

CABINET ITEM COVERING SHEET PROFORMA

AGENDA ITEM

REPORT TO CABINET

15 FEBRUARY 2018

**REPORT OF SENIOR
MANAGEMENT TEAM**

COUNCIL DECISION

Leader of the Council – Councillor Bob Cook

THE COUNCIL PLAN 2018-21

1. Summary

This report presents a draft Council Plan for 2018-21, prior to it being submitted for Full Council approval.

2. Recommendations

1. Cabinet endorse the draft Council Plan for approval by Full Council.

3. Reasons for the Recommendations/Decision(s)

The Council Plan is one of the key policy documents within the Council's Constitution.

4. Members' Interests

Members (including co-opted Members) should consider whether they have a personal interest in any item, as defined in **paragraphs 9 and 11** of the Council's code of conduct and, if so, declare the existence and nature of that interest in accordance with and/or taking account of **paragraphs 12 - 17** of the code.

Where a Member regards him/herself as having a personal interest, as described in **paragraph 16** of the code, in any business of the Council he/she must then, **in accordance with paragraph 18** of the code, consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest and the business:-

- affects the members financial position or the financial position of a person or body described in **paragraph 17** of the code, or
- relates to the determining of any approval, consent, licence, permission or registration in relation to the member or any person or body described in **paragraph 17** of the code.

A Member with a personal interest, as described in **paragraph 18** of the code, may attend the meeting but must not take part in the consideration and voting upon the relevant item of business. However, a member with such an interest may make representations, answer questions or give evidence relating to that business before

the business is considered or voted on, provided the public are also allowed to attend the meeting for the same purpose whether under a statutory right or otherwise (**paragraph 19** of the code).

Members may participate in any discussion and vote on a matter in which they have an interest, as described in **paragraph 18** of the code, where that interest relates to functions of the Council detailed in **paragraph 20** of the code.

Disclosable Pecuniary Interests

It is a criminal offence for a member to participate in any discussion or vote on a matter in which he/she has a disclosable pecuniary interest (and where an appropriate dispensation has not been granted) **paragraph 21** of the code.

Members are required to comply with any procedural rule adopted by the Council which requires a member to leave the meeting room whilst the meeting is discussing a matter in which that member has a disclosable pecuniary interest (**paragraph 22** of the code).

AGENDA ITEM

**REPORT TO
CABINET**

15 FEBRUARY 2018

**REPORT OF SENIOR
MANAGEMENT
TEAM**

COUNCIL DECISION

THE COUNCIL PLAN 2018-21

SUMMARY

This report presents a draft Council Plan for 2018-21, prior to it being submitted for Full Council approval.

RECOMMENDATIONS

1. Cabinet endorse the draft Council Plan for approval by Full Council.

DETAIL

1. The Council Plan sets out the vision and key objectives of the Council. It aims to provide clarity and focus for Councillors, managers, staff, members of the public and partners about the Council's ambitions. The full Council Plan is attached at Appendix 1.
2. The Council Plan summarises the Council's strategic position over the next 3 years and is reviewed and approved annually by Cabinet and Full Council. Cabinet receive six monthly update reports that contain key indicators plus key announcements and developments.
3. The Council Plan describes the Council's Vision and Key Objectives across eight themes.

ECONOMIC REGENERATION AND TRANSPORT	ENVIRONMENT AND HOUSING
COMMUNITY SAFETY	CHILDREN AND YOUNG PEOPLE
HEALTH AND WELLBEING	STRONG COMMUNITIES
ADULTS	ARTS, CULTURE AND LEISURE

4. The Council Plan describes the Council's four policy principles that support our decision making.
 - Protect the vulnerable
 - Create economic prosperity
 - Tackle inequality
 - Help people to be healthier
5. The Council Plan is fully aligned with four key supporting plans, for which Cabinet receive quarterly update reports containing key indicators plus key announcements and developments:
 - a. Finance - The Medium Term Financial Plan (MTFP) summarises the Council's financial position over the next 3 years and is reviewed and approved annually by Cabinet and Full Council.
 - b. Economic Growth - The Economic Strategy sets out the Council's long term vision and ambitions in relation to economic growth and is reviewed and approved annually by Cabinet. The Economic Growth Plan sets out what will be delivered in the next 3 years to deliver the outcomes and ambitions in the Economic Strategy and is also reviewed and approved annually by Cabinet.
 - c. Adults - The Adult Social Care Strategy: Promoting Independence sets out what will be delivered in the next 3 years to deliver the Council's outcomes and ambitions in relation to adults social care services and is reviewed and approved annually by Cabinet.
 - d. Children - The Children's Services Strategy sets out what will be delivered in the next 3 years to deliver the Council's outcomes and ambitions in relation to children and young people and is reviewed and approved annually by Cabinet.
6. Discussion sessions have been organised for the 14th and 16th February 2018, for elected members to discuss the Council Plan alongside the Medium Term Financial Plan.
7. The full version of the Council Plan will be published on the Council's website following approval by Full Council.

COMMUNITY IMPACT IMPLICATIONS

This report covers the Council Plan. The Council Plan summarises the Council's strategic position over the next 3 years and describes the Council's Policy Principles, Vision and Key Objectives. The Council Plan, whilst covering all of the Council's services, does not include any policy changes and there are therefore no community impact implications as a direct result of this report.

FINANCIAL IMPLICATIONS

This report covers the Council Plan. The Council Plan summarises the Council's strategic position over the next 3 years and describes the Council's Policy Principles, Vision and Key Objectives. This report is aligned with the Council's Medium Term Financial Plan although there are no financial implications as a direct result of this report.

LEGAL IMPLICATIONS

This report covers the Council Plan. The Council Plan summarises the Council's strategic position over the next 3 years and describes the Council's Policy Principles, Vision and Key Objectives. There are no legal implications as a direct result of this report.

RISK ASSESSMENT

The development of the Council Plan is categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce the risk.

CORPORATE PARENTING IMPLICATIONS

There are no corporate parenting implications as a direct result of this report.

