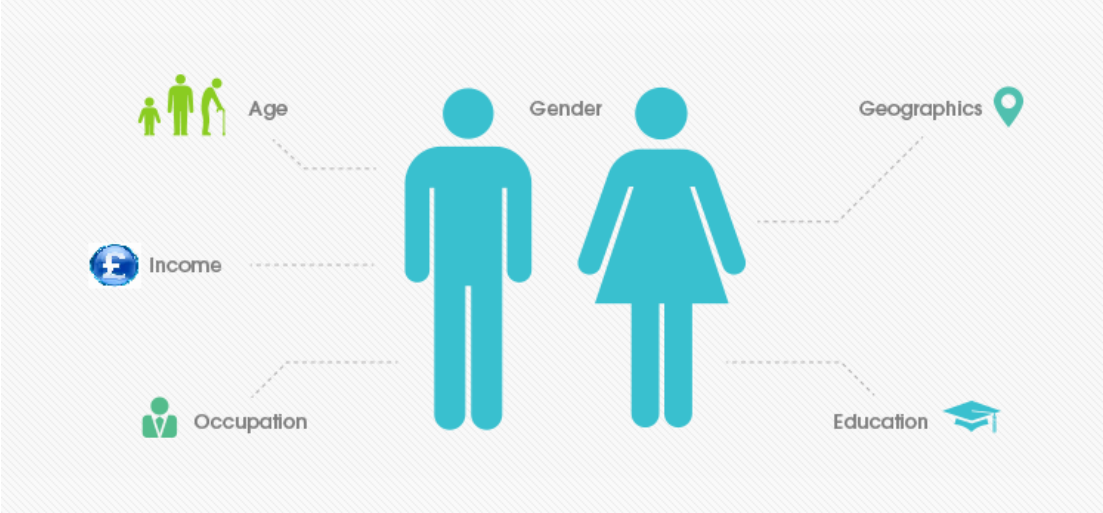
Stockton-on-Tees
BOROUGH COUNCIL

Big plans, bright future

Regeneration and Transport Select Committee

Scrutiny Review of Demographic Information



13 February 2014

Stockton-on-Tees
BOROUGH COUNCIL

Big plans, bright future

Regeneration and Transport Select Committee
Stockton-on-Tees Borough Council
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ACKNOWLEDGEMENTS

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Foreword

On behalf the Committee I wish firstly to thank Councillor Rose who proposed the topic of the use of demographic information within Stockton Council for review. We share with him the need for Stockton Council along with all its partner agencies to make effective use of data, share information and work collaboratively. With such an approach the aim is ultimately to target resources thereby ensuring the best value for money.

As the Tees Valley local authority area with the highest population this isn't going to change in the 15 years of the population projection available. Our investigation found that Stockton Borough's population is going to change, increasing by up to 18,000 by 2030. A shift in different age groups could mean increasing demands on the state for health, welfare, and social care provision as well as greater demand for informal care of older people by their spouses and children. This only goes to show that finances and service provision need to have the best demographic information in order to meet the needs of our customers.

The Committee hope that by providing a forum for councillors and officers to look for solutions for how best to gather and disseminate information that the minor adjustments suggested in our recommendations will suffice. We found our officers to be dedicated in their departmental roles and it will only take small changes to increase the communication between them to improve the amount of data shared within the Council. I wish to thank the officers that gave case study evidence as it provided Members with a better understanding of the available information and how it is being utilised.

I look forward to demographic information being part of the Member development programme as I can only see benefits for me and my councillor colleagues to have better awareness of the wards we represent.

Cllr Perry - Chair

Councillor Perry Chair – Regeneration and Transport Select Committee

Councillor Norma Wilburn Vice-Chair – Regeneration and Transport Select Committee

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Original Brief

Which of our strategic corporate objectives does this topic address? Organisational and Operational Effectiveness
What are the main issues and overall aim of this review? Demographic information is deemed to be the statistical characteristics of the population. Its availability, quality, and use is key to the Council's strategic planning, decision making, and for targeted initiatives and interventions. Aim • To have a better understanding of what demographic information is held across the Council, within key partner organisations, and is available nationally. • Clarification of where demographic information is filed/located/available • To better understand how this information can be used in policy making. • To identify any gaps in intelligence and the resource implications of filling the gaps. • To identify any potential issues with respect to the identified data and any barriers to its use (e.g. information sharing).
The Committee will undertake the following key lines of enquiry: The review would: • Map what demographic information is held on key systems / within profiles etc within the Council. • Map key sources of demographic information external to the Council including within key partner organisations and nationally available data. • Explore a range of case studies to evidence if demographic information has been used appropriately to inform strategic planning, policy making, targeted initiatives and interventions. • Identify evidence of good practice elsewhere including identification of the resources that support the good practice. • Identify the analytical skills and resources currently available to support provision of such intelligence / analysis. • Understand the options around timeliness, geographies, communities of interest etc with respect to demographic data.
Provide an initial view as to how this review could lead to efficiencies, improvements and/or transformation: Using information that we hold more effectively could ensure that greater intelligence and customer insight is gained allowing targeted resources to those that would gain the most benefit, thereby ensuring the best value for money.

1.0 Executive Summary

1.1 Demographic information can be defined as the quantifiable statistics of a given population. The most common demographic information originates from data gathered through the Census. Examples of this include at the highest level overall population statistics, gender, age (bands), ethnicity (Various categories), disability (type, physical, mental), and religious belief. Demographic Information can be used in isolation or when combined, can start to provide more focussed intelligence that can be used to inform decisions, policy and subsequently resources to a more targeted audience.

1.2 A mapping exercise was undertaken to understand what information is held across the Council and where it is located. This was broadened to map external resources of key demographic information, locally, regionally and nationally.

1.3 In addition to demographic data sets there were a number of reports and documents available that provide demographic information and analysis to support an understanding of various topics, community groups or geographies.

1.4 Often people can access data sets directly however within the Council and through its partners there is a network of support that exists to help people find and interpret the data. An understanding of the resource available, its use and effectiveness has been explored by Members as part of this review.

1.5 Through the use of a series of case studies, an understanding of how well the use of data and intelligence in policy setting and decision making information is used was explored, highlighting gaps in information provision, granularity (the extent to which a system is broken down into small parts), barriers to information sharing, any data quality issues, data protection issues etc.

- The Local Economic Assessment (LEA) being developed to evaluate and evidence the economic conditions prevalent within the borough. This will then provide an improved understanding of the local economic situation from which services can be developed and interventions targeted.
- Fulfilling Lives – A Better Start is a Big Lottery Fund initiative aiming to encourage progress and innovation in using preventive approaches in pregnancy and the first three years of life, to improve the life chances of babies and young children.
- Following the changes in grant funding and the introduction of the Early Intervention Grant, a Task and Finish team reviewed all the services that the existing grant supported to identify the best way to implement the new funding arrangements and any reduction in funding.
- The School Capacity Collection (SCAP) used to inform Key Decisions regarding School Place Planning pressures across the borough and Capital allocation priorities across primary and secondary schools in terms of refurbishment and maintenance.

1.6 Members have expressed concern that information is held in departments and is not fully available across the authority and are not always aware if it is fully utilised when policies are being formulated.

