement and evaluate will be longer than 12- 18 months • Different services within scope may be under contractual arrangements which will need to be considered. 		
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>			
<p>More people are able to access and receive the right support at the right place and time leading to:</p> <ul style="list-style-type: none"> • Improved outcomes for people receiving support • Better collaboration and joint working, reducing service and organisational barriers/silos. • A reduction in demand for acute/specialist services, therefore reduction in costs in this area • Better use of organisation wide resource and assets, skills, capacity and knowledge focused around EIP including the workforce. • Increased capacity for community based/led support 			
Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i>			
<p>All current transformation reviews are likely to interface and align with EIP workstream. However, there are some critical system links:</p> <ul style="list-style-type: none"> • Children in our Care • SEND • Customer services <p>Across the powering our futures programme the Communities mission and Colleagues mission will also be critical interdependencies and fundamental to the success of the project.</p> <p>Early intervention and prevention have the potential to interface across the organisation and will require a further review once the define phase has been completed.</p>			

Project ID:	MT12	Project Name:	Fees and Charges
Organisational Challenge Statement (Inc Local/services issues):	<p>As has been well documented, Local Authorities are facing significant financial pressures, driven by a myriad of factors ranging from inflation, increasing demand for key services, the cost-of-living crisis and uncertainty over the medium-term funding landscape. Stockton-on-Tees Borough Council is no exception, and this was articulated in the December and February MTFP reports taken to Members as part of the budget and Council Tax setting process.</p> <p>External Fees and Charges are an income source for Stockton-on-Tees Borough Council and as such there is the need to ensure that these are maximised from a financial point of view, but also that they are proportionate to the cost of the service and have some consideration of the market they are operating in.</p> <p>Historically, prior to 23-24 financial year the changes to prices were left to the individual services to set on an annual basis. Some of these remained static over a number of years and others had small amendments. For 23-24 and 24-25 a corporate uplift of 7.5% and 6.7% was allowed for within the MTFP (Linked to inflation) and services were asked to facilitate this except for in extenuating circumstances.</p> <p>As a consequence of the above the following challenges exist:</p> <ul style="list-style-type: none"> • The Council does not have a formal, publicly available fees and charges policy. • Information on how we compare, from a charging perspective to other Local Authorities is piecemeal – both in terms of rates we charge and services that we may not charge for, but others do. • There is not a clear and consistent understanding of the cost to deliver some services against what level of income is generated through charging. <p>Addressing these challenges will present an opportunity to generate additional income to address the financial pressures outlined in the opening paragraph.</p>		
In Scope:	<p>External Fees and Charges (Where there's ability to set locally) – such as:</p> <ul style="list-style-type: none"> • Charges to Schools and academies • Charges to businesses and service users • Charges to other Public Sector bodies 	Out of Scope:	<ul style="list-style-type: none"> • All other sources of income to the Council e.g. grant income; partnership funding; Council Tax; business rates; Service Level Agreements; NHS income • Fees and charges whereby the rate is NOT determined locally. • Review of viability of commercial services
Constraints:	<ul style="list-style-type: none"> • All recommendations approved prior to November 2024 for MTFP report. • Legal / Policy – Possible consultation required to enact some changes. • Economic – Cost of living impact on ability of individuals or organisations being unable to pay. 		
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>			

- Increase in income and financial sustainability for paid for services
- An understanding of individual services fees and charges and how these compare to both other LA's and market competitors.
- A corporate awareness of fee funded services that are subsidised by the Local Authority and to what extent.
- A transparent policy whereby information is publicly available on a granular level.