COUNCIL PLAN POLICY PRINCIPLES

This report covers the Council Plan. The Council Plan summarises the Council's strategic position over the next 3 years and describes the Council's Policy Principles, Vision and Key Objectives. This report therefore covers all of the Council Plan Policy Principles.

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Education related Not specifically

Background Papers: None

Ward(s) and Ward Councillors: N/A

Property: N/A

Big Plans, Bright Future

COUNCIL PLAN 2018-21

FOREWORD

In thinking about writing the foreword for this Council Plan we reflected on what was included last year and many of the statements and sentiments expressed then still remain.

As a Council we continue to face huge challenges with the continuous and sustained reductions to local authority and other public sector budgets. This is very clearly a position and context that the vast majority of us delivering public services believe is not viable going forward.

We've had to adapt to funding reductions of £52million over the last six years and are still confronted with having to find further savings. At the same time demand for services – particularly adult social care and children's services – continues to rise.

What we can be sure of is that we are in as strong a position as we can be. We have a strong track record of sound financial management and we have been dealing with these problems successfully for many years. Finding additional savings by 2020/21 isn't going to be easy. Further difficult decisions will need to be made.

The scale of the challenge we are facing during the period of this Council Plan makes it inevitable that there will be further job losses and cuts to services and the harsh reality is these cuts will become increasingly more notable. In making the tough decisions that inevitably face us we will continue to use our policy principles to support our decision making:

- Protect the vulnerable
- Create economic prosperity
- Tackle inequality
- Help people to be healthier

In spite of all of this we remain fiercely proud of what has been achieved over the last year across all of the themes within the Council Plan.

Many of our residents and visitors to our Borough positively comment on how welcoming and inviting the place is, how pleased they are with the changes made to our town centres, housing regeneration schemes and the 'invest to save' street lighting improvements. Our year-round programme of events, the majority of which are free, remains hugely popular and successful both in terms of people experiencing them and the additional income they bring in to the Borough.

We continue to do the very best that we can for the children and young people in our care, often in difficult circumstances, and remain resolute on our commitment to this as corporate parents. We are challenging and supporting our schools to carry on making improvements and are actively encouraging local businesses to

create more apprenticeship opportunities as well as developing them in the Council.

We are heartened by our most recent independent Borough-wide residents' survey which indicates that the people we are here to serve are satisfied with and trust the Council, believe that we act on resident's concerns and that we provide value for money.

With our strong political and executive leadership, committed and resourceful employees, solid partnerships and robust financial and corporate governance we firmly believe we are better placed than many to rise and respond to both the challenges and the opportunities.



Councillor Bob Cook
Leader of the Council



Neil Schneider
Chief Executive

OUR VISION

ECONOMIC REGENERATION AND TRANSPORT

...is of an economically prosperous Borough that is dynamic, exciting and inviting with infrastructure to support the development of business start-ups, business growth, new jobs and skills.

BIG PLANS FOR AN OUTSTANDING BOROUGH

COMMUNITY SAFETY

...is to make the Borough a place where levels of crime and fear of crime are low and people feel safe and secure.

BIG PLANS FOR KEEPING OUR COMMUNITY SAFE

HEALTH AND WELLBEING

...is for a place where people are supported to be healthy.

BIG PLANS FOR THE HEALTH OF OUR PEOPLE

ADULTS

...is that people can get the right level and type of support at the right time to help, prevent, reduce or delay the need for ongoing support and maximise their independence.

BIG PLANS FOR THE CARE WE PROVIDE

ENVIRONMENT AND HOUSING

...is to make the Borough a better place to live and a more attractive place to do business with clean streets, carefully tended parks and open spaces, affordable and desirable housing.

BIG PLANS FOR OUR PLACES AND OPEN SPACES

CHILDREN AND YOUNG PEOPLE

.....is of a great place to grow up, where children and young people are protected from harm and supported to be the best they can be in life.

BIG PLANS FOR THE YOUNG PEOPLE OF OUR BOROUGH

STRONG COMMUNITIES

...is for communities that are diverse, cohesive, caring and vibrant.

BIG PLANS FOR HELPING OUR COMMUNITIES PROSPER

ARTS, CULTURE AND LEISURE

...is of a Borough where our heritage, festivals, cultural activities and leisure facilities help us attract visitors and investment, and where sport and active leisure opportunities help people sustain healthier lifestyles.

BIG PLANS FOR GREAT EXPERIENCES

OUR COUNCIL

...is of a Council that prides itself on being open, honest and fair. On leading by example. On having big plans and the determination to see them through. We're facing difficult financial challenges and we can't do all we used to do so we're facing some tough decisions. Throughout this we'll stay focused on delivering genuine value for money, on setting the highest standards of public service, on communicating clearly and regularly with the community we serve and on being challenging, innovative and well organized.

AMBITIOUS, EFFECTIVE AND PROUD TO SERVE

OUR POLICY PRINCIPLES

The Council has to take decisions about the basis on which services will be delivered with the resources available. In doing this we have to take account of a number of factors such as reduced funding, changing demographics, increasing demand for services and new legislation and national policy direction. However under-pinning all our decisions are our four policy principles. We apply these principles to all our decision making. Wherever possible we will:

➤ **Protect the vulnerable by**

- protecting people who are subject to or at risk of harm
- helping people who are homeless or at risk of becoming homeless
- supporting people who are financially excluded
- assisting people whose circumstances make them vulnerable

➤ **Create economic prosperity by**

- ensuring the businesses and people of Stockton-on-Tees are part of a thriving and productive Tees Valley economy

➤ **Tackle inequality through improving**

- health
- job opportunities, skills and training
- educational attainment for all
- affordable housing and fuel poverty
- financial inclusion

➤ **Help people to be healthier by**

- providing mainstream services that are available where needed
- providing preventive services that are available where needed

OUR CULTURE

We deliver services by drawing on our **workforce culture** – the values and behaviours we have agreed we want to encourage here at the Council.

We are an organisation where we all make a positive contribution at work for the whole Council. Where we never lose sight of the fact we are here to serve the people of the Borough.

This is a place where...

