

**AGENDA ITEM**

**REPORT TO EXECUTIVE  
SCRUTINY COMMITTEE**

**23 JULY 2019**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

**COUNCIL PLAN – ANNUAL REPORT 2018/19**

**SUMMARY**

This annual report provides an update on Council Plan during 2018/19.

**REASONS FOR RECOMMENDATION/DECISION**

To allow Members to receive information about the Council Plan.

**RECOMMENDATION**

That the report be noted.

**DETAIL**

1. The full report is attached at **Appendix 1**.

**COMMUNITY IMPACT IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

3. 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**

4. 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**

5. 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**

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

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# **Big Plans, Bright Future**

## **Council Plan Annual Report 2018-19**

## EXECUTIVE SUMMARY

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 in no fewer than 6 award categories, and also for the prestigious 'Council of the Year' award at the Association of Public Service Excellence Awards, winning the 'Best Service Team of the Year: Parks, Grounds and Horticultural' Award
- Maintained our Customer Service Excellence accreditation for the seventh 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
- Been ranked as best in the country by our residents in an annual public satisfaction survey carried out by independent market research specialist Ipsos MORI collecting local resident's perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas
- Received another extremely positive report from our Auditors, who said: "The Council is well aware of the financial challenges it is facing in the future" and "The Council remains well placed to face these challenges and officers continue to keep the overall position under close review"
- 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
- Continued to maintain a high survey response rate in our 2018 Employee Survey which shows that our staff strongly believe that the Council is a good place to work
- Continued to challenge and change the way we work and 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**

### 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, anti-social behaviour 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 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 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 (MTFP)**:

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



## 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.

We continue to build on this and have maintained our Silver Investor in People award and the Gold Better Health at Work award accreditation.

The 2018 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 and that our staff strongly believe that the Council is a good place to work.

## 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** programme:

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

## OUR CUSTOMERS

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

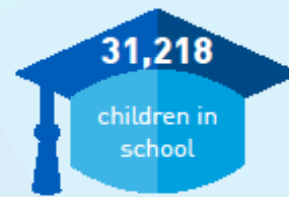
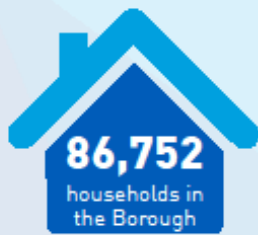
We have continued to implement improvements in direct response to the Ipsos MORI residents' survey undertaken across the Borough in 2015. The results showed:

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

Last year we were ranked as best in the country by our residents in an annual public satisfaction survey carried out by independent market research specialist Ipsos MORI collecting local resident's perspectives on, and satisfaction with, Highway and Transport Services in Local Authority areas.

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

## OUR PLACE



# During the last year in Stockton-on-Tees



## OUR PLACE

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

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

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

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

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

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

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

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

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

## OUR REGION

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

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

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

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

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

## ECONOMIC REGENERATION AND TRANSPORT

Our vision is of an economically prosperous Borough that is dynamic, exciting and inviting with infrastructure to support the development of business start-ups, business growth, new jobs and skills. During the last year we have:

- Continued to work with strategic partners to influence and attract investment opportunities to the Borough, and continued to raise the profile of the Borough as a place to do business with the use of the 'Made in Stockton' brand.
- Adopted the Local Plan which sets out a vision for future development in the Borough up to 2032, including policies for the long-term use of land that is sufficient and of a high quality to be attractive to new investment
- Acquired land at Belasis to safeguard employment uses at a strategic employment location
- Continued with works to deliver place based regeneration works across Stockton Town Centre including The Globe refurbishment, public realm enhancements completed on Silver Street and Bishop Street, Hampton by Hilton hotel
- Completed improvement works in Stockton Town Centre, Teesdale and Northshore to complement the Durham University International Study Centre students welcome events
- Continued to work in partnership to develop a Master Plan and Delivery Plan for Tees Marshalling Yards
- Commenced work on the new Ingleby Barwick leisure and library facility
- Commenced work on the new Crematorium
- Completed the England Coastal Path Phases 1, 2 and 3
- Delivered enhanced Green Infrastructure at various sites across the Borough
- Targeted recruitment and training approaches to maximise employment opportunities for local people e.g. Hampton by Hilton hotel
- Continue to work with partners to increase participation in the labour market by creating a range of opportunities for under-represented groups