Interdependencies: *(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)*

- Debt management Transformation Review
- Admin and Customer Service Transformation Review
- Community Safety and Regulatory Services Review

Project ID:	M13	Project Name:	Children in our Care
Organisational Challenge Statement (Inc Local/services issues):	<p>Stockton-on-Tees has a Children Looked After (CLA) population of 133 per 10k children population compared with a statistical neighbour average of approx. 82 CLA per 10k making the Borough a significant outlier in terms of the number and therefore cost of CLA.</p> <p>There are currently 587 of children within the Borough experiencing care. As per the national picture, overspend on placements is putting pressure on the Children's (and wider council) budget and several contributing factors have been identified:</p> <ul style="list-style-type: none"> • Rising numbers of children in care with an increase of children who require specialist provision that can support complex needs, • The need for more targeted & needs-led Edge of Care provision, • Commissioning, data and monitoring of placements, • An ageing cohort of (in-house) Foster carers, • Increasing numbers and costs of Independent Fostering Agencies (IFAs), • Previous lack of focus on reunification and High numbers of children subject to care orders and living at home with parents, • Numbers of 15/16/17-year-olds entering the care system, • Inconsistency in the quality of practice. 		
In Scope:	<ul style="list-style-type: none"> • Review of current placement operational and social work assessment practice and financial position including fostering, reunification, and edge of care processes and stable loving homes strategy. • Commissioning, procurement, and partnership arrangements. • Potential development of Spark of Genius • It covers all placement provision as outlined below: <ul style="list-style-type: none"> – Children's Homes – Foster Carers – Staying put/supported lodgings 	Out of Scope:	<ul style="list-style-type: none"> • Restructuring of senior leadership team • Adolescent and MACE Teams/Function • Delivery of the Strengthening Services Plan

	<ul style="list-style-type: none"> – Independent Fostering Arrangements (IFA) – Special Guardianship Order (SGO) – Child Arrangement Order – Supported Accommodation 		
Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i>			
<ul style="list-style-type: none"> • The number of children in our care reduces, and more children stay in their family home. • Where children are placed in our care, it will ensure that placements are cost effective and meet the required standards and agreed needs of the child. • Reduction in costs and financial sustainability. 			
Constraints:			
<ul style="list-style-type: none"> • Market conditions/forces - Shortage of appropriate placements and significant costs. 			
Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i>			
<ul style="list-style-type: none"> • Strengthening service plan • Transformation Reviews: Customer Contact and Access to services, Administration and Business Services, Community Transport, SEND/High Needs, Early Intervention and Prevention • Colleagues Mission: Workforce planning recruitment and retention projects. • Commissioned work: <ul style="list-style-type: none"> ○ Review of the child’s voice within our internal residential Homes ○ Practice and quality assurance (with a workforce training and development aspect) ○ Reviewing high-cost cases that require joint funding from Health partners. • Partnerships – existing partnerships with health (e.g. Health Visitors), schools, Early Years providers, and wider groups will have a role to play in the new model (e.g. early diagnosis through visits). 			

Project ID:	MT14	Project Name:	SEND/High Needs
Organisational Challenge Statement (Inc Local/services issues):	<p><u>Background</u></p> <p>The council has a statutory duty to support children and young people educated in the borough that have special educational needs and disabilities (SEND). The Local Offer sets out what support is available for children with SEND.</p> <p><u>Drivers of change</u></p> <p>The following factors are driving a need for the Council to re-shape its offer to children and young people with SEND:</p> <ul style="list-style-type: none"> • Rising demand – both nationally and in Stockton-on-Tees there is a trend of increased numbers of children and young people being diagnosed as having SEND, particularly in the Early Years (0 – 4 years) group. • Mainstream provision needs to support earlier identification of children with SEND and be part of early help and support for children and their families, this fits within the ambition for a wider and more inclusive support. • Specialist SEND provision – the Council does not have enough specialist school places to meet the needs of several of the largest cohorts of children with SEND (e.g. Profound 		

and Multiple Learning Disabilities, Specific Learning Disorders and Autism Spectrum Disorder).

- Constraints to expanding provision – the Council will find it difficult to expand existing schools or create new provision. It cannot open new special schools unless they are Free schools with a Multi-Academy Trust (MAT) to run them.
- Out of borough provision – as a consequence of the shortfall in SEND provision, we have children travelling out of borough to suitable schools which adds additional expense to the transport budget but also additional time to the school day for children whilst they are travelling.
- Funding deficit – the Council currently has a Dedicated Schools Grant (DSG) deficit, and this needs to be reduced which is challenging especially as service demand and high needs expenditure continues to increase.
- Parental satisfaction is highly important and will need careful and continued monitoring, this is also part of the developing Delivering Better Value (DBV) communications strategy including positive engagement with the Stockton-on-Tees parent carer forum. The strategy is looking at best practice in other Local Authorities and is seeking to share key learning. The DBV communications strategy is being supported with a children and young people engagement plan.
- Partnership arrangements – although the Council works in partnership with a variety of local bodies, groups and practitioners (e.g. Education Psychology), there is an opportunity to enhance this to further improve the overall offer to children and young people with SEND.