- We are valued, trusted and supported
- We are heard
- We take responsibility for our own development
- We work hard
- We are not afraid to try something new
- We belong

OUR RESOURCES

We've had to adapt to funding unprecedented funding reductions over the last eight years and are still confronted with having to find further savings. At the same time demand for services – particularly adult social care and children's services – continues to rise.

Finding additional savings by 2020/21 isn't going to be easy. Many difficult decisions will need to be made. We've made difficult decisions in the past which means we are as well placed as we can be in the future.

What we can be sure of is that we are in as good a position as we can be. We have a strong track record of sound financial management and we have been dealing with these problems successfully for many years. We have continued our programme of service reviews through our **Medium Term Financial Plan**:

- We have restructured and reduced the size of our senior management team to ensure it reflects the Council's changing shape and size, with further reductions planned
- We're continuing to focus on managing demand and reducing costs in our big areas of spend such as adult social care, children's social care, energy and waste
- We have received another extremely positive report from our Auditors, who said: "the Council manages its finances carefully to balance service needs and available resources in the short and medium term. The Council's most recent MTFP recognises the ongoing financial constraints and the need to continue to review services to identify cost efficiencies."
- We have made a long term commitment to continue to invest in our employees through the **Shaping a Brighter Future** programme

- We are challenging and changing the way we think about work, how we do it, our supporting infrastructure and how we can work smarter through our **Smarter Working in Stockton** programme

OUR PEOPLE

Working closely with elected Members, the Council's workforce of 3,250 people strive to deliver the very best services across the Borough in the face of unprecedented challenges arising from reductions in funding and increased demand for services.

We pride ourselves that we value, care for and invest in our employees, we do this because we are ambitious and want to continue to deliver our services well. This investment in employees has been a long term commitment which is encapsulated in our **Shaping a Brighter Future** programme.

This programme is looking at who we are and how we do things, at staff support and development, at helping employees to make the very best of their existing skills and talents and develop their potential, to cope with stresses, and to be happy and well-motivated in the job that best suits them.

The 2016 Employee Survey results provided a measure of the value of the investment in our employees from their perspective. The results showed that:

- we continued to maintain a high survey response rate at 70% and extremely positive results with only 1 of the 44 questions yielding a positive agreement rate lower than 50% and 16 questions scoring an agreement rate over 75%
- we compare very favourably with a national Civil Service survey conducted in the same period last year
- the employee response rate and results are extremely good and should be celebrated, particularly when they are read in the context of significant change and work pressures and alongside the extremely positive MORI residents' survey from 2015.

During the last year we have continued to build on this and have maintained our Silver Investor in People award and also achieved the Gold Better Health at Work award accreditation.

OUR WAYS OF WORKING

We are a successful organisation with a long and positive track record of continuous improvement.

We are challenging and changing the way we think about work, how we do it and how we can work smarter through our **Smarter Working in Stockton** programme:

- Providing digital access to our services
- Using existing and new technologies to help us work differently
- Making optimum use of the places where we work
- Ensuring that our policies, processes and procedures are as efficient and productive as they can be
- Ensuring our infrastructure is fit for purpose for a modern organisation

OUR CUSTOMERS

We are committed to developing the Council and ensuring we deliver high quality, customer focused services that meet the changing needs of our communities.

We have continued to implement improvements in direct response to the Ipsos MORI residents' survey undertaken across the Borough in 2015. The results showed:

- a general improvement from the last survey and help us to focus our work in areas that we think need improvement
- our results are very positive with almost 9 in 10 residents satisfied with the local area (just 7% are dissatisfied)
- over 7 in 10 are satisfied with how the Council runs things (just 12% are dissatisfied)
- 7 in 10 trust the Council a great deal/ fair amount (with only 7% saying "not at all")
- Almost 7 in 10 agree that the Council acts on residents' concerns a great deal/ fair amount (just 6% say "not at all")
- Almost 6 in 10 agree the Council provides value for money (19% disagree)

Last year we also maintained our Customer Service Excellence accreditation for the sixth consecutive year, securing the highest possible "compliance +" rating in 9 categories. We have also launched the new "My Views" consultation portal, which provides an improved online platform to support consultations on service changes and proposals.

As part of the **Smarter Working in Stockton** programme we will consider the most appropriate customer access solutions and, in particular, look to enhance and develop digital solutions.

OUR PLACE



During the last year in Stockton-on-Tees



OUR PLACE

Stockton-on-Tees is a Borough of wide contrasts; a mixture of busy town centres, urban residential areas and picturesque villages.

The principal settlements are Stockton, Billingham, Thornaby, Ingleby Barwick, Norton, and Yarm; whilst Wynyard is expected to grow into a substantial residential location.

The River Tees courses through the Borough and sustains a variety of uses; from a working river upstream; a leisure destination; and forming part of the tranquil green corridors.

The Borough is bounded by County Durham to the north; Darlington to the west; Middlesbrough, Redcar & Cleveland and Hartlepool to the east; and Hambleton to the south.

Stockton-on-Tees benefits from good access to the strategic road network – A1M, A19, A66 and A67 – and a network of bus routes that provide frequent services to connect residents to work and leisure destinations predominantly across Tees Valley, and for the movement of goods and services.

There are six train stations in total providing frequent access to destinations in Tees Valley and across the North, and a direct link to London via the East Coast Mainline.

The south east of the Borough is home to Durham Tees Valley Airport.

The Borough covers approximately 20,000 Hectares with a population of about 195,700 people living in 85,700 households.

Using indices of multiple deprivation, the Borough is ranked 88th most deprived out of the 326 local authorities in England. However, whilst 28% of the population live within the top 20% of most deprived areas of England, 28% live in the 20% least deprived areas.

OUR REGION

Stockton-on-Tees is part of the wider Tees Valley region covered by five local unitary Councils (Stockton-on-Tees, Middlesbrough, Darlington, Redcar and Cleveland, Hartlepool).

The five Councils have a long track record of public and private partnership working to address strategic economic development and transport matters and have, through Tees Valley Unlimited (TVU), pooled strategic economic functions – covering business engagement, economic strategy and intelligence, inward investment, marketing and promotions, strategic transport, and investment planning.