R1 **The Committee recommend that work be undertaken on data sharing protocols to ensure the effective sharing of data across the Council and also possibly with partners.**

1.7 Members were informed that early discussions at regional level suggested that the 12 North East local authorities would join LG Inform Plus, a subscription service that allows the data in LG Inform (published data about local authority areas and the performance of councils) to be drilled down to small area information. and therefore have the benefit of improved data sharing and awareness amongst its neighbours for an annual cost. The cost was not known during the timescale of the review.

R2 **The Committee recommend that further consideration be given to joining LG Inform Plus when cost and regional interest levels show it to be of potential benefit to Stockton Council.**

1.7 The other recommendation is to develop a toolkit for use throughout the Council by officers to determine information use and sharing of said information. A draft toolkit was being developed for consideration by the Committee's to assist Members' understanding. The toolkit is expected to contain the following:

- Purpose of the toolkit
- Data sources
- Checklist
- Data Quality
- Data Sharing Protocols
- Other Help and support

1.8 The aim of the Committee was the production of a concise toolkit, not too onerous ensuring ease of use and acceptance throughout the Council which could then be developed further to become an electronic document.

1.9 On 27 November 2013 Cabinet agreed changes to the Cabinet report template so that reports are required to indicate which of the Council Plan themes and priority areas they support. Strengthening the toolkit of policy aims could ensure it is mainstreamed into the decision-making process.

R3 **The Committee recommend that a toolkit be developed (in line with the introduction of the new Council Plan structure) for use throughout the Council by officers to determine information use and sharing of said information.**

1.10 It must be ensured that councillors can recognise the demographic information being presented and its use for possible decisions being taken.

R4 **The Committee recommend that understanding demographic information is an element with the Council's Member Development programme.**

2.0 Introduction

2.1 Demographic information is the quantifiable statistics of a given population which includes: Population Statistics; Gender; Age; Ethnicity; Disability; and Religious Belief.

2.2 Councillor Rose, Stockton Council's Cabinet Member for Environment submitted the suggestion for this review as many funding and resource allocations are based on existing data, for example geographical or poverty indicators particularly based on local ward boundaries. It was therefore considered vital, with diminishing public funding to be able to target families, neighbourhoods, individuals, streets and those most in need for all interventions.

3.0 Background

3.1 Between September 2008 and January 2009 Stockton Borough Council was one of 15 local authorities that participated in Audit Commission research examining how councils could make better decisions by making the most of information held or how it could be readily gathered. The Audit Commission found that:

Most councils could and should improve their information

- Good information helped councils to improve the quality of their services, find savings and manage risks.
- Councils recognised the importance of good information, and 94 per cent said that information had become an increased strategic priority.
- Exemplar councils had the right culture, people and standards to provide good information, but most councils did not, and so were missing opportunities to improve services and save money.

Councils recognised that decisions that affect the cost, quality and effectiveness of public services were not driven by robust information

- Members said they received lengthy reports but still did not have the relevant information they needed. Senior officers were frustrated that powerful data was unexploited.
- Less than 5 per cent of councils had excellent data quality and many acknowledged that their data quality problems were fundamental in nature.
- Almost 80 per cent of councils said a lack of in-depth analysis was a major problem.

Problems could be overcome without spending more by good management and learning from exemplar councils

- Councils did not need to spend more and could instead deploy existing resources more wisely.
- Two-thirds of councils said members struggled to understand information, and half said that senior officers did, yet half of councils provided no formal training and almost a quarter provided no support at all.
- Councils still faced problems sharing data with external partners.

3.2 In May 2013 just as this review commenced two reports were published about public sector information (PSI). The independent Shakespeare Review recommended that "…each government department and wider public sector body should review whether the PSI that they currently hold is being used to maximum effect in developing, evaluating and adapting policy. It should explain what data it used to support any new policy and above all what data will be collected (and published) for continuous measure of its effectiveness."

3.3 Meanwhile the Department for Business, Innovation and Skills published a Market Assessment of Public Sector Information. That report argues that "…public sector information can have broader value impacts through:

- increasing democratic participation: giving citizens and businesses access to public sector information allows them to perform their own analyses of salient issues, make more informed choices about public service providers and interact with policymakers to challenge their assumptions and improve the policymaking process;
- promoting greater accountability: for example through the scrutiny of costs of public service provision and benchmarking comparable services;
- greater social cohesion: for example, by providing more information on the provision and distribution of services, public sector information can be used to dispel myths on who receives certain public services;
- generating environmental benefits: such as reducing congestion and pollution through the release of better traffic and transport data which helps drivers to better plan journeys; and
- identifying previously unknown links between different policy areas: through data-mash ups it may be possible to develop system-wide solutions that holistically seek to address the root of policy challenges.

This value is potentially significant and is likely to have a major influence on overall societal wellbeing."

3.4 The purpose of this review was to ensure that the earlier Audit Commission research findings had been addressed and that the information held by the Council was what was required for successful bids for funding and resource allocations.

4.0 Evidence

4.1 The figures below developed by Tees Valley Unlimited are for Stockton-on-Tees and are based on Office of National Statistics projections based on their "indicative" estimates. The projections presented look ahead to 2025 and 2030 with the aim of giving a broad indication of what the age structure of Stockton-on-Tees may look like, given certain trends, for a period that covers the timescales for major strategic decision making within Local Government, and five years beyond. These projections highlight the implications of the shifting patterns for pre-school and school place planning, provision of housing and transport links, care of the elderly and a variety of other services under Local Government responsibility.

4.2 The current population is estimated at 192,300. By 2025, based on most recent trends, it is projected to increase to 210,300 (an extra 18,000). [By 2030 to 214,400 (an extra 22,100)].

- **0-15s**: Make up 19.4% (nearly 1 in 5) of the population in Mid-2010 and that proportion remains fairly stable through to 2025 (20.0%). Numbers peak in 2023 and by 2025 numbers are nearly 5,000 higher than in 2010 reflecting the higher levels of births. [Proportion of 0-15s falls off to 19.1% by 2030, 3,800 more than in Mid-2010].
- **16-64s**: This age group made up 65.1% of the population in Mid-2010. This falls to 59.7% by 2025 [and to 58.6% by 2030]. Numbers remain remarkably stable at around 125,500 throughout. [125,600 by 2030].
- **Over 65s**: Currently (Mid-2010) 15.5% of the population are over 65, by 2025 that is projected to increase to 20.2% (1 in 5). [22.3% (approaching 1 in 4) by 2030]. The change in numbers is substantial; an extra 12,800 over 65s by 2025. [An extra 18,000 by 2030 above current numbers].
- In 2010, the **Average age** for the population of Stockton-on-Tees was 41.9; by 2025 it will have increased to 42.9 [and by 2030, it will be 43.9].

4.3 Old Age Support ratio is the ratio of working age population to the population aged over State Pension Age (SPA). For 2010 there are 3.3 people of working age per person over SPA, decreasing slightly to 3.2 by 2025 [and 2.8 by 2030]. This will increase the burden on the working age population in supporting those over SPA. With no change to SPA, the ratios would be 2.4 by 2025 [and 2.2 by 2030]. Note: These projections use the SPA from the Pensions Bill 2011 i.e. women reach SPA at 65 from 2019 and both men and women reach SPA at 66 from 2021.

4.4 Births in 2010 were 2,450, the highest since 1991. Births are expected to follow national trends and as such, peak in 2013/14, possibly reaching 2,600. Thereafter, births are projected to fall to 2,400 by 2025 [and 2,300 by 2030]. Primary school numbers will peak around 2022/2023 whilst secondary school numbers continue to fall until 2015/16 when numbers then start to increase, peaking around 2027/28.