Aims of the project

This project aims to tackle the current challenges faced by the service by:

- Becoming better at identifying SEND earlier in childhood so that appropriate support is offered and the contribution to good outcomes is maximised.
- Improving the support offer to practitioners that support children with SEND such as teaching staff, social workers, and healthcare professionals (consideration needs to be given re: options for parents to get advice and guidance).
- Providing a clearer offer of support to families and schools for SEND.
- Ensuring EHCPs align to current pupil education need.
- More consistent decision-making and transparent funding for schools that reflects the broad range of activities/interventions schools provide to support a child’s learning.
- Increasing SEN EHCP capacity in the Boroughs mainstream primary/secondary schools and Post 16.
- To reduce the DSG deficit by reducing overspend on the High Needs Block Budget.
- Ensure this is aligned with and linked to the interdependencies in other relevant projects.

In Scope:

- Right-sizing specialist provision to match the current and projected future needs of children and young people with SEND.
- Establishing an Inclusion support line – that provides specialist support to practitioners that work with children and young people with SEND.
- Education support offer to schools – focused and targeted support

Out of Scope:

- Some of the early help developing model may fall within the Early Intervention & Prevention project, however there are clear interdependencies with this work stream so will need to be linked as appropriate
- Statutory Health and Social Care offer

	<p>offered by the specialist education service to schools.</p> <ul style="list-style-type: none"> • To redesign the Top Up/Element 3 funding that schools receive in order to meet the current needs of a child who has an EHCP. • SBC maintained schools, free schools and academies • Redesign of High Needs Banding • Delivering Better value for pupils • Continuing Professional Development for school leaders and Children’s Services • The existing Education and Healthcare Planning process • Any future SEN support offer for professionals • Capital development • Review of Alternative Provision and Specialist Support • Post 16 support offer 		<ul style="list-style-type: none"> • This is based on best practice and is closely linked to the current DBV work so there is a clear need to continue to develop this and is not dependent on the success of that particular work stream
<p>Constraints:</p>	<ul style="list-style-type: none"> • This project will need to ensure the Council is fulfilling its statutory and legal obligations around SEN support 		
<p>Outcomes to be achieved: <i>(The impact of activities on the organisation/customers and/or the wider population)</i></p>			
<ul style="list-style-type: none"> • Demand for High Needs funding will reduce • Reduction/avoidance in costs and financial sustainability. • SEN pupils will access earlier support which is better aligned to their needs • Fair and equitable High Needs Banding system 			
<p>Interdependencies: <i>(Work within other tasks/projects both in the POF or wider organisational activity that has a potential to impact the project progress or sequence of activity)</i></p>			
<ul style="list-style-type: none"> • Community transport transformation review – as part of the EHC planning process the SEND team develop a support offer for cases around home-to-school transport. The outcome of this process directly affects the cost of transport provision as it specifies what support will be offered. • Early Intervention and Prevention transformation review– this project will be developing a whole-Council (and potentially partners) early intervention and prevention support offer to residents in the borough. There may be some overlap between the aims and scope of both projects, given that they aim to identify and support children as early as possible • Children in our Care transformation review – children placed out of borough with SEND or complex needs will need support • Transitions to Adulthood transformation review – a portion of these children and young people will require social care support during adulthood so will form part of the remit of a future Transitions service • Partnerships – existing partnerships with health (e.g. Health Visitors), schools, Early Years providers, and wider groups will have a role to play in the new model (e.g. early diagnosis through visits) 			

Appendix 3- Workforce Strategy

Draft Workforce Strategy



Foreword by Mike Greene, Chief Executive

The 'Powering Our Future' programme is at the heart of our workforce strategy. The programme is designed to transform our services, improve the well-being of our residents, and strengthen our local economy. To realise this vision, we depend on a workforce that is not just talented and resilient, but wholly committed to enhancing and improving the quality of life for everyone in our borough.

