This is Our Plan

Introduction

Planning Ahead

As a Council, we have been very clear about the priorities we have for our Borough and for the Council itself:

• Grow our economy and create more jobs
• Develop great places to live
• Improve quality of life

We have aligned all our plans towards these aims and involved our partners so as to deliver on them.

But planning ahead also has to take account of increasing austerity and the major shock of the closure of our steel plant and the impact this has on our economy and communities.

The Physical Regeneration of our Borough

We have always known that we have to focus on economic regeneration because work and jobs are the key to the prosperity of our residents and our businesses. The loss of steel making, and the thousands of jobs that went with it, is the starkest possible reminder of the importance of growth to a Borough like ours which remains reliant on a small number of big, foreign-owned businesses.

We also know that whilst the industrial economy is a key player, the service sector – particularly the public sector, creative industries and tourism and leisure services, would form a larger part of the economy. Employment in both new and modernising industries and the service sector would drive local wealth and draw on a more skilled labour force which is more likely to be resident in the Borough, itself increasingly recognised for its attractive and wide ranging urban and rural assets. Diversity in a naturally diverse Borough was an inherent quality waiting to be tapped. We also knew that the global economic crisis presaged a lengthy period of economic austerity.

This is why, in 2011, we developed the Redcar & Cleveland Economic Regeneration Masterplan which has four delivery themes:

• Economic
• Environment
• Sustainable communities
• Connectivity

And whilst the Economic Regeneration Masterplan embraces the whole economic life of the Borough, the Council has the central, proactive role working with stakeholders, to realise its
objectives. We did this with the delivery of significant foundation projects to grow confidence in businesses and our communities about our Borough’s future prospects.

Shaping our Future

Following the introduction of the austerity measures in 2010, the Council launched its Shaping our Future project. The aim was to secure the Council’s own sustainability and, by implication, enable it to play its pivotal role in the Economic Regeneration Masterplan.

Shaping our Future recognised that future local government funding arrangements directly linked the Council’s own financial fortunes to that of its own residents and businesses. Accordingly, it was essential to tackle the underlying issues that made for a prosperous Borough, develop great places to live and improve the quality of life of our residents, if the Council was to remain sustainable and be in a position to perform its central role to deliver the Economic Regeneration Masterplan. A balanced, sustainable and secured financial position was the key to being able to fulfil that role and to enable the Council to continue to provide services that our residents need.

Shaping our Future identified nine key areas that would be critical to achieving these objectives and addressing these underlying issues. The project created nine theme-based reviews that would deliver the necessary outcomes. These were:

- Best start in life
- Reablement and independence
- Healthy lifestyles
- Pathways to work
- Driving our growth
- Things to enjoy
- Neighbourhood and customer services
- Good governance
- Making our money go further

Each review is driven by a clear set of outcomes for our communities, and underpinning these are four key principles which continue to serve us well:

- Remaining focused on our priorities
- Protecting vulnerable people in our communities
- Concentrating on the delivery of front-line services
- Minimising the impact on job losses

The reviews concluded with an agreed set of actions to be delivered between 2014 and 2017, but within a greatly reduced budget envelope. Contained within this edition of Our Plan are the remaining, key and challenging actions, to fully implement the reviews.

Shaping our Future has begun to deliver some successes but there is much more to do. We have:
• Set a balanced budget and a capital investment programme, and delivered this within budget
• Obtained an unqualified opinion by our external auditors on both the reporting of our financial position and delivery of value for money from public resources
• Through early intervention and prevention, begun to see an impact with some young people being diverted away from social care interventions and older people being supported to remain living in their own homes
• Seen the foundation projects from the Regeneration Masterplan have an impact with strong use of our improved leisure facilities, increased business lettings in our new venues including the Redcar & Cleveland Leisure and Community Heart, and recognition of the quality of our investments with a string of awards for the seafront projects and the Heart
• Repeated our success with Investors in People, securing Gold status twice in a row, an unparalleled achievement for local government in the North East

Increased Austerity

More recently, austerity measures have become more severe and we now face the prospect of losing more Government grant by 2020. It has meant that additional savings, over and above those agreed as part of Shaping our Future 2014-17, have had to be found. Adding to this challenge, is the loss of business rates from a major business – SSI – having gone out of business.