4.5 Deaths are expected to follow national trends with mortality rates continuing to improve. The numbers of deaths in 2010 was just over 1,600, the lowest ever for Stockton-on-Tees and some 12% below the number in 1991. However, as the numbers over 65s increase, so the numbers of deaths will increase and by 2025, they are projected to be approaching 1,800 per annum, [and 1,900 by 2030].

4.6 Overall by 2030, Stockton-on-Tees' Population is projected to be 2,800 (1.3%) higher than in the 2008 based set (214,400 vs 211,600). The main difference being in higher births. A net increase in international migration is nearly all offset by a net decrease in movers to and from elsewhere in the UK. Stockton-on-Tees is the only Tees Valley Authority to see an increase over the 2008 based projections.

4.7 Stockton-on-Tees experiences much higher fertility in the younger age group (16-29) than nationally and much lower in the older age group (30-44). This means that there may be differences in the timing of peaks and troughs compared to the national picture.

4.8 Assumptions are that national improvements will be seen locally but that the relative difference in standardised death rates will remain. Stockton-on-Tees' rates are currently around 11% above national rates, and have been since the mid-1990s. However, improvements to male mortality have been seen in Stockton-on-Tees in line with national trends and have increased faster for men, leading to a narrowing in the life expectancy differences. Over the 15 years to 2008, men have gained an extra 4.0 years and women an extra 3.5 though women continue to outlive men by 4.3 years (81.5 vs 77.2). By 2025, both male and females are expected to gain an extra 2 years, with the rate of improvement of men over women slowing with time [an extra 3 years by 2030].

4.9 Taking all the components together, the resident population of Stockton-on-Tees is projected to increase by between 1,000 and 1,300 each year to 2025 [800 per annum between 2025 and 2030]. As the net migration for Stockton-on-Tees is close to zero, most of the growth for Stockton-on-Tees is resulting from natural change. However, the change in the population does affect the age structure of the population.

4.10 Some headline ward results in the interim period between Census collections show:

- The largest increases in population between Mid-2001 and Mid-2011 were seen in the two Ingleby Barwick Wards, Stockton-on-Tees (East +2,900, West +2,700).
- The growth in numbers of students at Teesside University and Queen's Campus, Durham University is reflected in the growth in the numbers of residents living in Communal Establishments in Mandale & Victoria Ward (+500) and Stockton Town Centre Ward (+350), Stockton-on-Tees.
- The lowest proportion of residents aged 65+ in the Tees Valley was in Ingleby Barwick Ward, Stockton-on-Tees where only 5% of the population were 65+.
- In Ingleby Barwick West Ward 28% of the population is aged 0-15, one of three wards in the Tees Valley with the highest proportion. The lowest proportion of 0-15s was in Billingham West Ward where it was 12%.

4.11 For more Census information see appendices 1 and 2.

4.12 This changing age composition of the UK population is being driven by the combined effects of increased longevity and falling fertility rates. Life expectancy has been steadily increasing with suggestions that half of those born each year can expect to reach 100 years of age.

4.13 The gradual shift in different age groups could mean that the dependency ratio – the ratio between those of working age (aged 16–64) and those either under-16 or 65 and over – will alter gradually too. This could lead to greater stresses upon the 'middle' generations, especially those with caring

responsibilities, and increasing demands on the state for health, welfare, and social care provision. There will be greater demand for informal care of older people by their spouses and children. The number of people providing care to older parents is projected to increase by 27.5% between 2005 and 2041, from nearly 400,000 in 2005 to around 500,000 in 2041, with most of this increase occurring by 2022. People's identities may be under greater pressure from their different roles as carers, parents, and children, and balancing their working and family lives may be difficult. There may be increasing resentment against the burdens faced by those finding themselves still in work later than they anticipated, caring for elderly parents and providing resources and housing for older children or divorced adult offspring returning home.

4.14 A study of the impact of demographic change on the infrastructure for housing, health and social care in the north of England shows that by 2036 there are projected to be over a million more people aged 75 and over in the North of England, an increase of 72% since 2011 compared to an overall population of just 7% (1.1 million). The biggest percentage increases for men aged 90 and over are seen in Tees Valley. (Rees, P. & Hudson, R., (2013) pages 85-92 in Applied Spatial Analysis vol 6) Rees and Hudson show that as well as ageing, the population is expected to become more ethnically diverse.

4.15 They also argue that the process of population ageing is likely to play out differently in different places. To meet the future challenges successfully, and make the most of the opportunities, policy and infrastructure planning will also need to be nuanced to the particular needs of particular places, which raises of how best to make policy and plan infrastucture that is nuanced to types of place, rather than simply geographical locations. While the current agenda around localism suggests greater autonomy for local authorities in allocating resources and planning to meet local needs, there are arguments for taking account of the bigger picture beyond authorities own boundaries both in terms of what is happening in areas in geographical proximity, and in terms of what is happening in areas that may be distantly located but share common distinctive profiles and shared concerns.

4.16 The Committee took evidence at the outset of this review from the Business Support and Improvement Manager to ascertain the amount and type of information that was held by the Council. Various systems are used and exampes are highlighted in the table below.

Capita One	Schools, school absence, Educational Attainment
Capita E Start	Children Centres Data Base
RAISE	Children's Social Care Data, Youth Offending
Housing Data Base	Housing related data
Flare	Waste Management, recyclinf, service requests
Cleveland Police Data	Crime statistics
Waste Data Flow	Waste Data, volumes etc
CRM System	All callers, various subjects
Experian Mosaic	Customer Insight Data
Council Tax	All households, property bands

4.17 Other supporting documentation include:

- Ward Profiles
- Tees Valley Unlimited Reports
- Health Profiles
- Joint Strategic Needs Assessment
- Library Profiles
- Diversity Profiles
- Equality Impact Assessments

4.18 Support is available to Members and officers to both gather and understand the demographic information required. In-house the Performance/ R&I Teams, Tees Valley Unlimited, and Public Health Shared Service are resources that can be utilised whilst more widely a NE Analytical Group, and NE Regional Information Network operate regionally. At a national level websites and forums can be accessed.

4.19 The Committee learned that the various resources deal with a multitude of different requests which the Business Support and Improvement Manager highlighted and are listed below:

- Funding bids, Equality Impact Assessments (EIAs) or the development of a plan or strategy e.g. Local Economic Assessment, Early Help Strategy. The information required is usually population estimates, gender, age profile, ethnicity, and population projections, IMD
- Service planning, service improvement, EIT and Big Ticket reviews
- Residents Survey
- Freedom of Information requests from the general public, media, students, political and other researchers
- Government departments require statutory returns. E.g. pupil numbers
- Partners, such as Health colleagues, VCS organisations, residents groups etc., request information to inform and drive their service improvements, funding bids.
- Data profiles are also put together for partners or organisations the Authority is working with, for example information is requested about the surrounding area of a Asset/ building that an organisation might be interested in. E.g. The Clarences, Public Health colleagues to support obesity programme.
- Economic profiles of the Borough are created to inform funding applications and to be used by developers.
- Members request a wide range of demographic data for projects they are involved in

4.20 The final bullet point above has been particularly addressed with the production by Stockton Borough Council's Policy, Improvement and Engagement team of 26 Ward Profiles which bring together useful statistical data and local information such as where to find a local church, community centre or a range of other services.

