

AGENDA ITEM

**REPORT TO
EXECUTIVE SCRUTINY
COMMITTEE**

17 JULY 2018

**REPORT OF SENIOR
MANAGEMENT TEAM**

EXECUTIVE SCRUTINY COMMITTEE REPORT

COUNCIL PLAN – ANNUAL REPORT 2017/18

SUMMARY

This annual report provides an update on Council Plan during 2017/18.

RECOMMENDATIONS

That the report be noted.

DETAIL

The full report is attached at Appendix 1.

COMMUNITY IMPACT IMPLICATIONS

This report covers the Council Plan. The Council Plan summarises the Council's strategic position over the next 3 years and describes the Council's Policy Principles, Vision and Key Objectives. This Council Plan report, whilst ensuring the Council's services have a positive impact on our communities, does not in itself meet the criteria for undertaking a community impact assessment.

FINANCIAL IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK ASSESSMENT

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

CORPORATE PARENTING IMPLICATIONS

This report covers the Council Plan. This Council Plan report, whilst ensuring the Council's services have a positive impact on our communities, does not in itself have any corporate parenting implications.

COUNCIL PLAN POLICY PRINCIPLES

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

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Education related Not specifically

Background Papers: None

Ward(s) and Ward Councillors: N/A

Property: N/A

Big Plans, Bright Future

COUNCIL PLAN

Annual Report 2017-18

EXECUTIVE SUMMARY

Though we continue to face huge ongoing financial and economic challenges, we remain very ambitious for Stockton-on-Tees and 2017/18 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. Over the last year we have:

- Been shortlisted as 'Council of the Year' in local government's three most prestigious national awards – the LGC Achievement Awards, the Association of Public Service Excellence Awards and the Municipal Journal Achievement Awards – which is a verification that we are at the leading edge of delivering vital public services and we will continue to innovate, develop and improve to make sure we are delivering the very best for the people of the Borough.
- Maintained our Customer Service Excellence accreditation for the sixth consecutive year, securing the highest possible "compliance +" rating in 12 categories
- Continued to implement improvements in direct response to the Ipsos MORI residents' survey undertaken across the Borough in 2015.
- Received another extremely positive report from our Auditors, who said: "the Council manages its finances carefully to balance service needs and available resources in the short and medium term. The Council's most recent MTFP recognises the ongoing financial constraints and the need to continue to review services to identify cost efficiencies."
- Continued to invest in our employees through the Shaping a Brighter Future programme, maintained our Silver Investor in People award and achieved the highest 'Continuing Excellence' level in the Better Health at Work Awards.
- Restructured and reduced the size of our senior management team to ensure it reflects the council's changing shape and size.
- Continued to challenge and change the way we work through our Smarter Working in Stockton programme as we continue to deliver our services with a 25% reduction in the size of our workforce since the programme of cuts began in 2010/11.

OUR VISION

ECONOMIC REGENERATION AND TRANSPORT

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

BIG PLANS FOR AN OUTSTANDING BOROUGH

COMMUNITY SAFETY

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

BIG PLANS FOR KEEPING OUR COMMUNITY SAFE

HEALTH AND WELLBEING

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

BIG PLANS FOR THE HEALTH OF OUR PEOPLE

ADULTS

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

BIG PLANS FOR THE CARE WE PROVIDE

ENVIRONMENT AND HOUSING

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

BIG PLANS FOR OUR PLACES AND OPEN SPACES

CHILDREN AND YOUNG PEOPLE

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

BIG PLANS FOR THE YOUNG PEOPLE OF OUR BOROUGH

STRONG COMMUNITIES

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

BIG PLANS FOR HELPING OUR COMMUNITIES PROSPER

ARTS, CULTURE AND LEISURE

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

BIG PLANS FOR GREAT EXPERIENCES

OUR COUNCIL

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

AMBITIOUS, EFFECTIVE AND PROUD TO SERVE

OUR POLICY PRINCIPLES

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

➤ **Protect the vulnerable by**

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

➤ **Create economic prosperity by**

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

➤ **Tackle inequality through improving**

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

➤ **Help people to be healthier by**

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

OUR CULTURE

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

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

This is a place where...

