

**REPORT OF SENIOR MANAGEMENT TEAM**

**COUNCIL PLAN – ANNUAL REPORT 2016/17**

**SUMMARY**

This annual report provides an update on the non-financial performance of the Council during 2016/17.

**RECOMMENDATIONS**

That the report be noted.

**DETAIL**

1. The full report is attached at Appendix 1.

**COMMUNITY IMPACT IMPLICATIONS**

2. There are no community impact implications.

**FINANCIAL IMPLICATIONS**

3. There are no financial implications.

**LEGAL IMPLICATIONS**

4. There are no financial implications.

**RISK ASSESSMENT**

5. The reporting of non-financial performance is categorised as low. Existing management systems and daily routine activities are sufficient to control and reduce the risk.

**CORPORATE PARENTING IMPLICATIONS**

6. There are no corporate parenting implications.

## **COUNCIL PLAN POLICY PRINCIPLES**

Policy Principles:

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

This report covers all of the Council's services and therefore covers all of the policy principles.

Name of Contact Officer: Ian Coxon

Post Title: Assistant Director (Business Support and Information)

Telephone No. 01642 527019

Email Address: [ian.coxon@stockton.gov.uk](mailto:ian.coxon@stockton.gov.uk)

**COUNCIL  
PLAN**

**ANNUAL  
REPORT  
2016/17**

## EXECUTIVE SUMMARY

Though we continue to face huge ongoing financial and economic challenges, we remain very ambitious for Stockton-on-Tees and 2016/17 has seen us continue to deliver for our residents and businesses. The scale of the challenge is unprecedented and leaves us facing more incredibly difficult decisions.

We are committed to developing the Council and ensuring we deliver high quality, customer focused services that meet the changing needs of our communities. In 2016/17 we have continued to develop as an organisation and we have:

- Been shortlisted in two prestigious national awards as one of only six finalists in the “Local Authority of the Year” category of the Municipal Journal awards and for the Association of Public Service Excellence (APSE) overall Council of the Year Award for the seventh year running.
- Continued our programme of service reviews as we adapt to huge ongoing funding reductions.
- Received another extremely positive report from our Auditors, who said: “As we have seen in recent years, the Council is exploring different service models to preserve service delivery along with financial stability.”
- Received extremely positive results from our employee survey which should be celebrated, particularly when they are read in the context of significant change and work pressures for our employees.
- Maintained our Silver Investor in People award and also achieved the Gold Better Health at Work award accreditation.
- Maintained our Customer Service Excellence accreditation for the sixth consecutive year, securing the highest possible “compliance +” rating in 9 categories
- Continued to implement improvements in direct response to the Ipsos MORI residents’ survey undertaken across the Borough in 2015.
- Launched the new “My Views” consultation portal, which provides an improved online platform to support consultations on service changes and proposals.
- Supported the successful bid that saw Stockton High Street crowned winner of the Great British High Street Awards’ Rising Star category.

# 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**

## 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**

## 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**

## 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**

## HEALTH AND WELLBEING

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

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

## STRONG COMMUNITIES

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

**BIG PLANS FOR HELPING OUR COMMUNITIES PROSPER**

## 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**

## 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**

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

➤ **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 workforce culture – the values and behaviours and resilience we will need to demonstrate in facing significant financial and capacity challenges.