4.21 The statistical data helps identify trends and issues within wards that agencies and community partnerships can begin to address. The guides also

provide a range of useful contacts which can help to access services and support as and when required.

4.22 The guide also uses facts and figures from the Ward Profile to create a picture of the ward for those unfamiliar with the area that can then be used as source of evidence for funding bids.

4.23 The guide is structured around the core themes of the Borough's 'Sustainable Community Strategy' as well as other important themes for the Council and its partners. These are:

- Adult Services
- Children and Young People
- Community Safety
- Economic Regeneration and Transport
- Environment and Housing
- Equality and Diversity
- Health and Wellbeing
- Stronger Communities
- Communication

4.24 Members felt that information needed to be easy to find and understand. To get a better sense of the type and use of information the Committee asked that a number of case studies be presented (more information can be found at appendix 3). These look across Council service areas, the ease of information gathering the information and its ease of understanding, especially when this information was required when decision making.

Case Study 1: School Capacity Collection (SCAP)

4.25 The School capacity survey is a statutory collection of school-level data on school capacity and local authority pupil forecasts. It collects information from maintained community, foundation or voluntary primary or secondary schools, academies (including free schools, university technology colleges and studio schools) and city technology colleges.

4.26 The data collected allows the Education Funding Agency (EFA) and the Department for Education (DfE) to identify those areas where there are pressures on school places and where significant shortfalls of places are anticipated by local authorities. The DfE uses the projections of pupil numbers to calculate how much basic needs funding local authorities should receive, enabling them to provide enough school places to meet future demand.

4.27 No issues were highlighted to the Committee regarding school capacity collection. The data and information used in the completion of the SCAP comes from a number of sources and is classed as 'unclassified' as this information is available in the public domain. The DfE already publish elements of the data, such as Census figures and capital allocations annually and also produce reports on the SCAP collection findings.

Case Study 2: Fulfilling Lives

4.28 Fulfilling Lives – A Better Start is a Big Lottery Fund initiative aiming to encourage progress and innovation in using preventive approaches in pregnancy and the first three years of life, to improve the life chances of babies and young children. The programme proposes to enable a 'systems change' in the way local health, public services and the voluntary sector work together to put prevention in early life at the heart of service delivery and practice.

4.29 To select the geographical area for the bid, deprivation data was used based on the Index of Multiple Deprivation at ward-level. The disadvantage was that at ward-level, it can mask pockets of deprivation or affluence which would be highlighted in data for smaller geographical areas e.g. Lower Super Output Area (LSOA) (though LSOA-level data can be accessed).

4.30 The use of the Income Deprivation Affecting Children index (IDACI) was also considered. The benefit of using IDACI is that it focuses on the proportion of children (aged less than 16) in each LSOA that live in families that are income deprived (i.e. in receipt of Income Support, Income based Job Seekers Allowance, Working Families Tax Credit or Disabled Person's Tax Credit below a given threshold).

4.31 The disadvantage of using the IDACI to select wards was that it focused only on income and not on the broader range of factors described by the IMD.

4.32 Some data are not as timely as would be ideal e.g. 2006-2010 data for low birth weight. The data used were the most recently available and nationally published. To progress the work on early years, further data will be used.

Case Study 3: Local Economic Assessment

4.33 The Local Economic Assessment (LEA) is being developed to evaluate and evidence the economic conditions prevalent within the borough. This will then provide an improved understanding of the local economic situation from which services can be developed and interventions targeted.

4.34 There are issues of timeliness with some Government issued information, with some information being up to two years old and with only sporadic updates.

Case Study 4: Children's Centre Review

4.35 In December 2010, following the changes in grant funding and the introduction of the Early Intervention Grant, a Task and Finish team reviewed all the services that the existing grant supported to identify the best way to implement the new funding arrangements and any reduction in funding.

4.36 The challenges faced during the review regarding the availability/accessibility of information included:

- Data held by partners who also used the children's centres was difficult to access / share. Data protection / data sharing were an issue.

- Potential for data overload – Different data sets can provide different perspectives and lead to alternative solutions (local data did not always match nationally available data). 'On the ground' intelligence can differ from statistics.
- Funding, existing provision, perception, expectations can all add a different dimension to a decision.
- Gathering the intelligence already held but in many places, can be very time consuming. Often held in different formats.
- Old data - some data sets are not updated / frequently made available

4.37 Consideration of the challenges faced regarding the information gathered for the review suggested the following possible solutions/ideas:

- Data sharing protocols / clarity of purpose for use of the data would be helpful in future.
- Start early or allow enough time if possible to gather the intelligence.
- A mix of intelligence helps to create a more rounded / realistic picture.
- Data can be used for other things. Analysis / mapping of data for children centres areas has been used to inform bids / has since been used for submissions for funding for localities / early years project.
- Some data can be relevant for a long period of time as it does not change very quickly, Other data can take a long time to gather but be useful / out of date very quickly.

R1 The Committee recommend that work be undertaken on data sharing protocols to ensure the effective sharing of data across the Council and also possibly with partners.

4.38 The Committee also asked for research to be undertaken on other local authorities and public sector organisations to ascertain how they had resolved to utilise the wealth of information that appeared to be available and how this could possibly be incorporated for use in Stockton Council. Examples can be found at appendix 4.

4.39 The Committee learned of LG Inform Plus, a subscription service that allows the data in LG Inform (published data about local authority areas and the performance of councils) to be drilled down to small area information. Organisations can view ward reports and create charts, maps and tables using the small area data. The Committee was curious as to the cost and what additional benefits would be gained. Members were informed that early discussions at regional level suggested that the 12 North East local authorities would join and therefore have the benefit of improved data sharing and awareness amongst its neighbours for an annual cost. The cost was not known during the timescale of the review.

R2 The Committee recommend that further consideration be given to joining LG Inform Plus when cost and regional interest levels show it to be of potential benefit to Stockton Council.

4.40 Members showed particular interest in the approach taken by Cornwall Council having produced a Policy Framework Toolkit, developed by their

Chief Executive's Department which aimed to promote good practice, ensuring a consistent approach to policy development which ultimately delivered meaningful improvements to their residents. Each time a policy / strategy is written, a template is completed which gives details of purpose, Equality Impact Assessment, action plan, performance monitoring, consultation and engagement, evidence base is completed to ensure that all details are covered.

4.41 An outline toolkit began to be developed for consideration by the R&T Select Committee to determine its possible usefulness for use in the Council and contained the following:

- **Foreword** – Identifying why it was important to produce a toolkit.
- **Purpose of this toolkit** - What is demographic information / Why it is important **/** Culture of organisation **/** What data can be used for - Policy making, Strategy forming, Decision making etc / Pathways
- **Data source** - Internal sources (Councils Data Systems, Existing documents e.g. Data profiles, EIA's Consultation Results, councils web site **/** External sources – ONS web site, LG inform, Data.gov.uk etc / Consultation / engagement results
- **Checklist** - Toolkit – Good Practice Guide **/** Presenting the information **/** Skills **/** Forecasting **/** Analysis and interpretation
- **Data Quality** – Accuracy **/** Relevance **/** Timeliness **/** Currency **/** Clarity of geography **/** Meta Data **/** Governance
- **Data Sharing Protocols** - Existing Protocols **/** Legislation **/** Some good practice examples
- **Other Help and support** – contact information

4.42 The aim of the Committee was the production of a concise toolkit, not too onerous ensuring ease of use and acceptance throughout the Council. This could then be developed further to become an electronic document, most likely available on the Intranet allowing links to documentation and further information, promoted in Keeping You In Touch, the Business Support and Improvement Teams, Corporate Working Groups i.e. Policy Officer Group, and via the GIS Team and TVU.