In summary, since 2010, we have:

• Made budget reductions of £35m
• Reduced our headcount of employees by some 1,000, and
• Begun to plan for further major savings between 2016 and 2020

Future Challenges and Opportunities

We will rise to the challenges we face, just as we have done before. Shaping our Future delivered good results as a strategy for dealing with austerity, and it will do so again as we respond to the outcome of the Government’s Spending Review. There are some very difficult decisions that lie ahead, decisions which will be for a future Our Plan to describe.

In addition to further spending cuts, we know we have to face some additional cost pressures, caused by demographic changes and national policy. For example, implementing the national living wage, whilst we recognise that it is an important way of increasing incomes for the lowest paid, is an unfunded Government policy that will cost several million pounds to 2020. The costs of care for children and adults will continue to grow, for numerous reasons, and our public health grant is reducing significantly.

We have, however, a strong foundation on which to build, and some significant opportunities on which we must capitalise.
• Redcar & Cleveland Council has led a hard drive in the Tees Valley to secure a Devolution Deal with Government, signed by the Chancellor on 23rd October 2015, that will bring new powers and £15m a year of new money for 30 years

• We have also led the work to create a new Combined Authority for the Tees Valley which will be created on 1st April 2016, and will be the vehicle to which Government devolves powers and resources, in return for an elected Mayor for Tees Valley

• We will place more emphasis on growth, ensuring we create – with businesses – the conditions for growth, for new and well-paid jobs, and great new homes for people to live in

• Leisure and tourism must be developed fully to support growth, capitalising on our great natural landscapes, coastal scenery and fantastic beaches, bringing forward projects to attract more and more people to visit and stay here, including extreme sports, heritage trails (for example, to exploit opportunities arising from the 50th anniversary of the opening of the Cleveland Way National Trail in 2019), and new and more varied visitor accommodation

• We will bring to fruition the first phase of projects at Kirkleatham to increase visitor numbers and begin to unlock the Estate’s potential for heritage-led regeneration

• Underpinning all of this, we will develop our inclusive approach, working with and through our communities and the voluntary and community sector, to ensure that local people are engaged and involved in campaigns to keep our Borough clean and safe

Priorities of the Council’s new Administration

In May 2015, the electorate elected 59 councillors to work for them on Redcar & Cleveland Borough Council. The new Cabinet has approved a set of nine projects which and are now integrated into Our Plan. The projects address issues raised as priorities by Ward Members and local communities, are projects of Borough-wide significance, and will enable the Council to work in a more inclusive and accountable way. Each project is promoted by a Cabinet Member.

These projects are:

1. Governance
2. Ethical Care Charter
3. Eston Centre
4. Harwal Road Flats, Redcar
5. Redcar Town Centre
6. Achievement in our Secondary Schools
7. Mitigating the impact of welfare cuts
8. A Cleaner Borough
9. Boosbeck Abattoir
Ward-based actions

We have introduced periodic, all-Member conferences and the first of these identified a range of actions at the neighbourhood level.

Actions were captured and have been subject to reflection and have been considered by Scrutiny & Improvement Committees. They are now included in this section of Our Plan.

This will ensure visibility of progress, alongside everything else in Our Plan, in regular performance reporting to Cabinet.

Aligning our Resources and Assets

We have 4 significant plans which ensure our major resources are aligned behind the ambitions in Our Plan. These are:

- Our Money
- Our People
- Our Property
- Our Technology

This is what we will do within each of these to help deliver Our Plan:

Our Money

Our Money is our medium term financial strategy which reflects Our Plan in financial terms.

Our Money focuses on our finances, both revenue (short term needs) and capital (long term needs) for the next six years (the medium term). The objectives are to support the Council’s corporate planning process by identifying and maximising available resources, supporting the delivery of our priorities and ensuring that all our resources are effectively managed making best use of resources to deliver Value for Money for our residents, local businesses, visitors and staff.