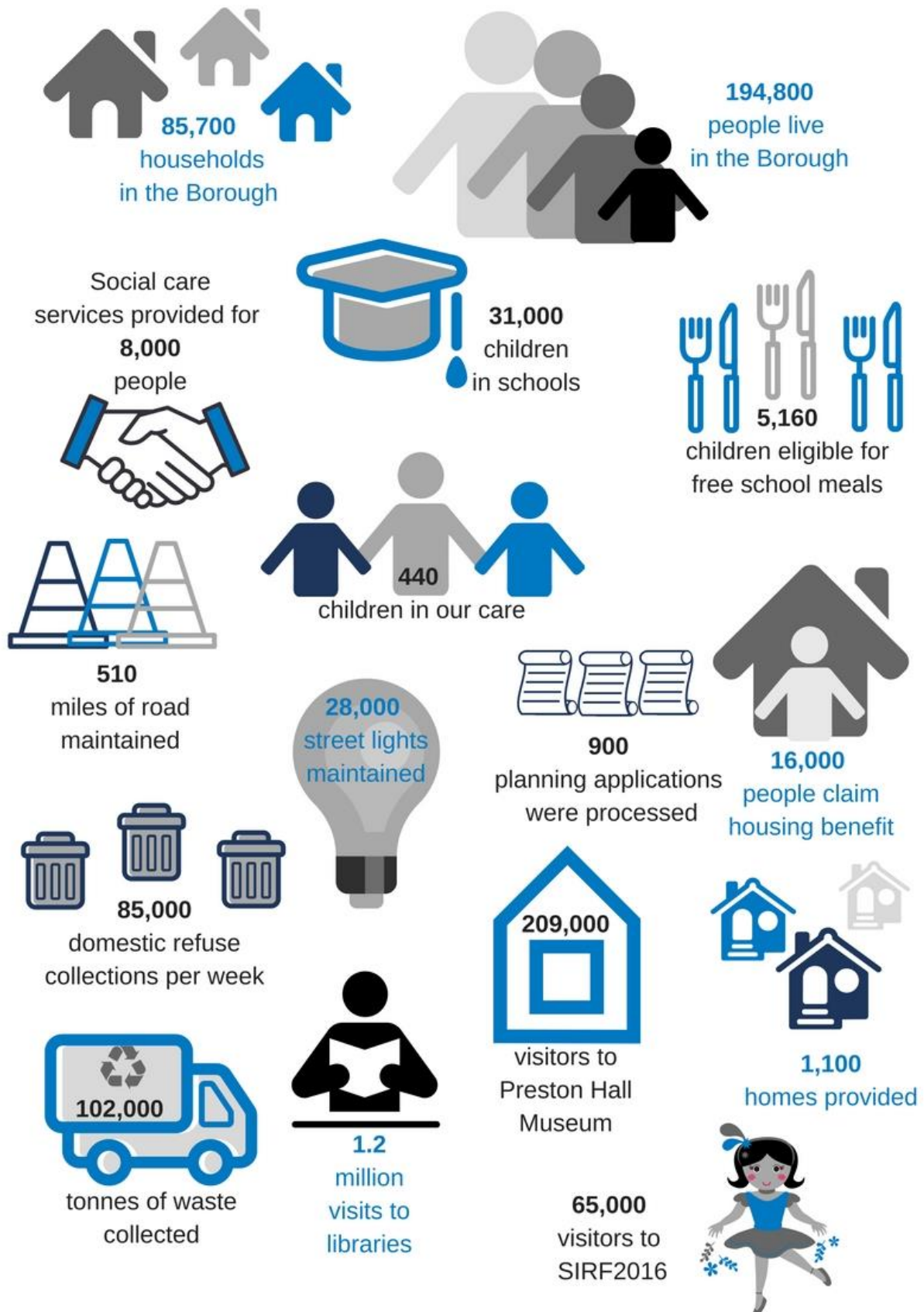
**We are an organisation where we all make a positive contribution at work for the whole council. Where we never lose sight of the fact we are here to serve the people of the borough.**

**This is a place where...**

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

# OUR PLACE

During the last year in Stockton-on-Tees...





## OUR RESOURCES

We've had to adapt to funding unprecedented reductions 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.

Finding additional savings 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.

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

- We have restructured and reduced the size of our senior management team to ensure it reflects the council's changing shape and size
- We're continuing to focus on managing demand and reducing costs in our big areas of spend such as adult social care, children's social care, energy and waste
- We have received another extremely positive report from our Auditors, who said: "As we have seen in recent years, the Council is exploring different service models to preserve service delivery along with financial stability."
- We have made a long term commitment to continue to invest in our employees through the **Shaping a Brighter Future** programme
- We are challenging and changing the way we think about work, how we do it and how we can work smarter through our **Smarter Working in Stockton** programme

## OUR PEOPLE

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

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

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

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

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

During the year we have also maintained our Silver Investor in People award and also achieved the Gold Better Health at Work award accreditation.

## OUR WAYS OF WORKING

We are a successful organisation with a long and positive track record for continuous improvement and doing things better.