4.43 On 27 November 2013 Cabinet agreed changes to the Cabinet report template so that reports are required to indicate which of the Council Plan themes and priority areas they support. Councillor Rose was keen to assist the Committee highlighting that two of the themes are around 'targeted interventions' and 'protecting the most vulnerable'. Effective use of demographic, socio-economic data etc should underpin this and strengthening the toolkit of policy aims could ensure it is mainstreamed into the decision-making process. An illustrative example at appendix 5 indicates examples from health and the Green Vision of how the proposed framework would work in practice.

R3 The Committee recommend that a toolkit be developed (in line with the introduction of the new Council Plan structure) for use throughout the Council by officers to determine information use and sharing of said information.

4.44 The use of a toolkit could be demonstrated to have been used by reference in council/cabinet/committee report papers. To reduce the onerousness it was suggested that any reference to the toolkit and demographic information could be included as part of the background papers feature of the report template.

4.45 With the addition of this information it must be ensured that councillors can recognise the demographic information being presented and its use for possible decisions being taken.

R4 The Committee recommend that understanding demographic information is an element with the Council's Member Development programme.

5. 0 Conclusions

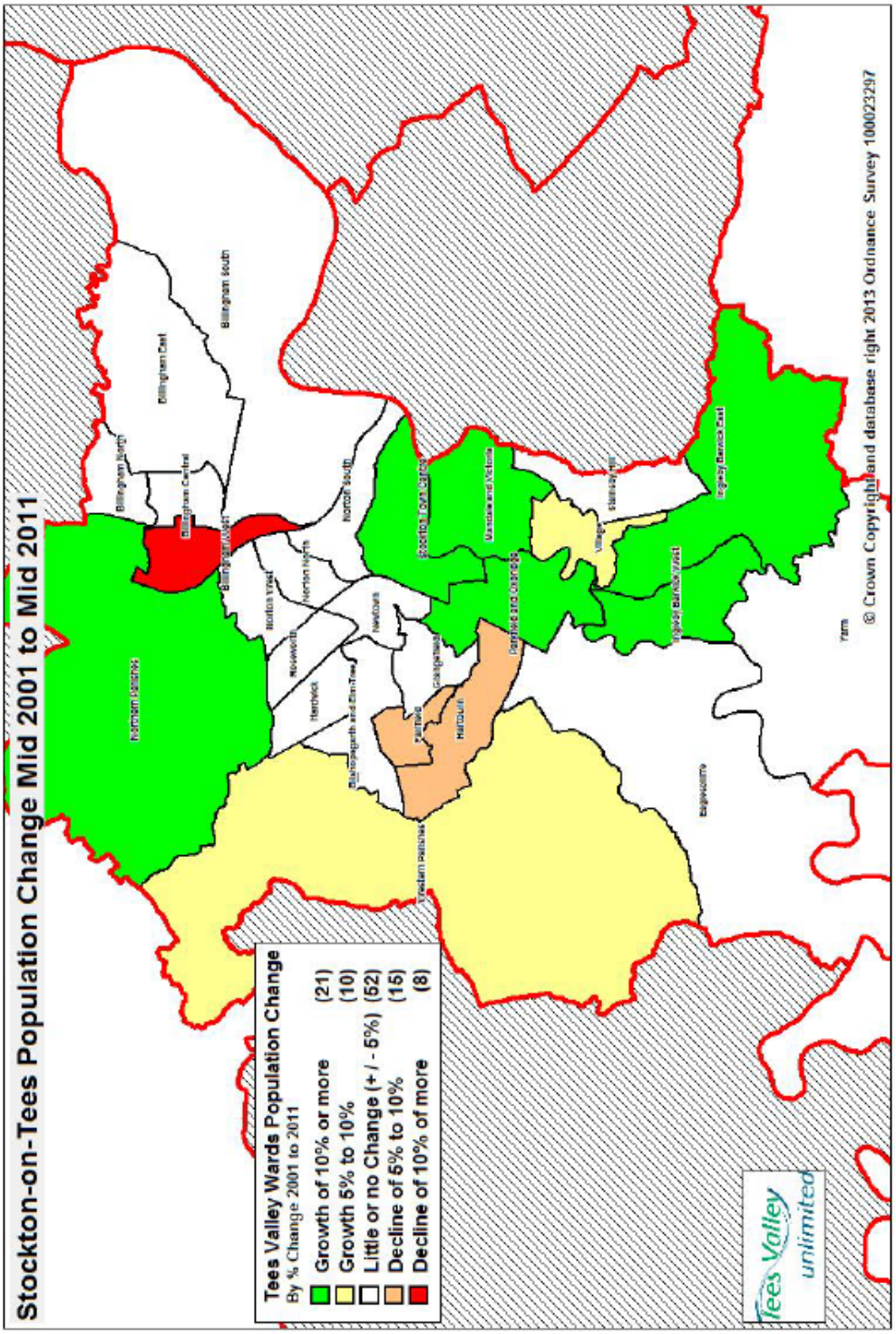
5.1 There is a wealth of demographic information available but no guarantee of its optimum use which the Committee has hopefully started to give recognition and subsequently requested that work to address any shortcomings.

5.2 The Committee therefore agrees that the initial aim of using information that we hold more effectively could ensure that targeted resources would gain the most benefit and thereby ensure the best value for money.