This success of this strong partnership working has been built upon and further formalised through the creation of the Tees Valley Combined Authority which came into effect in April 2016. The first Tees Valley Mayor was elected in May 2017.

The creation of the Combined Authority has given us the opportunity to negotiate a devolution deal with Government. The devolution deal, which was agreed in October 2015, included a commitment of £15m per annum additional investment funding for 30 years and was firmly focused on driving economic growth across a range of areas: transport; education and skills, housing and place; business growth; culture; and innovation and energy.

With opportunities for further funds to be added in future and the flexibilities to use funds between years it allows for much more ambitious investment planning in the Tees Valley than we have previously enjoyed.

ECONOMIC REGENERATION AND TRANSPORT

Our vision

...is of an economically prosperous Borough that is dynamic, exciting and inviting with infrastructure to support the development of business start-ups, business growth, new jobs and skills.

Strategic links

The Economic Strategy sets out the Council's long term vision and ambitions in relation to economic regeneration and transport and is reviewed and approved annually by Cabinet.

The Economic Growth Plan sets out what will be delivered in the next 3 years to deliver the outcomes and ambitions in the Economic Strategy and is also reviewed and approved annually by Cabinet.

Cabinet receive quarterly update reports for the themes of 'Business', 'Place', and 'People' plus an 'Annual Round-Up' report. These quarterly reports contain key indicators plus key announcements and developments.

Key objectives

- Have a successful business base where existing companies have experienced sustainable growth and new businesses have been created and attracted
- Provide sufficient sites and premises in vibrant, connected and distinctive places that businesses are attracted to
- Ensure that people have the opportunity to learn/train and gain the appropriate level of skills to maximise the employment opportunities available in the economy

**BIG PLANS FOR
AN OUTSTANDING BOROUGH**

ENVIRONMENT AND HOUSING

Our vision

...is to make the Borough a better place to live and a more attractive place to do business with clean streets, carefully tended parks and open spaces, affordable and desirable housing.

Strategic links

The Economic Strategy sets out the Council's long term vision and ambitions in relation to environment and housing is reviewed and approved annually by Cabinet.

The Economic Growth Plan sets out what will be delivered in the next 3 years to deliver the outcomes and ambitions in the Economic Strategy and is also reviewed and approved annually by Cabinet.

Cabinet receive quarterly update reports for the themes of 'Business', 'Place', and 'People' plus an 'Annual Round-Up' report. These quarterly reports contain key indicators plus key announcements and developments.

Key objectives

- Provide sufficient sites and premises in vibrant, connected and distinctive places that people choose to live, work, play and visit
- Deliver effective environmental services

**BIG PLANS FOR
OUR PLACES AND OPEN SPACES**

COMMUNITY SAFETY

Our vision

...is to make the Borough a place where levels of crime and fear of crime are low and people feel safe and secure.

Strategic links

The Safer Stockton Partnership (SSP) deals with crime, anti-social behaviour and substance misuse related crime. The Partnership sets out its current ambitions in the Community Safety Plan.

Key objectives

- Deliver effective community safety services
- Deliver effective licensing services

HEALTH AND WELLBEING

Our vision

...is for a place where people are supported to be healthy.

Strategic links

The Health and Wellbeing Board brings together people from a number of agencies and organisations to develop and oversee the delivery of the Joint Health and Wellbeing Strategy (JHWS). The JHWS is the overarching plan to improve the health and wellbeing of children and adults in our Borough and to reduce health inequalities.

The Director of Public Health Annual Report is an independent report on the health of the population and outlines some of the key health and wellbeing challenges and opportunities in Stockton Borough.

Key objectives

- Give every child the best start in life
- Address ill health prevention

**BIG PLANS FOR
THE HEALTH OF OUR PEOPLE**

CHILDREN AND YOUNG PEOPLE

Our vision

.....is of a great place to grow up, where children and young people are protected from harm and supported to be the best they can be in life.

Strategic links

The Children's Services Strategy sets out what will be delivered in the next 3 years to achieve the Council's outcomes and ambitions in relation to children and young people and is reviewed and approved annually by Cabinet. Cabinet receive quarterly update reports that contain key indicators plus key announcements and developments.

The Children and Young People's Partnership brings together people from a number of agencies and organisations, across the statutory, voluntary and community sectors to ensure a focus on the things that will make the most difference for children and young people. The Partnership sets out its current ambitions in the Children and Young People's Plan.

Key objectives

- Giving children the best start in life
- Focusing on schools and learning outcomes
- Delivering effective early help – supporting families
- Safeguarding and protecting vulnerable children, backed by outstanding social work practice
- A consistent and relentless focus on better outcomes for children in our care and leaving our care
- Work collaboratively, effectively and efficiently

**BIG PLANS FOR
THE YOUNG PEOPLE OF OUR BOROUGH**

STRONG COMMUNITIES

Our vision

...is for communities that are diverse, cohesive, caring and vibrant.

Strategic links

The Brighter Borough For All - Tackling Poverty Framework sets out a plan for tackling poverty in the Borough.

The Stockton Strategic Partnership brings together different parts of the public sector as well as private, business, community and voluntary sectors.

Key objectives

- Deliver effective local democracy
- Provide financial advice and support to our communities
- Support the continued development of a strong and vibrant voluntary, community and social enterprise (VCSE) sector
- Deliver effective consultation and engagement
- Develop a community cohesion strategy

**BIG PLANS FOR
HELPING OUR COMMUNITIES PROSPER**

ADULT SERVICES

Our vision

...is that people can get the right level and type of support at the right time to help, prevent, reduce or delay the need for ongoing support and maximise their independence.

Strategic links

The Adult Social Care Strategy: Promoting Independence sets out what will be delivered in the next 3 years to achieve the Council's outcomes and ambitions in relation to adults social care services and is reviewed and approved annually by Cabinet.