We are building on a solid foundation, as the feedback from our IIP Employee Survey shows we have organisational strengths in leadership, managing performance and work, and delivering continuous improvement. However, we are not complacent, and I am keen to unlock even more potential within our workforce. We are confronting regional and national challenges head-on, from recruitment and retention to skill shortages and the economic strains of living costs and pay issues. The 20% reduction in our workforce over the last 12 years, together with an increased demand for our services has further strained our resources. To address these challenges, our workforce strategy and associated Colleagues Powering Our Future plans look to invest in our employees and working environment. Our goal is to nurture, attract and retain a workforce that collaboratively strives, alongside our partners and communities, to reshape services and enhance lives.

It is important that this strategy is regularly reviewed and updated as our ambitions and priorities develop to ensure our workforce always feel supported and able to meet the challenges of the future.

WHAT IS OUR VISION FOR OUR WORKFORCE?

Our workforce will be equipped to deliver our overarching Mission Statement for the Council, to:

Be a bold, brave and innovative Council. Together with our partners we will make sure Stockton-on-Tees is a fair and equal place, where everyone is proud to live and work, where our communities flourish and people feel they belong. We want everyone in our Borough to participate in building a brighter future for all of us.

Our vision is to have a talented and diverse workforce committed, engaged and empowered to deliver the Council's priorities and ambitious Powering Our Future Programme.

Our talented workforce will step up to the challenging budget situation by using their knowledge and skills to work with our partners and communities in innovative, adaptable and dynamic ways with the best interests of our residents being the focus of everything they do.

Our colleagues will be empowered to work together and do the best they can for our communities.

OUR CONTEXT

Challenges

Several factors influence our capacity to deliver on the "Powering Our Future" priorities:

- Our workforce has reduced by over 20% in the last 12 years.
- Over this period there has been limited investment in developing our employees.
- We are an ageing workforce and have skills and knowledge gaps across the organisation;
- We have difficulty in attracting and retaining employees in various key roles – a regional and national issue;
- Attracting and retaining the talent of the future is a key challenge - the local government workforce is under-represented by younger people, and this is reflected in our workforce profile.
- The pandemic has changed the way we work - we want to ensure we take advantage of new ways of working whilst ensuring that collaboration, engagement and support are still at the heart of what we do;
- Local Government is facing financial challenges and we cannot continue to do "more of the same"; we need to challenge why and what we are doing and ensure that the services we support and directly deliver have the required impact.

Notwithstanding this we have a committed workforce that has a strong sense of belonging to the Council and pride in delivering the best services we can for the people of the borough.

Powering Our Future Programme

The Powering Our Future programme is a long-term vision for the future of Stockton-on-Tees. It's a new way of working for the Council which puts more of a focus on our communities and how we work with them to improve outcomes.

Councils across the country are seeing reduced budgets for public services and increased demand from residents who have been hit by the increased cost of living.

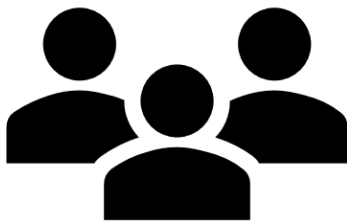
Powering Our Future will empower communities to set shared ambitions and a collaborative approach to meet local needs. This will mean working with communities and our partners to build on existing strengths within both geographical and special interest communities like sports clubs, religious networks, or neighbourhood groups.

Powering our Future sets an outcome-focused direction for the Council and is based around 5 key areas:



Our workforce is key to delivering our ambitious Powering Our Future Programme and this Workforce strategy sets out our workforce priorities which will be delivered through the Colleagues Powering our Future Mission.