APPENDIX 1

LA	Ward_Name	Mid 2001 Total Population	Mid2011 Total Population	Mid 2011 - Mid 2001 Difference	Mid 2011 - Mid 2001 % Difference	Mid2011 % 0-15 of Tot Pop	Mid2011 % 16-64 of Tot Pop	Mid2011 % 65+ of Tot Pop
S	Billingham Central	7,055	7,315	260	3.7%	20.6%	63.0%	16.3%
S	Billingham East	7,200	7,335	135	1.9%	21.6%	62.4%	16.0%
S	Billingham North	9,315	9,205	-110	-1.2%	17.2%	69.5%	13.4%
S	Billingham South	6,875	6,770	-105	-1.5%	21.7%	63.0%	15.3%
S	Billingham West	6,250	5,610	-640	-10.2%	12.2%	58.6%	29.2%
S	Bishopsgarth and Elm Tree	6,525	6,545	20	0.3%	15.7%	64.5%	19.8%
S	Eaglescliffe	10,195	10,530	335	3.3%	18.1%	63.0%	18.9%
S	Fairfield	6,380	5,845	-535	-8.4%	14.5%	61.9%	23.5%
S	Grangefield	6,580	6,705	125	1.9%	18.1%	63.5%	18.4%
S	Hardwick	7,340	7,200	-140	-1.9%	23.5%	61.7%	14.8%
S	Hartburn	7,090	6,590	-500	-7.1%	15.1%	59.6%	25.3%
S	Ingleby Barwick East	7,325	10,235	2,910	39.7%	23.1%	68.4%	8.5%
S	Ingleby Barwick West	8,130	10,860	2,730	33.6%	28.3%	67.0%	4.7%
S	Mandale and Victoria	9,980	11,185	1,205	12.1%	19.6%	68.9%	11.5%
S	Newtown	7,275	7,460	185	2.5%	24.8%	64.9%	10.3%
S	Northern Parishes	2,360	3,365	1,005	42.6%	20.4%	66.9%	12.8%
S	Norton North	6,795	6,870	75	1.1%	19.6%	63.1%	17.3%
S	Norton South	7,790	7,615	-175	-2.2%	17.0%	68.7%	14.3%
S	Norton West	6,350	6,300	-50	-0.8%	14.6%	62.8%	22.6%
S	Parkfield and Oxbridge	6,700	7,490	790	11.8%	20.4%	69.2%	10.5%
S	Roseworth	7,485	7,275	-210	-2.8%	21.3%	63.3%	15.4%
S	Stainsby Hill	6,880	6,540	-340	-4.9%	19.2%	63.8%	17.0%
S	Stockton Town Centre	6,095	6,855	760	12.5%	18.8%	67.9%	13.4%
S	Village	6,405	6,965	560	8.7%	17.5%	63.6%	18.9%
S	Western Parishes	3,140	3,380	240	7.6%	16.7%	63.3%	20.0%
S	Yarm	10,275	9,775	-500	-4.9%	15.3%	66.2%	18.5%
S	*Stockton-on-Tees Total*	*183,790*	*191,820*	*8,030*	*4.4%*	*19.4%*	*64.9%*	*15.7%*
TV	*Tees Valley Total*	*652,290*	*663,035*	*10,745*	*1.6%*	*19.2%*	*63.9%*	*16.8%*
E&W	*England & Wales Total*	*52,360,000*	*56,170,900*	*3,810,900*	*7.3%*	*18.8%*	*64.6%*	*16.5%*

APPENDIX 2


Stockton-on-Tees Population Change Mid 2001 to Mid 2011
Tees Valley Wards Population Change
By % Change 2001 to 2011
Growth of 10% or more (21)
Growth 5% to 10% (10)
Little or no Change (+ / - 5%) (52)
Decline of 5% to 10% (15)
Decline of 10% of more (8)
Tees Valley unlimited
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APPENDIX 3

CASE STUDIES

In order to assist the Committee understanding of how data is gathered and used a number of case studies were developed and presented by relevant departmental officers. The following are a summary of the cases.

School Capacity Collection (SCAP)

The School capacity survey is a statutory collection of school-level data on school capacity and local authority pupil forecasts. It collects information from maintained community, foundation or voluntary primary or secondary schools, academies (including free schools, university technology colleges and studio schools) and city technology colleges.

The data collected allows the Education Funding Agency (EFA) and the Department for Education (DfE) to identify those areas where there are pressures on school places and where significant shortfalls of places are anticipated by local authorities. The DfE uses the projections of pupil numbers to calculate how much basic needs funding local authorities should receive, enabling them to provide enough school places to meet future demand.

The data is collected via COLLECT, the department's centralised data collection and management system for education.

The School Place Planning information was used in determining the impacts on potential pupil increases as a result of future housing developments to meet the Council's Housing Strategy over coming years. An example given to the Committee was the potential for approximately 2,000 homes in and around Wynyard that overlaps both Stockton and Hartlepool authorities. Both local authorities' Planners and Education Officers are working together with the developers to ensure education needs are met as a result of a development of this size as current schools near to Wynyard would not be sufficient to meet the demand for school places. The information and projections indicate that a new primary school should be built in Wynyard for 420 pupils on a site that allows for future growth as part of those discussions approximately at a cost of £5m.

The information held has also been used to inform Capital Strategy decisions. An example given was the investment of approximately £2m being made at Junction Farm Primary in Eaglescliffe. Following planning approval for 840+ homes at Allens West, feasibility studies were carried out to respond to the likely increase in pupil numbers in this area as the development takes shape. This type of development could increase pupil numbers of primary age by approximately 200 (using standard calculations) over the build project. Cabinet approval of capital funding was agreed to increase the school from a single form entry school of 210 pupils to 420 pupils in order to meet the increase in pupil numbers.

No issues were highlighted to the Committee regarding school capacity collection. The data and information used in the completion of the SCAP comes from a number of sources and is classed as 'unclassified' as this information is available in the public domain. The DfE already publish elements of the data, such as Census figures and capital allocations annually and also produce reports on the SCAP collection findings.

Fulfilling Lives

Fulfilling Lives – A Better Start is a Big Lottery Fund initiative aiming to encourage progress and innovation in using preventive approaches in pregnancy and the first three years of life, to improve the life chances of babies and young children. The initiative offers to invest £30-£50 million in each of 3-5 areas nationally, each with a total population of between 30,000 and 70,000, over a period of 8 to 10 years.

The programme proposes to enable a 'systems change' in the way local health, public services and the voluntary sector work together to put prevention in early life at the heart of service delivery and practice.

Catalyst and Stockton Borough Council (CESC and Public Health) submitted an expression of interest and stage 1 bid (for £42 million over 10 years) and were long-listed but unfortunately not short-listed.

To select the geographical area for the bid, deprivation data was used based on the Index of Multiple Deprivation at ward-level. IMD data is nationally available and was sourced from Tees Valley Unlimited. The wards with the greatest deprivation were also assessed for the key indicators specified by Big Lottery to further inform the decision on geographical area of focus.

The disadvantage was that at ward-level, it can mask pockets of deprivation or affluence which would be highlighted in data for smaller geographical areas e.g. Lower Super Output Area (LSOA) (though LSOA-level data can be accessed).

The use of the Income Deprivation Affecting Children index (IDACI) was also considered. IDACI is calculated by the Office of the Deputy Prime Minister and is available at LSOA level. The benefit of using IDACI is that it focuses on the proportion of children (aged less than 16) in each LSOA that live in families that are income deprived (i.e. in receipt of Income Support, Income based Job Seekers Allowance, Working Families Tax Credit or Disabled Person's Tax Credit below a given threshold).

The disadvantage of using the IDACI to select wards was that it focused only on income and not on the broader range of factors described by the IMD. As the bid focussed on a range of factors related to children's health and wellbeing, the IMD was felt to be a better indicator to use in this instance.

However, work has begun to implement elements of the proposed service model despite this, in partnership with the CCG and a range of stakeholders.

The expression of interest form also asked for specific data on each ward:

- % child poverty – available from the Department of Communities and Local Government.
- % low birth weight – available from the Public Health Observatory (now part of Public Health England), based on ONS birth files (2006-10) and NHS postcode files (May 2011).
- %child development at age 5 - available from the Public Health Observatory (now part of Public Health England), based on Neighbourhood Statistics - Small Area Pupil Attainment by Pupil Characteristics in England, 2010: Department for Education.
- % obese children at year 6 – from the Health and Social Care Information Centre, based on the National Childhood Measurement Programme (NCMP) data.
- Total population per ward – from the Office for National Statistics, based on mid-2011 ward population estimates from 2011 census data.

Some data are not as timely as would be ideal e.g. 2006-2010 data for low birth weight. The data used were the most recently available and nationally published. To progress the work on early years, further data will be used. Some will be service data - for example, the numbers of children in need, children with a child protection plan and looked after children are being used to help select one of the original five wards as a pilot area. Further population data will be used to understand how current service provision through specific programmes e.g. the Family Nurse Partnership for the most vulnerable families can be targeted to a greater number of families with significant levels of need. The Tees Valley Public Health Shared Service are likely to support this through access to more detailed data and in carrying out further data analysis for the selected ward.