Our Money underpins the Our Plan by delivering sustainable resources over the medium term and consistently improving Value for Money.

Our principles for medium term financial planning are:

- A robust financial model that spans the medium term through to 2020;
- Value for Money and Efficiency gains being integral to the financial planning process;
• A structured and transparent approach to resource allocation;
• An appreciation of moving service investments based on ongoing changes and challenges;
• Recognition of time limited grant and income streams, and maximising external funding;
• A prudent level of reserves and balances based on an objective assessment of risk;
• A good understanding of the revenue implications arising from capital investments;
• A capital investment programme, that both invests and attracts investments for growth into the Borough;
• A treasury management approach that balances debt considerations with the returns on investments;

Our Technology

Our Technology is a culmination of our ambitious plans for remodelling our ICT offer to provide scalable, flexible, secure and cost effective technology that will empower the business to deliver efficiently, whilst assisting our energy efficiency targets.

We have empowered staff to work effectively and efficiently to deliver seamless services to our citizens by providing secure, reliable and future-proofed technology which is flexible and adaptable and maintains pace with the changing demands of the business.

We will continue to develop this strategy as technology and needs change fully recognising the need to develop this through partnerships.

We will:

• regularly evaluate and improve the usability, resilience, control and flexibility of the voice and data network infrastructure;
• provide a robust hardware infrastructure that supports the business needs of the Council and that assist in the carbon management reduction targets;
• manage our software assets to ensure that systems integrate appropriately and meet the requirements of the business;
• ensure our infrastructure and information / data are secure; and
• Provide effective and efficient disaster recovery and business continuity solutions.

Our Property

Our Property focuses on our land and building assets in revenue (short term needs), Capital (long term needs) and for the medium term. The objectives are to support the Council’s corporate planning process by identifying and making the most of available property resources, supporting
the delivery of our priorities, and ensuring that all our resources are effectively managed making best use of resources to deliver value for money for our residents, local businesses, investors and visitors.

Our Property is designed to underpin the Council’s corporate plan by delivering safe and sustainable property resources over the long term and consistently improving value for money. Asset management will make its contribution by disposing of assets we no longer need, whilst maintaining, rationalising and developing the assets we retain, and acquiring and building assets we need.

A key set of objectives have been established and implemented to allow for a consistent and robust approach to asset management.

Our asset objectives are to have:
- Assets that provide and fulfil the strategic needs of the Council
- Assets that are suitable for all the needs of those that use them
- Assets that are fit for purpose and are safe and comply with legal requirements
- Assets that pay their way and hence are economically sustainable
- Assets that are kind to the environment and are environmentally sustainable
- Assets that can be shared and used, where possible, with other public service providers and voluntary and community groups within our area.

Our People

Our People sets out how the Council will ensure it has a competent workforce to deliver its key priorities and that we have the right people, in the right place at the right time. The document aligns itself to Our Plan and the Shaping Our Future programme so as to provide clear direction and support to all directorates in relation to workforce planning and workforce development, ensuring the workforce is shaped to meet service delivery requirements.

This Plan sets out our approach to five key themes that are relevant when workforce planning/development is being planned and implemented:

- Organisational development, to ensure we deploy our staff resource to best effect across our teams
- Leadership development, ensuring skills and capacities in our managers to deliver effectively in challenging times and enhance a one-team culture
- Skills development, by training and developing our existing staff, to meet current and future skills pressures
• Recruitment and retention, including the continuation of our successful approach to apprenticeships

• Pay and rewards, as part of Valuing our People, to provide fair pay, as well as other benefits to assist staff, especially in the current climate

The implementation of Our People has been key to securing Investors in People Gold for the second time in 2015.

Using “Social Value” to secure value for money and support the local economy

Under the Public Services (Social Value) Act all public bodies in England and Wales are required to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract. Social value asks the question: ‘If £1 is spent on the delivery of services, can that same £1 be used, to also produce a wider benefit to the community?’