Key objectives

- Focus on prevention and early intervention
- Work in partnership
- Work with individuals, their families and carers
- Continue to work closely with the NHS
- Deliver our statutory duties
- Safeguarding adults
- Maximise the use of scarce financial resources
- Ensure the most effective and appropriate use of our own and our providers' workforces

ARTS, LEISURE AND CULTURE

Our vision

...is of a Borough where our heritage, festivals, cultural activities and leisure facilities help us attract visitors and investment, and where sport and active leisure opportunities help people sustain healthier lifestyles.

Key objectives

- Deliver sustainable events and attractions that contribute to the delivery of vibrant and economically successful town centres and economic prosperity
- Deliver an effective library service that supports literacy, access to knowledge and inspiring activities for everyone in safe accessible spaces across the Borough
- Support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure

OUR COUNCIL

Our vision

...is of a Council that prides itself on being open, honest and fair. On leading by example. On having big plans and the determination to see them through. We're facing difficult financial challenges and we can't do all we used to do so we're facing some tough decisions. Throughout this we'll stay focused on delivering genuine value for money, on setting the highest standards of public service, on communicating clearly and regularly with the community we serve and on being challenging, innovative and well organized.

Strategic links

The Medium Term Financial Plan (MTFP) summarises the Council's financial position over the next 3 years and is reviewed and approved annually by Cabinet and Full Council. Cabinet receive quarterly update reports that contain key indicators plus key announcements and developments.

The Shaping a Brighter Future programme is a long term commitment to continue to invest in our employees. The Smarter Working in Stockton programme is challenging and changing the way we think about work, how we do it and how we can work smarter. Cabinet receive an annual report on progress.

Xentrall Shared Services, the Stockton and Darlington partnership, was established in May 2008. Cabinet receive an annual report that contains key indicators plus key announcements and developments.

Key objectives

- Deliver a balanced and sustainable medium term financial plan
- Maximise and safeguard income for the Council
- Ensure the Council uses its assets effectively
- Develop and ensure delivery of a robust governance framework
- Continue to improve the efficiency and effectiveness of our services
- Continue to attract, develop and support diverse, capable and resilient employees
- Deliver effective communication

AMBITIOUS, EFFECTIVE AND PROUD TO SERVE

Key Objectives and Activities

ECONOMIC REGENERATION AND TRANSPORT

Have a successful business base where existing companies have experienced sustainable growth and new businesses have been created and attracted

Enterprise

- Encourage and support the next generation of young entrepreneurs to start and build new business ventures, highlighting self-employment as an alternative route to success
- Provide a package of support to new and existing retail businesses to improve the sustainability and diversity of the Stockton Town Centre offer
- Support business collaboration and networking within the Borough and the wider Tees Valley
- Provide support for new and existing businesses through the provision of information and assistance to access sources of advice, guidance and financial support
- Work with partners to provide the quality and types of business support services and information that facilitates the growth of the Stockton-on-Tees economy
- Work in partnership with Primary and Secondary Schools to design and deliver enterprise opportunities in the school curriculum
- Promote and encourage pupil uptake of business qualifications at GCSE, A Level and BTEC

Productivity

- Support our existing strategic and key businesses to develop, grow and consolidate their continued successful trading within Stockton-on-Tees and ensure they remain satisfied with Stockton-on-Tees as a business location of choice
- Promote and improve access to public and private sector contract opportunities for Stockton-on-Tees' businesses
- Work with partners to increase the number of Stockton -on-Tees' businesses expanding or exporting, and support those that already export to increase their presence in key international markets
- Support the activities of innovation support providers including assisting businesses in the Borough to make the most of digital technologies to improve productivity

Jobs

- Proactively engage with and develop strong working relationships with growing and growth potential businesses to support and secure job opportunities
- Identify sector growth opportunities currently under-represented within the Stockton-on-Tees and wider Tees Valley economy to support the development of new and existing enterprises
- Effectively promote Stockton-on-Tees as a place to invest, trade and visit, highlighting its distinguishing pull factors within the Tees Valley
- Work with strategic partners to influence and attract inward investment opportunities to Stockton-on-Tees

Provide sufficient sites and premises in vibrant, connected and distinctive places that businesses are attracted to and people choose to live, work, play and visit

Strategic employment locations

- Ensure the Local Plan continues to include sufficient available sites to meet the growth aspirations of existing businesses, and that these opportunities remain attractive to new businesses to secure inward investment
- Guide high-quality development and inform a positive approach to secure enabling infrastructure funding whilst encouraging private sector investment
- Encourage the re-occupation or re-use of vacant commercial premises at prime locations by public sector anchor institutions and private businesses
- Work in partnership with the Tees Valley Combined Authority to utilise the economic place based assets and strengths of the Borough to support growth in priority sectors
- Work in partnership with the North Shore Development Company to complete the next phases of the North Shore and wider site
- Development of proposals for major redevelopment schemes with private sector backing at the Southern gateway to Stockton Town Centre
- Work with land-owners to identify a portfolio of development-ready commercial sites to be promoted to prospective businesses and tenants

Town centres

- Work in partnership with Heritage Lottery and Ambassador Theatre Group to complete the refurbishment of the Globe Theatre
- Continue to work with Heritage Lottery Fund to secure phase 2 approval of the North High Street Townscape Heritage Project
- Target key vacant premises across Stockton Town Centre and, where possible, work with owners to facilitate re-occupation or re-use of these premises
- Review and understand the flexibility and capacity of Stockton Town Centre units to develop a supply at the right scale and format for move-on growth businesses and potential occupiers
- Support the activities of Stockton Town Centre Business Improvement District
- Identify the growth potential of diversifying uses across Stockton Town Centre
- Deliver Hampton by Hilton Hotel and facilitate opportunities to improve the public realm associated with its connectivity to Stockton Town Centre
- Support, develop and market a broad programme of specialist markets, events and festivals

Provide sufficient sites and premises in vibrant, connected and distinctive places that businesses are attracted to and people choose to live, work, play and visit