Local Economic Assessment

The Local Economic Assessment (LEA) is being developed to evaluate and evidence the economic conditions prevalent within the borough. This will then provide an improved understanding of the local economic situation from which services can be developed and interventions targeted.

It is intended that the LEA will become a live working document that would be updated annually and used as a support document to inform policy, strategy and delivery priorities. Where possible, the timetable would align to other plans and strategies, to streamline the gathering of data and to build upon the critical intelligence gathered across the Council and by partners.

The plans and strategies that are likely to benefit from the use of the LEA in this way would include the:

- Local Development Framework Annual Monitoring Report;
- Housing Strategy;
- Strategic Housing Land Availability Assessment; and
- Tees Valley Unlimited Business Plan.

The LEA is based around three main topic areas, People, Business and Place, with the evidence provided as responses to eleven separate questions.

The evidence base for the LEA has predominantly been compiled from existing and available statistics, the majority of which are either available through government data or collated through local partners such as Tees Valley Unlimited. Large sections of the LEA are devoted to baseline information on employment/skills and business and enterprise.

There are issues of timeliness with some Government issued information, with some information being up to two years old and with only sporadic updates.

The areas where data is limited, such as the nature of skills shortages in different sectors, can be added to through our business engagement work, surveys of business and linkages with stakeholder organisations.

Care has been taken to ensure that data used can be updated for future revisions of the assessment.

A demographic profile of the borough has been included to set the scene, detailing current and projected populations, age, deprivation, disability and diversity profiles.

Children's Centre Review

In December 2010, following the changes in grant funding and the introduction of the Early Intervention Grant, a Task and Finish team reviewed all the services that the existing grant supported to identify the best way to implement the new funding arrangements and any reduction in funding.

Locally gathered intelligence held on the E Start system (a software package which holds information about families accessing children's centres in Stockton-on-Tees) and the activity data from the children's centres were cross tabulated with the nationally sourced data such as numbers of children (by age group), population projection statistics, locality health stats, housing, family structure (single parent) information, and transport data. IMD data and IDACI data was also used to identify any discrepancies / anomalies. Consultation responses added a different perspective and provided the context of local neighbourhoods.

Much of the nationally available data and the local data and intelligence were mapped, which can very quickly identify clusters and hotspots and assists particularly if boundaries are required to be drawn up. Visually the data comes 'to life', which is not always obvious from data tables.

The intelligence gathered was used to inform a discussion to determine the indicators/ criteria used to inform the final decision making process. As a result of the review Members received a number of options for recommendation for the future delivery of children's centres.

The challenges faced during the review regarding the availability/accessibility of information included:

- Data held by partners who also used the children's centres was difficult to access / share. Data protection / data sharing were an issue.
- Potential for data overload – Different data sets can provide different perspectives and lead to alternative solutions (local data did not always match nationally available data). 'On the ground' intelligence can differ from statistics.
- Funding, existing provision, perception, expectations can all add a different dimension to a decision.
- Gathering the intelligence already held but in many places, can be very time consuming. Often held in different formats.
- Old data - some data sets are not updated / frequently made available

Consideration of the challenges faced regarding the information gathered for the review suggested the following possible solutions/ideas:

- Data sharing protocols / clarity of purpose for use of the data would be helpful in future.
- Start early or allow enough time if possible to gather the intelligence.
- A mix of intelligence helps to create a more rounded / realistic picture.
- Data can be used for other things. Analysis / mapping of data for children centres areas has been used to inform bids / has since been used for submissions for funding for localities / early years project.
- Some data can be relevant for a long period of time as it does not change very quickly, Other data can take a long time to gather but be useful / out of date very quickly.

APPENDIX 4

One point of contact (Harrow Council)
One Business Intelligence Unit, one point of contact for officers/ Members to request information or to be directed to the most appropriate source. Sessions are organised for Members to learn more about the information which is available but to also inform officers about the sort of information which would be useful to include.
https://harrowinformed.harrow.gov.uk/

Develop a strategic policy group (Cornwall Council)
At Cornwall Council, the Strategic Policy and Performance Group is chaired by the Assistant Chief Executive and is the forum through which the Chief Executive's department and directorate representatives discuss and agree the development of strategies, policies and procedures that cut across council services. The group meet on a fortnightly basis, review the effectiveness of Council systems, discuss local, regional and national initiatives and their implications for Cornwall Council and aim to ensure that policy development is joined up throughout the authority.

Policy guidance template/ toolkit (Cornwall Council)
Each time a policy/ strategy is written, a template is completed which gives details of purpose, EIA, action plan, performance monitoring, consultation and engagement, evidence base etc. to ensure that all details are covered.

LG Inform (Local Government Association)
LG Inform provides, in a single place, up to date published data about local authority areas and the performance of councils. The site currently holds 1,000 individual data items and LGA aim to have published data added to the system within a week. The LGA propose that the information available can be used in scrutiny, to understand the performance of a particular service area or to provide an overview of the borough, or to compare performance with other authorities. This is a non-subscription service and the data is open to the public but only local authorities (and Councillors) can use the tools such as create, edit and share reports. Ready-made reports are also available.

LG Inform Plus (Local Government Association)
LG Inform Plus is a subscription service that allows the data in LG Inform to be drilled down to small area information. Organisations can view ward reports and create charts, maps and tables using the small area data. The Committee was curious as to the cost and what additional benefits would be gained before recommending Stockton Council join. Members were informed that early discussions at regional level suggested that the 12 North East local authorities would join and therefore have the benefit of improved data sharing and awareness amongst its neighbours for an annual cost. (Not known during the timescale of the review)

Intelligent London is a relatively new service providing the latest data on the education and skills of young people. It utilises data analysis and visualisation techniques so that those with an interest in supporting and promoting the interests of young people can easily access reliable data.

The **Local Overview** section provides local authorities (LAs) with a visual PDF summarising key indicators for their LA, compared with the London average. Indicators are arranged into four themes: LA Landscape, Participation, Outcomes and Progression.
The **Borough Insight** section allows the exploration of a wide range of indicators at the local authority level and, where available, the regional and national level.
The **Learning Landscape** section provides an interactive map of educational establishments in London offering provision for 14-19 year olds, including maintained schools, academies, free schools, independents and more.
The **Provider Performance** section allows the exploration of public data on the characteristics and performance of providers in a selected local authority.