Redcar & Cleveland Council has a duty to improve the economic well-being of the Borough. Commissioning for social value ensures that we use our own purchasing power to do this. This helps us maximise the impact of our spend, in terms of securing value for money for tax payers, supporting local jobs, and contributing to growth in our economy.

Managing Risk

An essential part of corporate and service planning is the consideration of risks and actions that the Council can take to minimise or eliminate their occurrence or impact on service delivery. Risk management is integrated within the Council’s annual planning cycle and risks are monitored and challenged with a formal review of all corporate risks being carried out on a quarterly basis by the Council’s Risk Management Group and Executive Management Team. The Council’s Governance Committee is also responsible for monitoring the development and operation of risk management and the overall corporate governance of the Council. Risks are assessed at two levels: gross impact and likelihood based on an assessment of the risk without any controls in place, and net impact and likelihood based on the assessment of the current risk after taking into account the existing controls and mitigating actions in place. The top risks form the authority’s corporate risk register.

The Overall Health of the Borough

A basket of key measures

Monitoring the measures below will help us track the overall health of the borough and help us understand the size of the challenges we face in Redcar and Cleveland. Whilst they are measures
that are not directly within our control, our actions, combined with those of our partners, aim to influence them in a positive way.

They cover the major aspects about the Borough’s economic situation, the quality of the experience of our most vulnerable people, and – with population – an indication over time of how successful we can be with our growth agenda. Some measures (e.g. Job Seekers’ Allowance) are reported monthly, some (e.g. population estimates) are reported annually, and the timing of others will be dependent upon when inspectorates report (e.g. OFSTED reports).

We will analyse and report biannually to Cabinet on what the basket of measures is telling us about the Borough. This will help to inform future policy decisions of the Council as well as how we work in partnership and influence many other organisations here.

These are the key measures.

1. Population of the Borough
2. Healthy Life Expectancy
3. Number of new Homes Established
4. Gross Value Added
5. Gross weekly pay
6. All people economically active
7. People claiming Job Seekers Allowance
8. Business Units per 10,000 adult population
9. Number of visitors to the Borough and Economic Value of Visitors
10. Residents rating the quality of their nearest green space as good
11. Percentage of children attending schools that are classed as at least ‘good’ by Ofsted
12. Quality of our Early Years provision (Ofsted judgements)
13. Quality of our Care Homes (CQC assessments)
14. Rates of child poverty
15. Overall crime rate per 1000 population
16. Unqualified opinion from External Auditors

17. Smoking Prevalence

18. Obesity in Children

19. Alcohol Specific Admissions

The rest of Our Plan includes:

**Corporate Resources** – page 11

- Good Governance
- Making our Money Go Further
- Neighbourhood and Customer Services

**People Services** – page 21

- Healthy Lifestyles
- Best Start in Life
- Reablement and Independence

**Regeneration Services** – page 35

- Driving our Growth
- Pathways to Work
- Things to Enjoy

**Ward Based Actions** – page 48
Our Plan – Corporate Resources

Corporate Resources are here to support Councillors and Council Directorates, to achieve the Council’s agreed objectives to:

- Grow our economy and create more jobs;
- Develop great places to live; and
- Improve the quality of life of our residents

We will do this by facilitating a diverse range of well-informed, legally sound, and democratic, decision making through effective structures (such as the Cabinet, Scrutiny and Improvement Committees and Regulatory Committee) and arrangements (such as Neighbourhood Action Partnerships), so that Councillors can express their views, represent residents’ opinions and make the right choices about important decisions, sometimes involving partners, that affect our borough and our residents, for the better.

We will continue to manage the Council’s finances and other resources well, such as physical assets (buildings and equipment) and the workforce. We will do this by good quality planning (Shaping our Future Project) and effective organisation (‘On Track for our Future’ management programme), including through our new self-service finance and human resources system ‘Agresso’ which enables service managers to budget and ‘people’ manage well. This will enable the Council to have the money, the employees and the equipment to implement decisions effectively, including our ‘Shaping our Future’ outcomes which will be the means of delivering the above objectives.