Our Workforce Profile



3,204

Employees

2,621.5 FTE



31.8%

Male

68.2%

Female

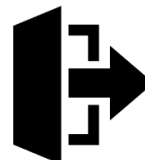


10.1 days

Lost per FTE

26,154 Days

2,911 Occurrences



12.6%

Turnover

2.2% Turnover –
Under 1 year
service

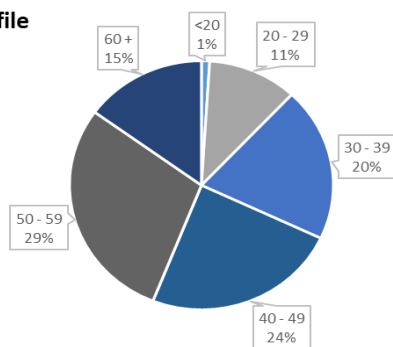
FTE standing for Full Time Equivalent

Data above is taken at 30th September 2023, with the exception of Sickness & Turnover which is for the financial year April 2022-March 23

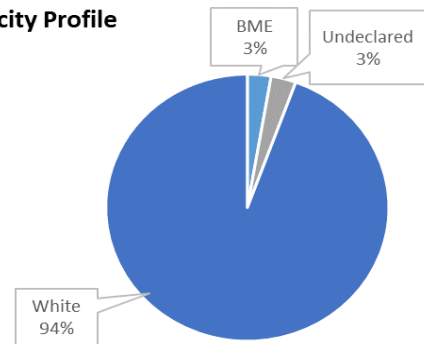
Investors In People Employee Survey and Assessment (2023)

The IIP employee survey (IIP) and assessment highlighted the potential of our organisation to be exceptional within its sector. There is still a journey to progress, but we are in the top quartile for similar organisations in 5 out of the 9 indicators.

Age Profile



Ethnicity Profile



The assessment also recognised our potential to build on the following:

- The embedded aspects of our culture including strong relationships between staff and their managers, a clear commitment to continuous learning, and the strength of many of our people processes.
- The opportunities that the strategic actions based around Powering our Future bring to connect colleagues and plans together, so they build momentum behind a journey to high performance.

Through our Colleagues Powering Our Future work strands, we will incorporate actions and improvements to take us on our journey to exceptional.

HOW WILL WE DELIVER OUR VISION?

To achieve our vision and using the insight from our workforce profile data, employee survey and feedback we have identified 7 priorities which will drive our workforce action plan.



Priority 1: A strong organisation culture

As we embark on delivering our ambitions for Powering Our Future, it is timely to review and refresh the culture of the organization, to ensure that our values and behaviours align with Powering Our Future priorities.

In particular, the success of the Powering our Future Programme including the transformation of services requires our employees to be bold, brave and innovative, to feel empowered, ready and willing to be part of and lead on change. We also need to be resilient to the inevitable challenges that working in the public sector brings whether political, legislative or social change, to ensure that what we do positively impacts on our residents.

We will ensure our employees have the right behaviours as well as the right tools, skills and support to respond and engage positively to change and that we all understand the community and social impact that we have.

By connecting our refreshed organisational culture to our programme, plans, colleagues, policies and activities such as recruitment and management development we can embed and live our workforce culture.

Priority 2: Effective Employee Communication and Engagement

Effective communication and engagement at all levels, is key to being a successful organisation. It can ensure that colleagues understand corporate priorities and messages, facilitate team working and help our employees understand the context of change. A communication focus on Powering our Future will be fundamental to transformation and the success of the programme.

In addition to our active employee networks, increasing opportunities for our employees to get involved and have a say in Council activity, it is important to ensure employees feel empowered to put their ideas and suggestions forward.

We will ensure a range of employee engagement events are held on a range of topics, from health and well-being to sporting events, is also important for team building, networking, disseminating information and most importantly making our employees feel valued and supported.

Our recognised Trade Unions are particularly important partners in ensuring effective communication and engagement. Our relationships with our Trade Unions are strong with regular and open discussion and we will ensure this is maintained.

We will also celebrate success. Recognising and rewarding high performance makes colleagues feel that their work and efforts are valued and increases motivation. We will build on our internal Star Awards and Customer Service Excellence Awards and actively promote individual, team and service achievements regionally and nationally.

However, it is not just about formal recognition, we will ensure our everyday behaviours include praise and recognition for a job well done so that we are valued as individuals and teams on a day to day basis.