Transport and infrastructure

- Ensure the Local Transport Plan supports and facilitates interventions to complement the Council's emerging Local Plan
- Work with Tees Valley Combined Authority and partners to develop and deliver key strategic transport ambitions including:
 - New River Tees Crossing
 - A66 East/West Growth Corridor
 - Enhancement of the rail network and improved services through franchising
 - Influence Tees Valley Bus Network to improve accessibility
 - Support the masterplan development of Durham Tees Valley Airport
- In partnership with Tees Valley Combined Authority explore opportunities to deliver further broadband upgrades via the Government's Full Fibre Challenge Fund
- Work to secure and maximise funding from Tees Valley Combined Authority's Investment Plan resources to support and enhance growth opportunities within the Borough
- Maximise opportunities for external funding to develop and maintain key transport assets
- Manage and develop key assets to improve resilience and maintain a safe and accessible transport network

Ensure that people have the opportunity to learn/train and gain the appropriate level of skills to maximise the employment opportunities available in the economy

Skills

- Increase overall skill levels by improving access to appropriate learning and training through European funded programmes and mainstream budgets
- Promote and encourage people to undertake higher level/degree apprenticeships that exist and those currently being developed
- Reduce the number of people with no or low level qualifications, including the unemployed and those people with English as a second language
- Encourage employers to invest in workforce skills development through the provision of funding and training support
- Continue to support businesses and their workforce in any redundancy situation by accessing appropriate funding to up-skill staff
- Work collaboratively to improve Careers, Education, Information, Advice and Guidance (CEIAG) in schools, including through the Tees Valley Careers and Enterprise Company and introduction of the new National Careers Strategy
- An improved education curriculum offer provides appropriate learning opportunities for pupils to gain relevant qualifications/experience
- Promote and encourage pupil work experience and mentoring in businesses in the Tees Valley growth sectors
- Work with key further and higher education partners to facilitate pathways into employment and support to young enterprises

Ensure that people have the opportunity to learn/train and gain the appropriate level of skills to maximise the employment opportunities available in the economy

Employment

- Secure further increases in the employment rate by reducing inactivity in the labour market
- Provide support to people who are disadvantaged/furthest away from the labour market who wish to improve their employment prospects
- Develop high quality vocational routes into work, particularly for young people, such as, sector led apprenticeship routeways
- Further develop the Targeted Recruitment and Training approach to maximise training and employment opportunities through the use of social and community benefit clauses in public sector procurement and through Planning and Development Agreements
- Ensure a clear strategic commitment to increasing employment support and opportunities for young people in and from care

Inequality, deprivation and poverty

- Provide a more intensive and distinct level of support for those furthest from the labour market, such as, supported employment programmes for those people with Learning Disabilities, or Looked After Children
- Increase participation in the labour market by creating a range of flexible jobs to enable under-represented groups and those furthest from the labour market to access employment
- Support the delivery of 'A Brighter Borough for All' tackling poverty strategy with the key aims of:
 - Ensuring every child receives the best start in life;
 - Maximising household income;
 - Maximising access to support for vulnerable groups
- Continue to deliver a proactive homelessness prevention service to ensure we have discharged the Authority's responsibilities in order with the Authority's Homelessness Reduction Act 2017

ENVIRONMENT AND HOUSING

Provide sufficient sites and premises in vibrant, connected and distinctive places that businesses are attracted to and people choose to live, work, play and visit

Environment

- Work with the Tees Valley Combined Authority to develop low carbon initiatives that support those sectors and businesses that are most affected by environmental regulation
- Ensure the principles of sustainable development are embedded in the Local Plan, and underpin future economic growth
- Manage and maintain parks, open spaces and other green infrastructure to a high standard
- Protect and enhance the local distinctiveness, heritage and biodiversity of the natural and built environments
- Work with partners, commercial organisations, and the wider community to reduce Borough-wide CO2 emissions
- Take account of predicted changes to the future climate, and the potential impact to Council services and local environment, implement appropriate schemes, adaptation measures and ensure business continuity
- Deliver new and improved green infrastructure to enhance quality of place, promote health and wellbeing, and contribute to sustainable development
- Explore opportunities for district heat and power networks through capture of process heat to improve the financial sustainability of business and reduce carbon emissions.
- Harness the opportunities to improve access and use of commercial and leisure uses on the River Tees

Housing

- Ensure the emerging Local Plan meets the requirements of an Examination in Public and its subsequent Adoption ensures it provides sufficient available sites to meet the Borough's housing requirements
- Work with private sector partners and key government agencies to facilitate sustainable housing growth in the key locations at west Stockton and Wynyard
- Explore options for the most efficient way for the Council to deliver and work with partners to accelerate opportunities for housing growth on appropriate Council owned land
- To deliver housing-led regeneration and renewal schemes at Norton Park, West End Gardens and Victoria
- Maximise inward investment opportunities for the provision of affordable housing through the Tees Valley Combined Authority housing delivery plan
- Work with private-sector housing developers and land-owners to consider options to bring forward stalled brownfield housing sites
- Work with the Tees Valley Combined Authority and other public and private sector partners to explore aspirations for the long-term redevelopment of Tees

Marshalling Yards

- Work with the Tees Valley Land Commission and public sector partners to bring forward development sites that meet economic growth priorities
- Effective engagement with key registered providers (including Thirteen) to maximise affordable housing opportunities in the Borough
- To deliver a targeted action approach in central Stockton. Mandale and Victoria, and older housing areas to facilitate improvements in housing stock and supporting services, which will include exploring selective licensing of the private rented sector
- Maximise all powers available to drive up standards, conditions and management in the private rented stock across the Borough

Deliver effective environmental services

- Continue the implementation of the street lighting replacement programme
- Continue to divert the majority of household waste from landfill to an Energy From Waste (EFW) alternative
- Continue to promote and raise awareness of kerbside recycling
- Continue to target resources available for highways maintenance, street cleansing and grounds maintenance to the areas of most need
- Continue to use technology to deliver more efficient and effective services

COMMUNITY SAFETY

Deliver effective community safety services

- Continue to co-ordinate the Safer Stockton Partnership, as part of the Council's statutory duty to co-ordinate a crime and disorder reduction partnership
- Continue to work with other key agencies, using collaborative working and joined up approaches to tackle the changing demands of crime
- Continue to develop awareness and understanding around the development of stronger and cohesive communities
- Continue to undertake the lead role for raising the profile and awareness of the delivery of the Prevent Agenda
- Ensure a focus on domestic abuse, drugs and alcohol and parental mental health