We will ensure our borough is well maintained; our parks, open spaces and countryside are attractive, through good planning and organisation of staff, equipment and expertise. We will pay attention to the important routes into and around our borough, so that people experience a real ‘feel good’ factor when travelling about and making visitors want to return. By using modern channels of communication, and we will listen to and learn more about our customers and their wishes to develop our website so that we provide even better customer experience at the point of delivery of our services.
1.0 Good Governance

1.1 Outcomes

- Right People, right place, right skills
- Good decisions – well executed in line with our values
- Compliance with policy, procedure and values
- Keeping the Council legally safe

1.2 How will we get there?

We will ensure governance at the regional level supports the Council’s overall objective of growing our economy and creating more jobs; developing great places to live’ and improving the quality of life for our residents.

1.3 We will do this by?

- Leading the work with all Tees Valley Councils to ensure the new Combined Authority is established by April 2016.
- Work with the other Tees Valley authorities and Government to agree a constitution for the Combined Authority and to agree corresponding changes required to Redcar & Cleveland Council’s own constitution.
- Ensuring the Combined Authority is ready to operate to deliver their functions of:
  - Economic Development
  - Employment and skills
  - Business investment
  - Transport and infrastructure
  - Low carbon
- Making sure that, as a brand new authority, it is ready to operate with staff, contract, budgets etc all successfully transferred from Tees Valley Unlimited.
- Securing a Devolution Deal the Government that brings additional new money and resources to the Tees Valley to accelerate economic growth.
- Negotiating with Government the detail of how devolved powers will work and to agree a performance framework which recognises social and economic gains.

1.4 How will we get there?

We will ensure that our staff are highly skilled and fully aware of the Council’s agreed policies and procedures to ensure they make appropriate decisions.

1.5 We will do this by?

- Implementing our agreed staff development programme ‘On Track for our Future’ and continuing with other ongoing initiatives such as our ‘Rising Stars’ programme.
- Launching a new e-learning system and programme of e-learning modules, covering key areas of development for different levels of staff.
- Continuing to embed and develop our existing workforce planning arrangements to address future workforce requirements in terms of staffing numbers, and skills required to undertake changing services.
- Developing a forward plan for the review of Human Resources and other key policies, ensuring they are updated as required and that they remain fit for purpose.
- Developing and implementing an ongoing programme to increase awareness of Information Governance requirements, a key area of risk for the Council.
- Reviewing the format and content of our intranet site so as to ensure that policies are up-to-date and easily accessible to those who require them.
• Publishing all HR policies and procedures on Council website and communicate this to managers.

1.6 How will we get there?
We will undertake a full review of the Council’s governance arrangements, to ensure that our democratic processes are as inclusive as possible, providing both sufficient structure and flexibility to allow us to make lawful decisions in an efficient and effective way.

1.7 We will do this by?
• Examining Elected Members’ work within the Council, their involvement in the policy development and in the formal decision making process.
• Assessing how the Council can work most effectively within the community, including consideration of the role of ward members, the role for community development and the level of support required.
• Reviewing how we work with our partners and partnership across all sectors, including those in business, statutory bodies, our neighbours, our colleagues in other public sector organisations and the voluntary and community sector.
• Considering how officers and members can work together in an atmosphere of mutual respect, taking into account the nature, remit and boundaries of their respective roles including appropriate arrangements to govern the use of delegated authority.

1.8 How will we get there?
We will support the whole Council to deliver good services by ensuring we support our elected Members to make good decisions, and that our whole team is equipped to comply with our own policies and the law.

1.9 We will do this by?
• Monitoring and supporting the effectiveness of the Health and Wellbeing Board to ensure it is delivering its obligations to promote wellbeing.
• Building on the recent establishment of a compliance unit and ensuring that this unit follows an appropriate programme of work focussing on compliance issues generally but, particularly, where there are key areas of significant risk.
• Consolidating and enhancing the corporate governance arrangements so as to incorporate all key governance issues, with links to the Compliance Unit which has been established, thereby helping us to ensure compliance with legal and procedural requirements.
• Implementing a revised Member Development Programme including e-learning and other appropriate delivery methods in order to maximise its impact.
• Ensuring appropriate professional advice is sought where compliance with law forms part of any decision making.
• Preparing for the Boundary Review in 2017.