Priority 3: Smart Working

We will be bold, brave and innovative in the way we work to meet future challenges and demands and to deliver the right and best services that we can for our communities. We will work more collaboratively with our stakeholders, including our communities and organisational partners driving continuous innovation and improvement, whether through service changes or challenging and changing working practices. We will challenge our working practices to ensure they are efficient and effective and reduce “red tape”.

Having the right tools and working environment to do your job is essential to be high performing and for employees to feel valued and supported. We will embrace new technology, have the right working environments including the flexibility as to where we work where possible, accessible systems and processes.

All of these contribute to being able to effectively and efficiently do our jobs, but we must never lose sight that our priority is to meet the needs of our residents and business needs of the Council.

Priority 4: Attract and Retain a Diverse and Talented Workforce

Skills shortages and recruitment challenges are national and regional issues. It is important that we are competitive with other employers whilst understanding that we are part of national local government pay negotiations and terms and conditions.

Being competitive however, is not just about pay, it's about our total employer offer; an engaging recruitment process, our employee benefits, our investment in personal development, career pathways, working environment and much more.

We will promote our borough as a place to live and work, review our recruitment processes, improve our employee benefits, develop different opportunities for starting a career in local government as well as career progression within our organisation to be attractive and retain a talented workforce.

We also aim for our workforce to represent the communities that we serve and therefore we need to continue to attract and support inclusion and diversity in our workplace.

Priority 5: A Happy and Healthy workforce

We recognise that our greatest asset is our workforce and looking after our employees' health and wellbeing is a key priority for the Council. We will make every effort to ensure there are appropriate, proactive and accessible resources to keep staff well and ensure that everyone supports and pays attention to their own as well as their colleagues wellbeing.

Our Employee Health and Wellbeing Strategy vision is for:

- A healthy and motivated workforce
- A safe and healthy working environment
- Employees to feel supported, especially at difficult times.

We will ensure that supporting our colleague's health and wellbeing is part of what we do, and we will ensure that we have services and support in place for all employees.

Priority 6: Effective Workforce Planning

To ensure we have a workforce fit for the future we will embed improved workforce planning across our organisation so that we understand our workforce profile, including skill gaps. We will have plans in place, including succession planning to address future demands. We will ensure our workforce data is reliable, real time and accessible and that using workforce data becomes part of a performance management framework for our managers, services and directorates.

Priority 7: Development Opportunities for our Workforce

Over the last 10 years there has been a lack of investment in developing skills and knowledge that are unrelated to specific continuous professional development requirements, particularly formal training to support our employees to develop their management and leadership skills. Providing our employees with more development opportunities will support retention, succession planning, and ensure we have future leaders and a workforce willing and able to meet future demands.

Development linked to the Powering our Future Programme will be a key area of focus to ensure that our employees have the capability, resilience and skills to develop and transform how we work with our communities and partners.

WHAT WILL SUCCESS LOOK LIKE?

We will be:

- A Great Place to Work

Our employees feel that they are valued, informed and involved. We all have the right working environment and tools to effectively and where possible, flexibly undertake our work.

- An Employer of Choice

We have the reputation as an Employer that you want to work for. We can attract and retain a talented, happy and healthy workforce.

- A Workforce Fit for the Future

Workforce planning underpins our people planning processes helping to build resilience within our teams and anticipate change effectively. Our workforce has the right skills to effectively undertake their job roles and are best placed to adapt and lead change in the workplace. Our future managers and leaders are equipped and ready to take the next step in their careers. We have a workforce that is resilient and able to positively challenge and lead change to meet the future needs of our residents and respond to internal and external pressures that we have.

MEASURING OUR SUCCESS

We will measure our success through a variety of ways including HR performance measures but the most important will be what our employees tell us.

We will obtain feedback from our employees through surveys including Investors In People Employee survey and exit interviews, employee networks, focus groups and accreditations such as Customer Service Excellence and Better Health at Work Award. We will also measure our success through a suite of performance indicators including turnover, sickness absence, vacancy rates, agency worker and apprenticeships rates.

We will communicate progress via internal communication channels (Mike Live, KYIT, Team briefings) making sure employees can access information in ways that are most appropriate for them.

We will review and update this strategy annually to ensure it continues to support the priorities for our workforce, our Council and our residents.