## 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:

- Commenced the Targeted Action Area initiative, working to support our local communities in North Thornaby and Central Stockton
- Continued working on The Big Community Energy Switch scheme
- Continued to progress the Affordable Warmth Strategy Action Plan to deliver projects that make a difference to the most vulnerable residents who need support
- Worked on progressing a number of high profile planning applications for large scale housing developments in various areas within the Borough such as Stockton, Norton, Yarm and Wynyard
- Continued to work with Thirteen on 2 key town centre redevelopment sites, phase 2 West End Gardens and Alma Street, to deliver 86 units of additional affordable housing
- Rolled out the Council's private sector Landlord Accreditation Scheme with over 1,000 properties and 150 landlords now members of the scheme
- Appointed a Joint Venture partner to work with the Council to deliver the Victoria housing site redevelopment
- Continued effectively delivering refuse and recycling collections effectively across the Borough with satisfaction levels of more than 90%
- Effectively managed the summer grass cutting programme including reviewing areas where grass cuts can be reduced to allow some rural and semi-rural areas to return to a natural state of cultivation and increasing the number of wildflower areas that have been planted across the Borough
- Worked closely with several external organisations to bring three of the former visitor centres in our Country Parks back into use (Wynyard, Billingham Beck and Cowpen Bewley)



## 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. During the last year we have:

- Continued to deliver effective community safety services in and around our local communities with continued investment in frontline such as civic enforcement services and the CCTV network
- Continued to invest in the ongoing replacement program of old CCTV equipment including upgrades at Ropner Park, a new scheme in Teesdale and further updates at all our main depots and buildings
- Dealt with increasing numbers of incidents which have resulted in a number of arrests and have carried out a number of footage reviews to support investigations, 60% of which were successful in providing evidence or new lines of enquiry
- Worked with various organisations at national and local level during National Licensing Week in June to help to raise awareness of licensing and its impact on everyday lives
- Launched Setting The Bar to all on-licensed premises operating in the Borough, promoting the benefits of operating above the minimum requirements of the Licensing Act 2003 in order to provide a higher standard of premises
- Continued with an active programme of enforcement of environmental health and trading standards cases

## HEALTH AND WELLBEING

We want the Borough to be a place where people are supported to be healthy. During the last year we have:

- Supported the Health and Wellbeing Board in refreshing the Joint Health and Wellbeing Strategy for 2019 -2023
- Published the Pharmaceutical Needs Assessment for Stockton concluding that current community pharmacy provision in Stockton is sufficient
- Launched the new 0-19 wellbeing service within four family hubs across Stockton, integrating health visiting, school nursing and family weight management services and community outreach provision.
- Continued to focus on improving the oral health of children in the Borough through support to the supervised tooth brushing, the provision of toothpaste and toothbrushes through the 0-19 service and the roll out of the school fluoride varnish programme in areas with highest rates of dental decay
- Piloted a holiday enrichment programme to offer children, young people and families, healthy and nutritious food, alongside family focused activities within local communities
- Continued to offer a wide range of health and wellbeing services including stop smoking, weight management, drug and alcohol and sexual health services
- Continued to offer NHS health checks and Lung Health Checks to eligible population through GP practices
- Supported NHS England with the local launch of the national diabetes prevention programme working jointly with the Clinical Commissioning Group (CCG)
- Continued to support local businesses through the Better Health at Work Award
- Placed defibrillators in key areas of the Borough including Stockton Town Centre and Norton and offered training on how to use them
- Launched a winter health campaign including the promotion of flu vaccination, working with care homes and home care providers to promote flu vaccinations for patients and staff and funding the 'Warm Homes, Healthy People' programme

## 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. During the last year we have:

- Launched the Family Hubs in April 2018 as centres for a variety of family focused services and projects
- Maintained take up of the existing free entitlement to 15 hours of education at 100%
- Delivered the required numbers of places in relation to the roll out of the 30 hours of support overall and supported a gradual increase in uptake
- Achieved the best secondary school results in the north east
- Significantly improved to 100% the proportion of Education Health and Care Plans being issued in 20 weeks, compared to 66.9% nationally
- Expanded our new edge of care service to help more young people stay safely with their families
- Continued to develop family group conferencing to support families to take control of their lives
- Seen the rate of children in need reduce, assisting our social workers to have manageable caseloads
- Worked with partners to establish Adoption Tees Valley
- Launched the new Corporate Parenting Board and the Our Family Strategy for children in, and leaving, our care
- Established a new safeguarding children's partnership with Hartlepool Borough Council

## STRONG COMMUNITIES

We are creating an environment where communities are diverse, cohesive, caring and vibrant. During the last year we have:

- Prepared for the May 2019 Local Elections and updated the Register of Electors
- Concluded the Parliamentary Boundary review, with the new constituencies to take effect at the next scheduled General Election in 2022
- Carried out extensive work throughout the year through the Locality Forums, to provide support people through the introduction of Universal Credit and to support Foodbanks, Holiday Hunger programmes and the Get Winter Ready Campaign
- Carried on with Infinity Partnership work this year focussed on support for people through the introduction of Universal Credit
- Opened the latest Big Community Switch programme in August to provide access to cheaper fuel deals
- Continued to work with Catalyst to support the Voluntary, Community and Social Enterprise (VCSE) sector, the annual review of the Council's partnership with Catalyst was undertaken this summer and delivery against all objectives continues to be strong
- Worked with Tees Valley Community Foundation to support co-ordinated grant-giving and provision of free professional expertise to charities across the Borough
- Supported Tees Credit Union to move to new premises on Dovecot Street in Stockton, following their merger with Moneywise
- Continued to work with Catalyst and members of the Volunteering Partnership to deliver the Volunteering Strategy for the Borough
- Continued to support the transfer of community assets and improve the governance and sustainability of community centres across the Borough, including at Primrose Hill, Yarm, Willows and Parkfield
- Developed a new approach to consultation with young people as part of the Bright Minds Big Futures (BMBF) initiative
- Continued to consult widely on major policy proposals and service changes affecting the Borough including the new Local Plan, selective Licensing proposals, grave personalisation, proposed parking changes in Yarm

## 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. During the last year we have:

- Worked on the Improving Pathway of Care for Dementia scheme that delivers an integrated service to support people with dementia and their carers through their journey
- Continued to develop The Livewell Dementia Hub as a single point of contact for anything relating to dementia
- Worked closely with the CCG to implement a capacity tracker into the local care home sector: this will provide greater accuracy and reliability of information on care home capacity to professionals in support of service users
- Developed the Community Integrated Intermediate Care (CIIC) project will act as the catalyst in order for services to come together and evolve into a multidisciplinary health and social care offer for the people of the Borough
- Implemented the Dementia Advisor Service that supports people with dementia, their carers and families by providing specialist information on dementia, identifying support networks, and coping strategies and signposting and/or referring them to appropriate services
- Continued to support vulnerable adults who are self-neglecting through advisory services to social workers and other partner organisations as well as delivering physical clearance and animal welfare services to clients
- Provided specialist mental health input for people with dementia as part of Multi-Disciplinary Service
- Continued to support the Teesside Safeguarding Adults Board with all key partners and organisations working together to protect adults rights to live safely and free from abuse and neglect
- Worked in partnership with NHS England Leadership Academy to develop a “Well Led” leadership programme for registered managers of providers in Stockton on Tees

## ARTS, LEISURE AND CULTURE

We are a Borough where our heritage, festivals, cultural activities, libraries and leisure facilities help us attract visitors and investment, encourage literacy and learning and where sport and active leisure opportunities help people sustain healthier lifestyles. During the last year we have:

- Staged the first Stockton Super Car Saturday in the High Street in May, attracting an estimated 5,000 visitors
- Staged the Stockton Cycling Festival in July incorporating the National Championship Circuit Race, alongside the closed road family rides, the sportive and the stunts and entertainment on the Riverside
- Hosted The Danger Tree art exhibition as part of commemorations to mark the centenary of the end of World War I
- Presented 150 shows at SIRF 2018, making it the biggest programme since 2000 with 93% of Stockton International Riverside Festival (SIRF) visitors satisfied or very satisfied with the event and 92% believing it is a good promotion of Stockton as a place to live, work or visit
- Welcomed 163,808 visitors to Preston Park, Museum & Grounds through the museum since April and continued to deliver a varied and inclusive programme of events for families.
- Hosted The Behind the Seams exhibition at Preston Park Museum & Grounds that has seen the most visitor numbers for any exhibition in the museum history
- Further developed the Digital Offer in libraries and have been working with a number of partners including Learning and Skills, ARC, Public Libraries 2020 and local health providers to develop digital skills for our customers in our innovation Station
- Continued working with Tees Active to develop and refine a responsive leisure offer across their portfolio of facilities that meet the changing needs of our communities whilst also being financially viable.
- Continued to grow the Funky Feet and Sisters-R-Doing-It initiatives
- Expanded the national award winning Sporting Steps initiative for adults with learning disabilities and/or mental health conditions
- Delivered one of the biggest free fireworks display within the North East Region, attracting over 40,000 visitors on Stockton Riverside and Teesdale locations