1.10 How will we know we are making a difference?
There are various means of measuring performance in this area including:

• External and Internal Audit
• Risk management processes
• Governance Committee
• Peer Challenges
• External accreditations, e.g. Investors in People
• Customer Satisfaction Surveys
• Absence/reduction of successful legal challenges such as employment/benefit tribunals, judicial reviews, magistrates’ court decisions, Health and Safety Executive findings etc.
• Absence/reduction of adverse reports from ‘Compliance Team’

This provides a seam of intelligence that allows us to check, on an almost continual basis, how we are performing. Getting this right will help the whole Council deliver its commitments to local people. This will therefore help the Council to improve its performance in all areas, including education, health, environment, social care and economy.
2.0 Making our Money Go Further

2.1 Outcomes
- Maximise our Income
- Make our Assets work for us
- Get the best deal from our contracts
- Live within our means

2.2 How will we get there?
Maximising Our Income (without adding to vulnerable families’ debt burden).

2.3 We will do this by?
- Implementing our ‘Investing in Communities’ Strategy, which is specifically designed to reduce the amount of debt residents have accumulated whilst living their daily lives, through support to Credit Unions, and use of Discretionary Housing Payments and Discretionary Social Fund payments;
- Generating additional income for the Council to sustain service delivery, by successfully bidding for grants and by achieving further income through charging for a wider range of Council services.
- We will ensure, where appropriate, that the Council’s charges for services are set on a commercial basis, so that all costs of delivery are fully recovered, in advance of delivery.
- Delivering additional sustainable income for the Council so as to support local service delivery, through pursuing external funding opportunities where they arise, building on the Council’s success in attracting ERDF, Transformation Challenge Award, and Coastal Communities Funding.
- When considering contract opportunities, ensure the use of NEPO frameworks wherever this is advantageous to the Council in order to maximise the rebate payable by NEPO.

2.4 How will we get there?
We will mitigate, as far as possible, the impact of the national welfare reform agenda on our residents and communities.

2.5 We will do this by?
- Analysing of the impact for the citizens of the borough.
- Reviewing the existing Council Tax Support scheme.
- Exploring the initial reviews with a wider group of Members (through Corporate Services Scrutiny & Improvement Committee).
- Setting a strategy to mitigate the impact of welfare reform cuts.
- Re-aligning welfare funds.
- Evaluating the Chancellor’s Autumn Statement on further welfare reforms.
- Introducing a single process of support and collection process.
- Implementing a revised strategy for the mitigation of welfare cuts.
- Monitoring, evaluating and adjusting the ongoing strategy of support.
- Annually refreshing the outcomes from the project to evaluate return on the investment.
- Working to ban ‘Payday’ lender advertising within the borough.

2.4 How will we get there?
Making our assets work for us by managing the Council’s large number of assets, ensuring they support the delivery of good services for local people, at the lowest possible cost and with the least environmental impact.
2.5 We will do this by?
- Establishing whether all our assets are needed, appropriate and fit for purpose, thus ensuring that the Council and the Community can share in the safe use of all our public assets.
- Ensuring that office and building space usage is maximised and that our estate running costs offer true value for money, with more inappropriate assets being rationalised.
- Helping residents and visitors to work with the Council through a digital range of communication channels, by ensuring widespread Wi-Fi access in RCBC properties and help support opportunities to extend Wi-Fi into other locations where external funding opportunities arise; and by creating a suite of mobile apps.

2.6 How will we get there?
Get the best deal from our contracts by maximising the social and economic impact on the local economy of the Council’s £135m per annum spend on goods and services.