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

OUR RESOURCES

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

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

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

- We have restructured and reduced the size of our senior management team to ensure it reflects the council's changing shape and size.
- We're continuing to focus on managing demand and reducing costs in our big areas of spend such as adult social care, children's social care, energy and waste
- We have received another extremely positive report from our Auditors, who said: "the Council manages its finances carefully to balance service needs and available resources in the short and medium term. The Council's most recent MTFP recognises the ongoing financial constraints and the need to continue to review services to identify cost efficiencies."
- We have made a long term commitment to continue to invest in our employees through the **Shaping a Brighter Future** programme
- Continued to challenge and change the way we work through our **Smarter Working in Stockton** programme as we continue to deliver our services with a 25% reduction in the size of our workforce since the programme of cuts began in 2010/11.

OUR PEOPLE

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

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

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

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

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

During the last year we have continued to invest in our employees through the Shaping a Brighter Future programme, maintained our Silver Investor in People award and achieved the highest 'Continuing Excellence' level in the Better Health at Work Awards.

OUR WAYS OF WORKING

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

We are challenging and changing the way we think about work, how we do it and how we can work smarter through our **Smarter Working in Stockton** programme, ensuring a One Council approach to customers, workspaces, information, technology and customers:

- Access channels which meet customer need enabling a consistent and positive experience for our customers
- Accessible and inspiring workspaces for our employees which enable collaborative and flexible working
- Information easily accessible and managed electronically to inform decision making
- IT systems and equipment that are reliable and secure to enable employees to work anywhere

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.

Last year we maintained our Customer Service Excellence accreditation for the sixth consecutive year, securing the highest possible “compliance +” rating in 12 categories.

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)

OUR PLACE



During the last year in Stockton-on-Tees



OUR PLACE

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

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

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

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

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

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

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

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

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

OUR REGION

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

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

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

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

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

ECONOMIC REGENERATION AND TRANSPORT

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

Economic output for the Borough is growing and is now over £4 billion per year – that's 31.5% of the output of the entire Tees Valley. We are seeing growth in the number of new businesses and a record number of job vacancies. We are fortunate to be home to a vast array of successful and award winning businesses in the Borough and continue to do all we can in supporting them. During the last year we have:

- Continued to identify growth opportunities in the Borough and wider Tees Valley economy and support the innovation activity in high potential sectors.
- Worked with strategic partners to increase the number of local businesses exporting and supported those already exporting to increase their presence in key international markets.
- Created the 'Made in Stockton' brand and worked with Tees Valley Combined Authority (TVCA) to promote the Borough as a place to invest, trade and visit.
- Continued to provide a package of support to prospective retail businesses to support the sustainability and diversity of the Borough's town centres.
- Progressed work on The Local Plan which sets out a vision for the future development of the Borough in relation to the economy, housing, community facilities and infrastructure up to 2032.
- Acquired strategically important employment land at Belasis.
- Continued to support the development of the Northshore regeneration including rapid progress on the Hampton by Hilton hotel.
- Worked with TVCA to develop infrastructure and transport improvement schemes, including the Tees Crossing project, improved rail services such as the operation of a Thornaby to London train service from 2020 and support for Durham Tees Valley Airport.
- Launched new community bus services to help people in Norton, Hartburn, Wolviston, Maltby, Hilton and Kirklevington who don't have access to regular local bus services.
- Continued to deliver targeted courses and apprenticeships through our Learning and Skills service to maximise the potential of learners from disadvantaged backgrounds. We've also helped to increase higher level skills by improving access to higher level/degree apprenticeships.

**BIG PLANS FOR
AN OUTSTANDING BOROUGH**

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. During the last year we have:

