

AGENDA ITEM 7

REPORT TO COUNCIL

8 MARCH 2017

**REPORT OF SENIOR
MANAGEMENT TEAM**

COUNCIL PLAN 2017-20

SUMMARY

This report presents a draft Council Plan for 2017-20.

RECOMMENDATIONS

1. The Council Plan 2017-20 is approved.

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.
2. A copy of the plan is attached as **Appendix 1** to this report.
3. Discussion sessions took place on 8th and 10th February 2017 for elected members to discuss the Council Plan and the Medium Term Financial Plan.
4. Cabinet considered the Council Plan at its meeting held on 9th February 2017 and a copy of the relevant minute extract is attached at **Appendix 2**.
5. The Council Plan will be published on the Council's website following approval by Council.

FINANCIAL IMPLICATIONS

6. There are no financial implications as a direct result of this report.

LEGAL IMPLICATIONS

7. There are no legal implications as a direct result of this report.

RISK ASSESSMENT

8. 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

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

COUNCIL PLAN POLICY PRINCIPLES

10. This report covers the Council Plan and contains the key objectives that deliver against all of the Council's policy principles.

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Education related Not specifically

Background Papers: None

Ward(s) and Ward Councillors: N/A

Property: N/A

**COUNCIL
PLAN
2017-20**

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 of over £20million by 2019/20 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:

- Protecting the vulnerable through targeted intervention
- Creating economic prosperity
- Promoting equality of opportunity through targeted intervention
- Developing strong and healthy communities

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.

The year ahead will undoubtedly see further challenges such as the continued rollout of the welfare reform changes, health inequalities, the Care Act and many others as well as opportunities such as those brought about by the formation of the Combined Authority and the devolution deal.

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

Section 1

Background

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 within the resources available, taking account of a number of factors such as reduced budget allocation, changing demographics, increasing demand, new national legislation and policy direction. The following four policy principles support our decision making:

- **Protecting the vulnerable through targeted intervention**
 - people who are subject to or at risk of harm
 - people who are homeless or at risk of becoming homeless
 - people who are financially excluded
 - people whose circumstances make them vulnerable

- **Creating economic prosperity**

- **Promoting equality of opportunity through targeted intervention**
 - tackling health inequalities
 - meeting the skills gap
 - improving access to job opportunities
 - tackling fuel poverty
 - improving education and training opportunities
 - improving access to affordable housing
 - financial and digital inclusion

- **Developing strong and healthy communities**
 - 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 organisational culture – the values and behaviours and resilience we will need to demonstrate in facing significant financial and capacity challenges. Our organisational culture statement:

“We are an organisation where all staff are trusted, supported and valued to make a positive contribution at work.

Where we never lose sight of the fact that we’re here to serve the people of the borough.

This is a place where:

- Everyone’s views and opinions are encouraged, heard and properly considered
- We share responsibility for our own learning and development and are encouraged and supported to do so by others
- We work hard and feel comfortable to suggest new ideas, ways of working and to take managed risks
- We all feel a strong sense of belonging to the whole Council and our skills, knowledge and experience are used to benefit the organisation as a whole”

OUR RESOURCES

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 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.

Finding additional savings of over £20million by 2019/20 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.

We can't pretend that we can continue to do all the things we currently do and we won't be able to work in the same way. The more savings we have to make, the harder it gets. We'll have to stop doing some things and this will affect employees and the levels of service we provide to the public, including:

- We have restructured and reduced the size of our senior management team to ensure it reflects the council's changing shape and size
- We have been successful in delivering high quality services which also reflect value for money, as recognised recently by the Council's external auditors
- 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 and energy and waste
- We are reviewing and streamlining our business processes
- We are exploring how we can use existing and new technologies to help us be even more efficient
- We are challenging and changing the way we think about work, how we do it and how we can work smarter

OUR PEOPLE

Our employees are at the heart of our achievements over a number of years and they will continue to be fundamental in enabling the Council to maintain its position as one of the best performing local authorities in the country.

We currently employ about 2,500 full time equivalent employees. This is a reduction of over 700 over the past four years and we expect to see further significant reductions over the next three years.