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

Aimed at delivering savings identified in the **Medium Term Financial Plan** and supporting our **Shaping a Brighter Future** programme we will aim to increasingly:

- Use evidence to shape our services and our decision-making
- Move 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

## OUR CUSTOMERS

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

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

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

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

## 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. During 2016/17 we have seen:

- The creation of the Tees Valley Combined Authority which has seen the area's five councils join forces and work with the business community to drive economic growth and job creation in the area.
- The agreement of clear economic growth ambitions with the launch of The Economic Strategy and 3 year Growth Plan.
- The progress of plans to bring a prestigious 128-bed Hampton by Hilton hotel to Stockton town centre.
- The final approval stage to restore the Grade II listed, art deco Globe Theatre, which will put a 2,500 capacity live music and comedy venue at the heart of Stockton High Street.
- Durham University's plans to create an International Foundation College on the Queen's Campus site in Thornaby.
- The launch of a Community Transport Bus Service to help people who don't have access to local bus services.
- Stockton's town centre businesses establish a Business Improvement District (BID) bringing retailers and other high street businesses together, to drive forward activities and events aimed at boosting trade, attracting visitors and encouraging enterprise.
- Stockton High Street's success in the Rising Star Category of the Great British High Street Awards.
- The renovation and expansion of the Georgian Theatre in partnership with Tees Music Alliance.
- Completion of Myton Way & Londonderry Bridge / Lustrum Beck schemes.

## ENVIRONMENT AND HOUSING

We aim 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. In 2016/17 we saw:

- The production of a Draft Local Plan setting out a vision for the future development of the Borough in relation to housing, the economy, community facilities and infrastructure up to 2032.
- The continuing demolition of the 1960's Victoria Estate to make way for brand new housing.
- Further progress in the £14million programme to install super-efficient, environmentally-friendly LED street lighting that will generate significant energy cost savings.
- The Council ranked as fifth best in the country for its efforts to tackle climate change emissions in the Local Authority Energy Index.
- Progress in our carefully planned maintenance programme to help prevent damage to the Borough's roads and footpaths.
- The exciting new West End Gardens development in Stockton, delivered in partnership with Thirteen Group and Keepmoat Homes.
- The completion of reviews of Care For Your Area and Community Safety services.
- The development of plans to incorporate wildflower areas into green spaces across the Borough to minimise the visual impact of floral displays being reduced.
- Another successful Big Community Switch (energy provider switching scheme), with more households registering than ever before.

## COMMUNITY SAFETY

We want to make the Borough a place where levels of crime and fear of crime are low and people feel safe and secure. In 2016/17 we have:

- Worked in partnership to deliver a range of measures to reduce the risk of flooding across the Borough. In particular we've reduced the risk of flooding to more than 150 homes by replacing Londonderry Bridge in partnership with the Environment Agency as part of the Lustrum Beck flood alleviation scheme.
- Provided training to 700 taxi drivers and private hire firms so they can help protect vulnerable adults and safeguard children.
- Maintained the Safer Stockton Partnership which brings together a wide-range of agencies to tackle crime and anti-social behaviour.
- Seen our Youth Offending Team win praise from the Youth Justice Board for its "excellent performance".

## HEALTH AND WELLBEING

We want the Borough to be a place where people are supported to be healthy. During 2016/17 we have:

- Continued to support the successful Warm Homes Healthy People scheme which is in its sixth year and supports some of the Borough's most vulnerable residents during the winter months.
- Encouraged 8% of the smoking population to access the stop smoking service which is in the top 3 for performance in the region and regarded as an example of best practice nationally.
- Continued progress with our Healthy Heart Check programme with 19,603 people receiving a check since 2013. We've continued to improve on the number of people from the target areas attending for assessment.
- We delivered 12 full-day Domestic Abuse Training Courses to a range of public services and frontline staff.
- Visited 100% of Stockton schools through the Childhood Flu Programme.
- Reduced the rate of emergency hospital admissions for alcohol related harm per 100,000 population by 3.1%.