- Completed the £14 million programme to install super-efficient LED street lighting, across the Borough generating £1.8 million of savings every year and a 46% reduction in carbon dioxide emissions since 2014.
- Continued to work with partners to build over 500 affordable homes, prioritising brownfield sites. 65 homes at the West End Gardens redevelopment in Central Stockton were completed by Thirteen Group in June 2017 and the development of the Victoria Estate and Alma Street sites continues.
- Enlisted 160 landlords with over 1,000 properties on to our Voluntary Landlord Accreditation Scheme with the aim of improving standards in the private rented sector.
- Continued to deliver first class waste collection and recycling services even during the difficult winter conditions. The teams worked well alongside the winter gritting and ploughing teams.
- Developed wildflower areas into green spaces across the Borough to minimise the visual impact of formal floral displays being reduced following positive feedback.
- Reviewed the use of chemical sprays around trees in parks, cemeteries and some rural locations to encourage natural growth and biodiversity.
- Maintained roads and pathways across the Borough with 510 miles of road repaired last year. The service was ranked amongst the Country's best in the independent National Highways and Transport Network survey.
- Completed the Newport Bridge lighting scheme with 150 energy efficient and controllable LED lights fitted to illuminate the Grade II listed structure after sunset.
- Worked with partners at Groundwork North East and the River Tees Rediscovered Landscape Partnership to enhance the Teesdale Way with handcrafted photo frames.
- Begun work on the development of a new crematorium and garden of remembrance to be built on the former Blakeston School playing fields in Roseworth.

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

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 2017/18 we have:

- Maintained the Safer Stockton Partnership to provide the opportunity to share best practice, key priorities for each organisation as well as opportunities for joint working.
- Made further improvements within CCTV with an emphasis on increased monitoring across areas with high incidences of criminal activity and ASB, as well as increased proactive monitoring of Stockton High Street.
- Over 850 taxi drivers have completed safeguarding training to help protect vulnerable adults and safeguard children. This is a 94% completion rate, the remaining 6% of drivers have had their drivers licences suspended.
- Continued with an active programme of enforcement of environmental health and trading standards cases.
- Introduced new fly tipping fines in the Borough to tackle the illegal dumping of waste with £400 fixed penalty notices.

**BIG PLANS FOR
KEEPING OUR COMMUNITY SAFE**

HEALTH AND WELLBEING

We want the Borough to be a place where people are supported to be healthy. We are particularly pleased that during 2017/18 we have:

- Designed a new 0-19 service, in close consultation with stakeholders. The service will include a 0-19 Healthy Child Programme, a Growing Well, Growing Healthy service to support healthy weight and a Family Outreach and Volunteer service.
- Delivered additional support to families around healthy weight, through specific targeted programmes; and through developing opportunities for physical activity to be a greater part of the school day.
- Redesigned the support for people to stop smoking, to focus on pregnant women, people with mental ill health and those living in more deprived areas.
- Developed a new approach to improving diabetes prevention and care with a particular focus on prevention through physical activity and diet.
- Appointed a new Domestic Abuse Coordinator post to help embed the work of the new Domestic Abuse Strategy.
- Supporting the Healthy Heart Check and Lung Health Check Programmes provided through GP practices, particularly ensuring support for our more deprived communities.

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. That's why we are so pleased to see that in 2017/18 we have:

- Continued to develop our overall 'Good' rated Children's Services in response to the Joint Targeted Area Inspection in November 2017, with new developments in Family Group Conferencing and continued implementation of the Signs of Safety approach.
- Retained a "Good" or "Outstanding" Ofsted rating across all of our Children's homes.
- Continued to focus on recruitment with 16 new social workers recruited this year including 13 experienced social workers and an initial cohort of 4 Frontline trainees in September.
- Completed the development of a new adoption partnership across the Tees Valley. 'Adoption Tees Valley' begins work in May 2018.
- Progressed well with the rollout of the 30 hours free childcare entitlement for eligible (working) families.
- Seen the performance of the schools across the Borough continue to improve with 94% of schools inspected now judged good or outstanding.
- 2017 also saw outstanding examination performance with 61.5% achievement of 5 A*- C grade GCSEs this compares with a national average of 52.8%.
- Continued with the delivery of the £31 million investment in schools and nursery buildings across the Borough.
- Established a new 'Bright Minds, Big Futures' programme to ensure that the Borough is a great place to grow up. Through the programme young people will have the opportunity to have their voices heard and have their say on the future of the Borough.