In the current financial climate we recognise the continuing need for:

- high quality leaders and managers
- a high quality workforce who are fully valued and committed to the Council's vision and culture
- an environment of shared knowledge and learning across all services
- a flexible approach to work which takes advantage of new and innovative ways of working
- proper succession planning and organisational development

We are taking on the challenge of doing more with fewer resources. This challenge of building greater capacity and resilience in the organisation is being delivered through a five year programme called “Shaping a Brighter Future”. The programme is designed to build more capacity in the organisation by investing in our own people and growing our own talent to increase capability through personal and team development.

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 Borough is home to Durham Tees Valley Airport located in the South East. It provides freight services, and international connections via three flights per day to Schiphol Airport in Amsterdam, as well as regular flights to Aberdeen.

The Borough covers approximately 20,000 Hectares with a population of about 194,000 people living in 84,000 dwellings. The Borough's population has increased by 5.6% since the 2001 Census, whilst the North East region has also increased over the same period.

Using indices of multiple deprivation, the Borough is ranked 88 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 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.

In July 2016, the Tees Valley Combined Authority (Election of Mayor) Order was passed in Parliament. This led to the creation of the position of Tees Valley Mayor, and set out a date of 4 May 2017 for an election, and an initial term of three years, to be followed by four-year terms after that. The clear aim of the Mayoral Combined Authority will be to work by consensus, with the new Mayor working as one with their Cabinet.

OUR CUSTOMERS

Ipsos/MORI carried out a residents' survey across the borough in 2015. The survey covered the following seven themes and included 56 questions:

- Satisfaction with the Council
- Perceptions of the local area and homes
- Satisfaction with local services
- Community safety
- Health and lifestyle
- The Economy
- The festivals, events and specialist markets brought to the Borough by the Council

Face to face interviews were undertaken with a randomly selected sample of 2,102 individuals aged 16+ from across the whole of the Borough. The number of households interviewed in each Ward ensured that survey results are statistically representative at borough, locality and ward levels.

The results show a general improvement from the last survey and help us to focus our work in areas that we think need improvement:

- Overall, 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)

Section 2

Key objectives

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. With new, vibrant and animated town centres that are at the heart of our community.

Key objectives

- **Business:** Have a successful business base where existing companies have experienced sustainable growth and new businesses have been created and attracted
 - Enterprise
 - Productivity
 - Jobs
- **Place:** 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
 - Town centres
 - Transport and infrastructure
- **People:** 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
 - Employment
 - Inequality, deprivation and poverty

Key strategic links

The Economic Strategy sets out a long term vision for Stockton-on-Tees, identifying a series of key outcomes and ambitions that we will seek to achieve in partnership over a 15 year period. The Economic Growth Plan sets out what will be delivered in the next 3 years to deliver these outcomes and ambitions.

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.

Key objectives

- 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
- Housing

➤ Deliver effective environmental services

Key strategic links

The Economic Strategy 2017-32 sets out a long term vision for Stockton-on-Tees, identifying a series of key outcomes and ambitions that we will seek to achieve in partnership over a 15 year period. The Economic Growth Plan 2017-20 sets out what will be delivered in the next 3 years to deliver these outcomes and ambitions.

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.

Key objectives

- Deliver effective community safety services
- Deliver effective licensing services

Key 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.

Licensing services will be delivered in line with the Licensing Act 2003 and the Gambling Act 2005.

BIG PLANS FOR KEEPING OUR COMMUNITY SAFE

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.

Key objectives

- Provide the best start in life for children and families
- Improve education and learning outcomes for all children and young people
- Support families through effective early help
- Ensure children and young people in need of help and protection get the help and support they need
- Improve outcomes for children and young people in care and care leavers
- Work collaboratively, effectively and efficiently

Key strategic links

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.

The Children's Services Strategy brings together a range of programmes and plans into one place, to act as a single focus for improvement and change and set out a single strategy for Children's Services.

BIG PLANS FOR THE YOUNG PEOPLE OF OUR BOROUGH

HEALTH AND WELLBEING

Our vision...

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

Key objectives

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

Key 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. During 2017/18, work will take place on the new iteration of the JHWS, which will enable further development of strategic links to other plans across the Council, such as the Children and Young People's Plan, the developing Adults Strategy and the Local Plan, to help reduce health inequalities and to influence the wider determinants of health.