## CHILDREN AND YOUNG PEOPLE

We want the Borough to be 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. In 2016/17 we saw:

- The Council's Children's Services awarded an overall "good" rating by Ofsted inspectors, putting it among the top 25 per cent nationwide – we were also one of only three local authorities in the country to secure an "outstanding" rating for the experiences and progress of care leavers.
- All of our children's homes, including those developed as part of the joint venture with Spark of Genius, are rated good or outstanding.
- The Council secure a £31million basic need funding allocation to invest in school and nursery buildings across the Borough.
- Young people across Stockton-on-Tees celebrate as 62.4 per cent of students attained five A\*-C grades including English and Maths.
- The Council launch an innovative social media campaign to attract experienced social workers.
- The establishment of a joint multi agency children's hub with Hartlepool providing advice and guidance on services and support for children, young people and families.
- Continued excellence in the quality of our early years provision with 99% of all provision rated good or outstanding.
- Continued progress in working with young people – with 4.7% either Not in Education, Employment or Training or Not Known, compared to a national average of 5.7%.

## STRONG COMMUNITIES

The strength and pride that exists in our communities is at the very heart of what makes Stockton-on-Tees such a remarkable place. We are creating an environment where communities are diverse, cohesive, caring and vibrant. During 2016/17 we have seen:

- The achievements of those in the Borough's voluntary, community and social enterprise sector recognised at the seventh annual Catalyst Achievement Awards.
- Your Community Bank, the Tees Credit Union co-operative and social business, move onto Stockton High Street.
- People from across the Borough enjoy a host of celebrations held to mark the Queen's 90th birthday, culminating in a spectacular street party on Stockton High Street involving the launch of the Stockton Flyer.
- The launch of the Stockton-on-Tees Volunteers website, created by Catalyst in partnership with the Council.
- The Local Strategic Partnership continue to work through the four Locality Forums, bringing together public, private and voluntary sector partners to tackle poverty in the Borough.
- The Council continue to provide support to 46 Community Centres across the Borough.

## ADULT SERVICES

We are working hard to make sure 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. In the last year we have seen:

- The launch of the new Falls Prevention and Assessment Service, aimed at reducing falls among older people.
- The Council join forces with Thornaby-based Five Lamps to pilot an innovative home care scheme for people with social care needs in the Borough.
- The new Multi-Disciplinary Service (MDS) win the 'Best Health and Wellbeing Initiative' at the Association of Public Service Excellence (APSE) awards – the service provides support and intervention for people aged over 65.
- Improvements to the Deprivation of Liberty Safeguards (DOLS) process to ensure it supports the most vulnerable clients and that the Council meets its legal requirements.
- Our Adult Social Care team:
  - Responded to 15,579 requests for help, advice or information.
  - Provided services to 8,082 people.
  - Supported an average of 3,240 people each month with equipment or adaptations to help them stay safe at home and maintain their independence.
  - Provided 1,266 people with short-term practical support to regain independence.
  - Completed assessments of social care needs for 4,504 people and 917 carers.
  - Commissioned approximately 11,000 hours of home care per week, helping people live independently at home.

## ARTS, LEISURE AND CULTURE

We are a Borough where heritage, festivals, cultural activities and leisure facilities attract visitors and investment, and where sport and active leisure opportunities help people sustain healthier lifestyles. The last year has seen:

- Preston Hall Museum continue to celebrate local history – visits have been boosted by a strong summer holiday programme that attracted 50,000 visitors in six weeks, the highest level since the reopening in 2012.
- The 2016 Cycling Festival, incorporating the British Cycling National Road Race Championship, attracted tens of thousands of visitors and a massive international live television audience.
- SIRF16, including the community carnival, attracted around £1million in visitor spend with 92% describing it as “good” or “excellent” and 92% stating that it was a good use of Council resources.
- Work has begun on a new multi-million pound leisure centre, library and customer service point on land at All Saints Academy in Ingleby Barwick.
- Yarm Library reopened following a refurbishment to improve the children’s section, outdoor garden area and disabled access, and in an innovative partnership the library now incorporates a Newcastle Building Society branch providing a range of financial services to the community.
- The Air Trail facility at Tees Barrage, supported by the Council, exceeded its first year targets and attracted over 30,000 visitors.
- More than 700 women joined the “Sisters R Doing It” running network and 1,200 children took part in Funky Feet activity sessions.