Deliver effective licensing services

- Fulfil all statutory duties and promote the licensing objectives of relevant legislation
- Enhance customer service whilst optimising cost efficiencies
- Enable individuals / business to succeed by providing tailored advice, assistance and support
- Review the policy framework in line with legislative / practice developments
- Ensure the appropriateness of licensed premises, activities and events following the grant of respective licenses permits and / or notices

CHILDREN AND YOUNG PEOPLE

Giving children the best start in life

- Redesigning the role and focus of children's centres into multi-agency family hubs as part of a 0-19 approach which includes a focus on health and wellbeing, including healthy weight
- The rollout of 30 hours of free early years education for eligible parents as part of a wider sufficiency strategy
- More integrated assessment and support in the early years
- Continuing to ensure that early years provision is of a high quality, supports child development and narrows gaps in achievement particularly for those who are disadvantaged

Focusing on schools and learning outcomes

- Ensure sufficient school places in good or better schools
- Work to ensure all schools/academies in Stockton are good or better through a model for supporting school improvement which focus on school led provision, and a refocused role for the Council, in the context of the Tees Valley Combined Authority
- Reshaping our services and support for children with special educational needs and disabilities through new hubs a renewed focus on SEND support in schools and joint commissioning
- Implement a new model for educational psychology
- Clear options, choices, pathways and support for young people into employment, training or education post 16
- Develop options for alternative provision and curriculum delivery for 14-19 year olds as risk of disengagement and becoming NEET

Delivering effective early help – supporting families

- Developing a new outreach befriending service and investing in Safe Families for Children to provide support to families
- Reshaping family support into a new Family Solutions Service and offer
- A flexible model of working with young people and families who need more intensive support
- Continuing to develop a 'secondary prevention' approach to reduce risk in target communities
- Streamlining systems and processes for early help, working with the Children's Hub
- Continue to prioritise graded care profile 2, early help assessment and effective practice as part of a restorative approach
- Implement the review of services and support for young people

Safeguarding and protecting vulnerable children, backed by outstanding social work practice

- Rollout of signs of safety approaches to create better support plans, with greater family engagement
- Implement restorative approaches, including expanding the use of family group conferencing
- Introducing and edge of care model to work intensively with young people and families to avoid children having to come into care
- Ensuring a coordinated and effective approach to reduce the risks associated with children who go missing or are subject to VEMT or PREVENT
- Refreshing our approach to social work training and skills, and the quality of supervision
- Tackling key thematic priorities, with an emphasis on domestic abuse, neglect and repeat removals
- Working to transform support for young people with emotional health and wellbeing needs
- Redesigning our support for children with complex needs and disabilities
- Review the operation of the Children's Hub
- Implement a major change programme for social care focusing on capacity, practice, systems, partnership working and models for delivery (S-WORK)

A consistent and relentless focus on better outcomes for children in our care and leaving our care

- Agree and implement a new strategy for children in our care and care
- Delivering the Looked After Children and Care Leavers Strategy and our pledge to young people, working as part of the multi-agency partnership (MALAP)
- Developing an enhanced care leavers offer to support independence
- Creative ways of engaging and working with children in care, working with the Let's Take Action Group
- Improve systems and pathways for sufficiency planning to ensure quality placements for children
- Develop and test new approaches to increase capacity in fostering
- Develop a Tees Adoption Agency
- Implement a refreshed approach to corporate parenting
- Ensure effective education support through the virtual school
- Improve health outcomes, based on regular assessment
- Ensure children in care are listened to, involved and engaged in all aspects of planning and delivery

Work collaboratively, effectively and efficiently

- Listening to the voice of the child, and those we work with
- Working restoratively with families, reducing the need for our intervention
- Ensuring a focus on quality of practice
- Challenging our own role, being innovative and being an effective partner
- Using intelligence and evidence to make a bigger impact
- Being efficient and productive – smarter working and financial sustainability

HEALTH AND WELLBEING

Give every child the best start in life

- Continued provision of the National Child Measurement Programme
- Commission a new model for 0-19 services which includes:
 - promotion and maintenance of a healthy weight and provision of services to support children who are overweight and their families
 - substance misuse services
 - health visiting service
 - Public Health school nursing service
- Implement and embed the outreach model through the new sexual health service, enhancing support to young people

Address ill health prevention

- Ensure robust plans are in place to protect the health of the population in accordance with statutory responsibility of the Director of Public Health
- Provide specialist Public Health advice and support to NHS commissioners, particularly the Clinical Commissioning Group
- Commission a revised smoking cessation service that focuses on addressing health inequalities
- Increase the proportion of people who leave drug and alcohol treatment successfully and achieve sustained recovery
- Coordinate a whole systems approach to improving diabetes prevention and care
- Review local model of provision of the NHS Health Check and the Lung Health Check

STRONGER COMMUNITIES

Deliver effective local democracy

- Develop a robust framework for the delivery of electoral registration activity that promotes an accurate and complete electoral register
- Conduct a Borough wide mini-canvass prior to all elections
- Deliver the elections programme
- Conduct the postal vote refresh
- Contribute to and implement the Parliamentary Boundary Review 2018
- Deliver all governance reviews
- Promote the scrutiny function
- Manage and deliver the member learning and development programme
- Review the emerging legislative landscape and develop practice in line with statutory requirements
- Promote the role of the Mayor as first citizen of the Borough
- Promote democratic participation

Provide financial advice and support to our communities

- Work with partners to deliver the Brighter Borough For All – Tackling Poverty Framework
- Support the work of the Infinity Financial Inclusion Partnership
- Continue to respond to impact of welfare reform
- Review the local Council Tax support scheme

Support the continued development of a strong and vibrant voluntary, community and social enterprise (VCSE) sector

- Continue to support market development in the VCSE sector including use of the Market Development and Innovation Fund
- Work with Catalyst to support the VCSE sector
- Support the development and implementation of a volunteering strategy for the Borough
- Support the transfer of community assets and improve the governance of community centres