BIG PLANS FOR THE HEALTH OF OUR PEOPLE

STRONGER COMMUNITIES

Our vision...

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

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

Key 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.

BIG PLANS FOR HELPING OUR COMMUNITIES PROSPER

ADULTS

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.

Key objectives

- Work with individuals, their families and carers
- Working in partnership

- Delivering our statutory duties
- Safeguarding adults
- Focussing on prevention and early intervention
- Moving towards integrated working with the NHS
- Maximising returns from using scarce financial resources
- Ensuring most effective and appropriate use of our own and our providers workforces

Key strategic links

The Adults Services Strategy brings together a range of programmes and plans into one place, to act as a single focus for improvement and change and set out a single strategy for Adults Services.

BIG PLANS FOR THE CARE WE PROVIDE

ARTS, CULTURE AND LEISURE

Our vision...

...is of a borough where our heritage, festivals, cultural activities and leisure facilities help us attract visitors, investment and talent, where our events are central to creating vibrant town centres and where sport and active leisure opportunities help people sustain healthier lifestyles and support their wellbeing.

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

BIG PLANS FOR GREAT EXPERIENCES

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.

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

Key strategic links

The Medium Term Financial Plan summarises the Council's financial position.

We use the People Strategy alongside workforce information to create policies and design support and development programmes which support our employees.

AMBITIOUS, EFFECTIVE AND PROUD TO SERVE

Section 3

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
- 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

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

Productivity

- Support our existing strategic and key businesses to develop, grow and consolidate their continued successful trading
- 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 exporting
- Support the activities of innovation support providers

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

Jobs

- Proactively engage with and develop strong working relationships with growing and growth potential businesses
- Identify sector growth opportunities currently under-represented within the Stockton-on-Tees and wider Tees Valley economy
- Identify the opportunities presented through the national industrial strategies
- Effectively promote Stockton-on-Tees as a place to invest, trade and visit
- 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
- Guide high quality development and inform a positive approach to secure enabling infrastructure funding
- Encourage the re-occupation or re-use of vacant commercial premises
- Work in partnership with the Tees Valley Combined Authority to utilise the place based assets of the Borough
- Work in partnership with the North Shore Development Company to complete the next phases of North Shore
- Development of proposals for major redevelopment schemes at the Southern Gateway to Stockton Town Centre
- Work with land-owners and key stakeholders to re-invigorate stalled proposals for redevelopment of Boathouse Lane
- Work with the Tees Valley Combined Authority and other public 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
- Work with land-owners to identify a portfolio of development-ready commercial sites to be promoted to prospective businesses and tenants

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

Town centres

- Work in partnership with Heritage Lottery and property owner to refurbish and reoccupy the Globe Theatre
- Heritage Lottery funding bid submitted and approved, and commencement of targeted actions to reduce vacant floorspace in the ‘Northern High Street’ gateway to Stockton Town Centre
- Target key vacant premises across Stockton Town Centre
- 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 Stockton Town Centre BID and Healthy High Streets programme
- Identify the growth potential of diversifying uses across Stockton Town Centre

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

- Plan the transport infrastructure needs and phasing around the growth priorities and development of pipeline projects
- Influence Tees Valley Bus Network decisions to ensure accessibility to strategic employment locations
- Invest £80,000 as part of continued joint working with broadband providers to deliver superfast broadband to strategic employment locations in the Borough
- Support the delivery of improved broadband services in residential areas, in particular those in rural locations
- Secure Local Growth Funding to deliver major transport schemes in the Borough
- Work with the private sector to support the operation of Thornaby to London train services from 2020

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

- Invest £361K to secure £1.4m of ESF/YEI funding to support 261 15-29 year olds move closer to the labour market
- Increase overall skill levels by improving access to appropriate learning and training through the forthcoming ESF / SFA skills programmes, in particular, ‘Skills Support for the Unemployed’ and ‘Skills Support for the Workforce’
- Promote and encourage people to undertake higher level/degree apprenticeships that exist and those currently being developed by the Tees Valley Higher and Degree Apprenticeship Collaboration (HDAC) Group
- Reduce the number of people with no or low level qualifications by promoting ‘Skills Support for the Unemployed’, Careers Education, Information, Advice & Guidance (CEIAG) and ESOL provision for those people with English as a second language
- Encourage investment in workforce skills development with the introduction of the ‘Skills Support for the Workforce’ contract
- Support the establishment and further development of the Tees Valley Careers and Enterprise Company to improve Careers, Education, Information, Advice and Guidance (CEIAG) in schools
- Build on the tripartite Select Scrutiny Committee Review of Employment & Education to continue to work collaboratively to encourage Stockton-on-Tees’ schools to actively be involved with the Careers and Enterprise Company to improve the CEIAG available to students in the Borough
- Continue to support businesses and their workforce in any redundancy situation by accessing appropriate funding to up-skill staff