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

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 2017/18 we have:

- Continued to provide support to the Voluntary Community and Social Enterprise sector (VCSE) through our partnership with Catalyst. This partnership was further strengthened this year with a new long term funding agreement. Catalyst continues to offer a broad range of support to the sector with a newly formed Community Group Forum complementing the established Voice Forum.
- Celebrated some of the heroes of the VCSE sector at the Catalyst Awards held in June and the Mayor's Civic Awards in May – the wide range of lifetime, individual and organisation awards reflects the thriving sector.
- Continued to transfer assets to our communities through the Community Asset Transfer Strategy. The successful transfer of Marsh House Sports and Community Centre to Onsite Building Trust was achieved in July.
- Celebrated the growing success of volunteering in the Borough in Volunteering Month in June – the first Volunteers Market was held with 45 organisations advertising their volunteering opportunities.
- Updated the Compact between the VCSE Sector and the Council which supports our partnership working.
- Continued to tackle poverty in the Borough through the Local Strategic Partnership which works through the four Locality Forums, the Infinity Partnership and the Housing and Affordable Warmth Partnership bringing together public, private and VCSE partners. The partnerships have delivered many successful programmes this year such as supporting Foodbanks, providing food during school holidays and winter coat collections, alongside undertaking significant work to help prepare for the rollout of Universal Credit in July.
- Supported Tees Credit Union through its merger with Moneywise Credit Union (Newcastle) to amalgamate and create a stronger and more financially robust credit union.

**BIG PLANS FOR
HELPING OUR COMMUNITIES PROSPER**

ADULTS

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. That's why we are pleased that in the last year we have:

- Developed our new 2017-20 Adult Social Care Strategy.
- Continued to develop integration between the NHS, Social Care and other partners to help ensure that people remain well for as long as possible and are looked after in and by their local neighbourhood when they need further support. Our joint health and social care team work on safe discharge from hospital was recognised for its work in the innovative 'Home Safe Sooner' project.
- Achieved an 'Outstanding' rating for the Lanark Close short breaks service.
- Continued to support the development of the Five Lamps not-for-profit home care service. The team are now providing over 600 hours of weekly care and supporting 70 people across Thornaby and Ingleby Barwick.
- Continued to develop the Multi Disciplinary Service in partnership with the Stockton Welfare Advice Network to provide support to over 65's in their own homes. The team have secured over £1 million of extra benefits support for people since they began in October 2015.
- Achieved the Quality Standards accreditation from the Telecare Services Association for our OneCall Service which provides assisted living solutions to enable people to live independently.
- Launched the Carer's Hub to provide a new online service bringing together a range of information, advice and services for people who provide care and support to a friend or family member.
- Delivered the 'Make my Zimmer Shimmer' campaign to reduce the frequency of falls in care homes.
- Delivered over 4,000 award winning Club 55 sessions in collaboration with Tees Active, Thirteen, Mind and Age UK to older adults.

**BIG PLANS FOR
THE CARE WE PROVIDE**

ARTS, CULTURE AND LEISURE

We are 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. We are delighted that over the last year we have:

- Continued work on the exciting redevelopment of The Globe with great progress on site and an operating agreement signed with the Ambassador Theatre Group (ATG).
- Completed the £1.4 million refurbishment and expansion of The Georgian Theatre in partnership with Tees Music Alliance.
- Maintained our nine thriving libraries and one mobile library, receiving over 1.2 million visits. Our staff have presented over 1,600 events supporting reading, literacy, local history, arts and crafts.
- Delivered seven specialist markets including a new records market and the celebration of the 192nd anniversary of the first passenger rail journey.
- Delivered our major events programme with events like the River Rat Race, the 2017 Cycling Festival, Stockton Sparkles, the Fireworks display and the first Stockton Stages music and comedy event.
- Delivered SIRF, our biggest event, successfully presenting over 90 shows in 4 days. 91% of visitors believed SIRF is a good use of Council resources, 92% think it is a good promotion of the town, 87% were satisfied with the event overall. The 2017 SIRF Carnival with 1,400 participants was the biggest in the 31 year history of the event.
- Continued to grow the 'Sisters R Doing it' running programmes, Funky Feet children's activity programmes and the award winning 'Sporting Steps' weekly programme for over 40 adults with learning disabilities and mental health conditions.
- Continued our strategic partnership with Tees Active Limited (TAL), who have run a range of programmes and open sessions across the major leisure facilities at SPLASH, Billingham Forum, Thornaby Pavilion and the Barrage. We have also started work on the new leisure and library facility at Ingleby Barwick which will be operated by TAL when it opens next year.

**BIG PLANS FOR
GREAT EXPERIENCES**