Promoting equality of opportunity

ILLUSTRATIVE EXAMPLE ONLY (USING HEALTH AND GREEN VISION)

Targeted intervention

What are our Aims? *This section will describe what our overall aims are in relation to promoting equality of opportunity and specifically identify the areas of focus in terms of theme eg., health, educational attainment, fuel poverty, jobs etc.* **Legislation / changes which impact on this priority:** *This section will identify what national policy/legislative changes have informed the development of this section of the plan.*	**What do we mean? This section will explain in more detail what we are going to do to achieve our aims i.e., Our Key Objectives for example:** • Increase the number of people adopting healthy lifestyles including good mental health (health) • Reduce fuel poverty (Green vision, health) • Give every child the best start in life (health)

Key Objective:	**Theme/strapline**	**Key Actions** What are we going to do which will achieve our objectives and how we are going to do it.	**Performance Measures and targets.**
Increase the number of people adopting healthy lifestyles including good mental health	Health and Well-Being Big Plans for the Health of our People	• Reduce smoking prevalence and address tobacco control by targeting smoking cessation services and advice at those in high risk categories. • Tackle the drinking culture and reduce the harmful impact of alcohol on communities, families and individuals by providing information, advice and direct support. • Improve our drug treatment system to increase the number of people who move out drug free • Reduce levels of obesity and increase levels of physical activity	
Reduce fuel poverty	Health and Well Being Environment and Housing Big Plans for the health of our people Big Plans for helping our communities prosper	• Promote and support collective energy switching schemes • Implement the rollout of the ECO scheme • Lead the work of the Fuel Poverty Partnership	
Give every child the best start in life	Health and Well Being Children and Young People Big Plans for the Health of our People Big Plans for the young people of our Borough	• Actions linked to tackling risk taking behaviour during pregnancy e.g., smoking • Actions linked to activity within the emerging Early Help Strategy • Activity linked to Children's Centre developments, nursery provision etc.	

Protecting the vulnerable

ILLUSTRATIVE EXAMPLE ONLY (USING HEALTH AND GREEN VISION)

Intervention aimed at protecting vulnerable people

What are our aims?	What do we mean? This section will explain in more detail what we are going to do to achieve our aims i.e., Our Key Objectives for example:
This section will describe what our overall aims are in relation to protecting the vulnerable and describe who we mean by vulnerable for example; - **People with disabilities** - **Children and Young people at risk (Safeguarding)** - **Adults at risk (Safeguarding)** - **Homeless people** - **Financially disadvantaged** **An important aspect of this priority is early intervention.** **Legislation / changes which impact on this priority** *This section will identify what national policy/legislative changes have informed the development of this section of the plan*	**Homelessness and housing** • Improve the energy efficiency of the homes of those deemed to be vulnerable as a result of disability, health, financial exclusion etc. (Green Vision) **Financial Inclusion** • Reduce the impact of poverty on family life (Health)

Key Objective:	Theme/Strap Line	Key Actions - What are we going to do which will achieve our objectives and how we are going to do it	Performance Measures and targets
Improve the energy efficiency of the homes of those deemed to be vulnerable as a result of disability, health, financial exclusion etc.	Health and Well Being Children and Young People Adults Services Environment & Housing Big Plans for the Health of Our People Big Plans for the Young People of our Borough Big Plans for our Places and Open Spaces	• Implement the rollout of the ECO scheme by identifying those most likely to benefit as a result of their vulnerability • Provide information and advice on energy efficiency to target groups	
Reduce the impact of poverty on family life	Health and Well Being Children and Young People Strong communities Big Plans for the Health of our People Big Plans for the Young People of our Borough Big Plans for helping our communities prosper	• Provide targeted, timely, effective advice, information and direct support to ensure take up of entitlements including benefits, free school meals etc. • Promote and facilitate access to the collective energy switching scheme to reduce energy bills • Support the development of a sustainable Credit Union as an alternative to high cost lending	

Developing Strong and Healthy Communities

ILLUSTRATIVE EXAMPLE ONLY (USING HEALTH AND GREEN VISION)

Preventative and Universal

What are our aims?	What do we mean? This section will explain in more detail what we are going to do to achieve our aims i.e., Our Key Objectives for example:
This section will describe what our overall aims are in relation to delivering universal preventative and mainstream services to those not identified as being vulnerable or experiencing or at risk of experiencing inequalities. Our aims for our communities are: • To provide a pleasant environment in which they can live, work and play • To develop communities that can support each other • To support communities to vibrant and cohesive • To help our communities to be healthy and safe **Legislation / changes which impact on this priority** *This section will identify what national policy/legislative changes have informed the development of this section of the plan*	• Promote environmental sustainability (Green Vision) • Improve the energy efficiency of the homes (Green Vision) • Work with local communities to encourage them to develop healthy lifestyles and make positive health-based choices (Health)

Key Objectives	Theme/ Strap Line	Key Actions - What are we going to do which will achieve our objectives and how we are going to do it.	Performance Measures and targets
Promote environmental sustainability	Environment and Housing Big Plans for our Places and Open Spaces Big Plans for an Outstanding Borough Big Plans for the Health of our People	• Actions within the Tees Valley Waste Management Strategy that relate to SBC • Actions within Tees Valley Green infrastructure Strategy that relate to SBC • Actions associated with tackling climate change (including those associated with leadership, encouraging changed behaviours, 'green enterprise' in schools etc.) • Actions within the Core Strategy linked to sustainability of new developments and implementation of Part L of the Building Regulations. • Actions associated with improving flood defences • Actions associated with improving recycling rates • Actions associate with/arising from the Big Ticket Review of Energy/Waste, post SITA, district heating, options for supply from offshore wind etc. • Actions associated with the implementation of the street light replacement scheme • Actions associated with further developments/improvements of cycleways/schemes • Actions associated with environmental improvements/initiatives within Countryside	•

Stockton-on-Tees BOROUGH COUNCIL
Big plans, bright future

Outcome – A healthy vibrant and successful Borough

Key Objectives	Theme/ Strap Line	Key Actions - What are we going to do which will achieve our objectives and how we are going to do it.	Performance Measures and targets
Improve the Energy Efficiency of homes	Environment and Housing Big Plans for our Places and Open Spaces Big Plans for the health of our people Big Plans for helping our communities prosper	• Positively promote and facilitate access to collective energy switching schemes across the Borough • Roll out the ECO scheme across identified geographical locations • Provide energy efficiency advice and information to local residents • Work with social and private landlords to foster and promote energy efficient living	•
Work with local communities to help them develop healthy lifestyles and make positive health-based choices	Health and Well Being Arts, Leisure and Culture Big Plans for the Health of our People Big Plans for Great Experiences	• Actions linked to increasing participation in sport and active leisure • Actions associated with delivery of a healthy curriculum in schools • Actions linked to preventing smoking, substance misuse etc.	•

Glossary of Terms

ONS	The Office for National Statistics is the UK's largest independent producer of official statistics and the recognised national statistical institute of the UK.
TVU	Tees Valley Unlimited is the private and public sector Local Enterprise Partnership (LEP) striving to deliver jobs and economic growth across the Tees Valley.
SCAP	The School capacity survey is a statutory collection of school-level data on school capacity and local authority pupil forecasts.
EFA	The Education Funding Agency operate a dedicated enquiry service for academies.
DfE	The Department for Education is responsible for education and children's services.
IMD	Index of Multiple Deprivation - The English indices of deprivation identify the most deprived areas across the country. They combine a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England.
LSOA	Lower Super Output Areas are a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales.
IDACI	Income Deprivation Affecting Children index is a ranking based on the percentage of children aged 0 - 15 in each LSOA living in families that are income deprived - i.e. in receipt of income support, income based jobseeker's allowance or pension credit, or those not in receipt of these benefits but in receipt of Child Tax Credit with an equivalised income (excluding housing benefits) below 60% of the national median before housing costs.
NCMP	National Childhood Measurement Programme measures the weight and height of children in reception class (aged 4 to 5 years) and year 6 (aged 10 to 11 years) to assess overweight children and obese levels within primary schools.
LEA	Local Economic Assessment - a common understanding of local economic conditions and economic geography of a place; and of the economic, social and environmental factors which impact upon future economic growth.