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
- Develop high quality vocational routes into work, particularly for young people
- 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 access to employment, for example, job carving
- 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
- Influence and support the delivery of sector-led apprenticeship route-ways to local businesses and young people
- Obtain funding to establish a pilot programme to secure apprenticeships for a minimum of 16 Looked After Children
- Develop a social enterprise to support and employ up to 8 people with learning disabilities

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

Inequality, deprivation and poverty

- Increase participation in the labour market by creating a range of flexible jobs to enable under-represented groups, such as, returners to the labour market, disabled people etc., access to employment, for example, job carving, flexible working
- Provide support to people who are disadvantaged/furthest away from the labour market who wish to improve their employment prospects through the ‘Building Better Opportunities’ initiative
- Support the implementation of ‘A Brighter Borough for All’ tackling poverty strategy
- Target specific geographical areas within the Borough to promote and support access to the ‘Wheels to Work’ initiative to help people take up offers of employment

BIG PLANS FOR AN OUTSTANDING BOROUGH

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 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
- Ensure that parks, countryside, open spaces and green infrastructure meet the highest environmental standards
- Protect the distinctiveness and biodiversity of the natural and built environments, including ensuring sustainable development as part of future economic growth
- Work with partners, commercial organisations, and the wider community to reduce Borough-wide CO2 emissions
- Take account of predicted changes to the future climate, risk assess the potential impact to Council services and local environment, implement appropriate adaptation measures and ensure business continuity
- Development and management of green infrastructure to promote positive quality of life, quality of place, and sustainable development benefits to enable economic growth
- Work with the Tees Valley Combined Authority to develop and submit a UK Capital of Culture bid which capitalises on the unique creative and cultural strengths of Stockton-on-Tees and Tees Valley

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**Housing**

- Produce a master plan and guide development and infrastructure requirements at West Stockton
- Identify Wynyard as a sustainable settlement in the Local Plan as a location for further housing, and work with public sector partners to deliver essential infrastructure
- Deliver housing-led regeneration and renewal schemes at Hardwick Green, Norton Park, Parkfield and Mill Lane, and Victoria Estate

- Influence and work in partnership with developers and registered social landlords to deliver affordable housing provision of a high standard and quality
- Work with private-sector housing developers and land-owners to consider options to bring forward stalled brownfield housing sites, in particular at Queens Park North and Boathouse Lane

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

BIG PLANS FOR OUR PLACES AND OPEN SPACES

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 the toxic trio of 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

BIG PLANS FOR KEEPING OUR COMMUNITY SAFE

CHILDREN AND YOUNG PEOPLE

Provide the best start in life for children and families

- Develop a new approach for the future of children's centres as family hubs

- Support the implementation of a new 0-19 offer for children and families, including integrated assessment and support
- Successfully implement the new offer of 30 hours childcare for eligible families
- Continue to ensure that all early years provision is of a high quality, supports child development and narrows gaps in achievement particularly for those who are disadvantaged

Improve education and learning outcomes for all children and young people

- Ensure sufficient school places in good or better schools
- Work to ensure all schools/academies in Stockton are good or better
- Implement new approaches to the delivery of Special Educational Needs and Disabilities (SEND), with a focus on hubs, and a renewed focus on SEND support in schools and joint commissioning
- Implement a new model for educational psychology
- Review the model for supporting school improvement
- Develop options for alternative provision and curriculum delivery for 14-19 year olds as risk of disengagement

Support families through effective early help

- Refine the pathways and overall approach to early help
- Implement a new Families First approach to include new forms of family support
- Embed an approach to secondary prevention which is focused on targeting support based on risk assessment
- Continue to prioritise early help assessment and effective practice as part of a restorative approach
- Implement the review of services and support for young people