Deliver effective consultation and engagement

- Develop an approach to consultation with young people to add to the regular residents and business surveys
- Actively consult on the major policy proposals and service changes affecting the Borough
- Support and facilitate active engagement in Borough life

ADULTS

Focus on prevention and early intervention

- We will focus resources on those who most need them
- Ensure that where people need ongoing support we will share this responsibility with the individual and their families and communities
- We will ensure that information, advice and guidance is responsive, wide ranging and can support people outside of the statutory social care services
- We will invest in reablement to help people to maintain or regain their independence

Work in partnership with individuals, their carers and families and the NHS

- We will work to develop an integrated approach with the NHS, particularly with primary and community care, housing, private and third sector to keep people living independently, to prevent the need for care services, promoting and supporting the strengths and assets of each individual
- Work with partners to identify people who may be at risk of needing help in future and for whom support in short term may prevent longer term needs developing
- We will focus on preventative services which help people to remain independent or regain the independence they want and value
- We will ensure best use of the Better Care Fund in planning services to promote independence
- We will work to develop resilient community based hubs including GP's, community health staff, social care, voluntary sector

Deliver our statutory duties and safeguarding adults

- Safeguarding Adults at risk is a priority, the Teesside Safeguarding Adults Board is in place with all key partners and organisations working together to protect adults rights to live in safety, free from abuse and neglect
- Our response to concerns about people's safety will be proportionate, flexible and personal and will always be based upon the individual's wishes and feelings alongside the best interests of the wider community

Maximise the use of scarce financial resources and ensuring most effective and appropriate use of our own and our providers workforces

- We will develop a workforce development strategy
- We will use intelligence led data to ensure we understand the needs of the local population
- We will develop a more cost effective approach to delivering adult social care
- We will develop robust preventative services
- We will work to reduce demand and free up resources for those most in need

ARTS, CULTURE AND LEISURE

Deliver sustainable events and attractions that contribute to the delivery of vibrant and economically successful town centres and economic prosperity

- Continue to develop the Council's Event Delivery Framework
- Preston Hall will continue to develop its successful programme of events and festivals to encourage access to the museum, driving increased visitor numbers and income generation
- Work in closer partnership with other Tees Valley Museums linking to opportunities provided by the work of the Combined Authority and the possibility of externally funded shared services
- Increase our capacity to deliver services and complement our learning and exhibitions offers through volunteering and community engagement
- Develop and maintain key relationships, supporting commercial/business partnerships and encouraging others to deliver events in the area
- Continue to deliver high quality specialist markets programme, making connections between the theme of markets and the town's fixed retailers
- Agree a 3 year development plan for SIRF in conjunction with Arts Council England, as a basis for increased grant support
- Build and consolidate working arrangements with ARC in delivering strategic arts development service across the Borough and wider Tees Valley
- Continue to undertake the lead role for Stockton's Independent Safety Advisory Group
- Deliver a series of event management workshops to support event organisers and community groups in delivering their events
- Further embed event governance arrangements including management of event requests on Council land, indemnity and licensing obligations

Deliver an effective library service that supports literacy, access to knowledge and inspiring activities for everyone in safe accessible spaces across the Borough

- Continuously develop our library service to meet local community needs through the national Universal Libraries Offers, Promises and "Ambition" priorities.
- Deliver the new library at Ingleby Barwick as part of the leisure centre development
- Co-locate the library at Fairfield with a nursery
- Work with local and regional partners to promote literacy and learning through reading activities, festivals and events

Support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure

- Through our strategic leisure partner Tees Active Limited, provide high quality and accessible leisure facilities and activities that meet the needs of our communities
- Facilitate and deliver initiatives aimed at increasing participation by our residents and particularly those in greatest need and/ or those underrepresented in sport and active leisure
- Use high profile sporting events to inspire participation by our communities and to support the economic vibrancy of the Borough

OUR COUNCIL

Deliver a balanced and sustainable medium term financial plan (MTFP)

- Ensure changes in government policy and legislation are reflected in MTFP
- Monitor the delivery of savings expected in MTFP
- Ensure all financial commitments and income is recognised in MTFP
- Ensure all projects and schemes included in MTFP and capital programme are financially viable
- Ensure that all contracts are appropriate, deliver value for money and deliver required outcomes

Maximise and safeguard income for the Council

- Maximise Council Tax and business rate income
- Ensure appropriate models are established and operated for trading and partnership arrangements
- Develop and deliver the Council's asset disposal plans

Ensure the Council uses its assets effectively

- Develop office accommodation strategy as part of Smarter Working in Stockton programme
- Develop asset strategy and disposal plan

Develop and ensure delivery of a robust governance framework

- Ensure full compliance with all statutory and legal responsibilities
- Develop strategic planning and performance management framework
- Develop information governance framework
- Develop procurement framework
- Maintain robust internal control procedures

Continue to improve the efficiency and effectiveness of our services

- Develop and implement our Smarter Working in Stockton programme
- Providing digital access to our services
- Using existing and new technologies to help us work differently
- Making optimum use of the places where we work
- Ensuring that our policies, processes and procedures are as efficient and productive as they can be
- Ensuring our infrastructure is fit for purpose for a modern organisation

Continue to attract, develop and support diverse, capable and resilient employees

- Deliver the 'Shaping a Brighter Future' programme to support employees in continuing to deliver excellent services and cope with the pressures which arise from the reductions in funding and increased demand for services
- Support the programme of organisational and structural change that will need to be delivered to manage the financial challenges
- Provide a workforce development programme to further enhance the skills, flexibility and capacity of our workforce
- Further enhance the diversity of our workforce through recruitment and retention of under-represented groups
- Support our employees through change by communicating clearly, creating an environment where employees have the confidence to voice their ideas for change and providing good support mechanisms for those affected by change

Deliver effective communication

- Deliver the annual programme of key communication campaigns to support major activities and issues in the Borough
- Continue to implement the programme to improve the Council's website including further development of digital and social media arrangements
- Deliver effective communication across the Borough through Stockton-on-Tees News