Ensure children and young people in need of help and protection get the help and support they need

- 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
- Ensure a focus on the toxic trio of domestic abuse, drugs and alcohol and parental mental health
- Develop effective approaches to tackling neglect, including the use of the graded care profile tool
- Improve the quality of assessment and planning through signs of safety
- Ensure a focus on quality of supervision
- Ensure a coordinated and effective approach to the needs of children and young people who are VEMT (Vulnerable, Missing, Exploited, Trafficked)

Improve outcomes for children and young people in care and care leavers

- Deliver looked after children and care leavers strategy, working as part of the multi-agency partnership (MALAP)
- Ensure sufficiency of placements for looked after children

- Ensure effective education support through the virtual school
- Improve health outcomes, based on regular assessment
- Implement a refreshed approach to corporate parenting
- Ensure children in care are listened to, involved and engaged in all aspects of planning and delivery

Work collaboratively, effectively and efficiently

- Ensure that the voice of the child is embedded in all aspects of planning and delivery
- Ensure a consistent focus on restorative practice is used, to support families and leading to a reduction in demand for intervention
- Implement a rigorous focus on the quality of practice – making a difference to the lives of children, young people and families
- Be clear about our role in delivery, challenge this where necessary and an effective partner, sharing information to improve outcomes
- Be increasingly intelligence led: employing a commissioning cycle approach to understanding need, options, implementation and review and using best evidence
- Be efficient and productive – minimising waste, duplication, inefficiency and with decision making as close to families as possible

BIG PLANS FOR THE YOUNG PEOPLE OF OUR BOROUGH

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

BIG PLANS FOR THE HEALTH OF OUR PEOPLE

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

BIG PLANS FOR HELPING OUR COMMUNITIES PROSPER

ADULTS

Targeting those with highest levels of need

- We will use intelligence led data to ensure we understand the needs of the local population
- 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

- Wherever possible we will work with people to provide a choice of help which is suitable and will meet their outcomes

Working in partnership

- We will work in partnership with individual's, their carers and families
- 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
- In delivering and commissioning services we want to achieve the best value and most cost effective way means of delivering high quality care
- Working with providers of care we will constantly review people's care arrangements to ensure their outcomes are being met in a cost effective way

Delivering our statutory duties and safeguarding adults

- We will treat people as individuals and with dignity and respect
- 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
- We will work with people to enable them to understand and manage risks appropriately, whilst also providing arrangements to safeguard people from significant harm
- 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

Focussing on prevention and early intervention

- 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
- We will ensure that people can benefit from services, facilities or resources which improve their well being
- We will promote better health and well-being and work together with families. Communities, voluntary groups and partners
- We will seek to use equipment and technology to provide less intrusive and more cost effective care

Moving towards integrated working with NHS

- We will work with partners in developing the Sustainable Transformation Plan for our local area
- 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

Maximising returns from using 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

BIG PLANS FOR THE CARE WE PROVIDE

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 program 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

BIG PLANS FOR GREAT EXPERIENCES

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
- 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

- Use evidence to shape our services and our decision-making
- Increasingly moving our customers to accessing services and engaging with us through digital means
- Use existing and new technologies as a catalyst for and an enabler to working differently
- Make optimum use of our workspace
- Ensure policies, processes and procedures are necessary and that they are as efficient and productive as they can be

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

AMBITIOUS, EFFECTIVE AND PROUD TO SERVE

Appendix 2

MINUTE EXTRACT

Cabinet Meeting – 9 February 2017

1. Title of Item/Report

Council Plan 2017 - 2020

2. Record of the Decision

Consideration was given to a report that presented a draft Council Plan for 2017-20, prior to it being submitted to Council approval.

The Council Plan set out the vision and key objectives of the Council. It aimed to provide clarity and focus for Councillors, managers, staff, members of the public and partners about the Council's ambitions.

The full Council Plan was attached to the report.

Discussion sessions had been organised for the 8th and 10th February 2017, for elected members to discuss the Council Plan alongside the Medium Term Financial Plan.

The full version of the Council Plan would be published on the Council's website following approval by Council on 9 March 2017.

RECOMMENDED to Council that the Council Plan 2017 – 2020 be approved.