2.7 We will do this by?
- Buying more goods and services from our local businesses where this is appropriate and also provide support to business to enable them to supply the Council what it needs to deliver services in the future.
- Ensuring compliance with our recently amended Contract Procedure Rules, which have been changed to ensure more opportunities for local businesses and which include a requirement to ensure that at least one quotation is from a supplier within the Borough when dealing with below threshold procurements.
- Continuing to develop a supplier engagement programme via ‘meet the buyer’ events and business networking to ensure local suppliers are aware of and are bid ready for future contract opportunities.

2.8 How will we get there?
Living within Our Means by shaping the Council’s financial future so that it can fund the continued provision of high quality services.

2.9 We will do this by?
- Supporting the delivery of the remaining annual savings targets from Shaping Our Future (15/16 £3.755m and 16/17 £4.910m);
- Providing financial accountability and governance through regular reporting to Directorate and Executive Management Teams, the Cabinet and Council;
- Ensuring savings proposals are robust, including providing alternative ideas and options where applicable;
- Updating our Medium Term Financial Strategy, and associated revenue and capital plans, looking forward to the end of the decade.
- Planning for all known contingencies in Government policy; and
- Ensuring that annual service planning takes place within an agreed and understood future financial picture.
- Updating our Treasury Management Strategies and our Capital Investment Plans;
- Minimising the risk associated with investing money, whilst trying to maximise the interest we earn consistent with a low investment risk;
- Reducing the Council’s debt burden wherever advantageous opportunities to do so arise, including looking at how much capital spending we fund through borrowing.
- Ensuring the Council continues to spend public money in a way that represents value for money, as assessed by the Council’s External Auditors.
2.10 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark?</th>
<th>Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximise Our Income</td>
<td>Additional Sustainable Income : Amount of funding generated through successful bids for external funding</td>
<td>Quarterly</td>
<td>n/a</td>
<td>£0.3m</td>
<td>£1.0m</td>
<td>£1.0m</td>
<td>Yes</td>
<td>Nationwide data held by DCMS</td>
</tr>
<tr>
<td></td>
<td>That DSF and DHP Budgets are spent appropriately throughout the year (New).</td>
<td>Quarterly</td>
<td>DHP 351k</td>
<td>DHP 380k</td>
<td>DHP 0.334m</td>
<td>TBC</td>
<td>Yes</td>
<td>DHP spend comparisons via DWP datasets</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DSF 300k</td>
<td>DSF 320k</td>
<td>DSF 0.567m</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Live Within Our Means</td>
<td>Balanced Budget is delivered at each year-end (new)</td>
<td>Annual</td>
<td>£127.42m</td>
<td>£121.48m</td>
<td>£117.53m</td>
<td>£110.09m</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Delivery of Year 2 &amp; 3 SOF II targets</td>
<td></td>
<td>Annual</td>
<td>n/a</td>
<td>£11.05m</td>
<td>£3.755m</td>
<td>£4.910m</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Delivery of SoF III targets 2017/18 to 2019/20</td>
<td></td>
<td>Annual</td>
<td>n/a</td>
<td>As above</td>
<td>As above</td>
<td>c£18-22m 17/18 to 19/20</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Our external auditors assess our value for money as being good</td>
<td>Annual</td>
<td>Unqualified opinion</td>
<td>Unqualified opinion</td>
<td>Unqualified opinion</td>
<td>Unqualified opinion</td>
<td>Yes</td>
<td>Public Sector Audit Appointments / LGA</td>
</tr>
<tr>
<td>Make The Most of Our Assets</td>
<td>Capital Receipts target hit (£m)</td>
<td>Half-yearly</td>
<td>£3.1m</td>
<td>£6.0m</td>
<td>£8m</td>
<td></td>
<td>Yes</td>
<td>DCLG data</td>
</tr>
<tr>
<td></td>
<td>That the total tonnage of carbon emissions from the Council’s estate, reduces from its current base by 25%,*</td>
<td>Annual</td>
<td>21,241</td>
<td>20,100*</td>
<td>19,143* Tonnes</td>
<td>18,430* Tonnes</td>
<td>Yes</td>
<td>ANEC / North East and national</td>
</tr>
<tr>
<td>Get the best deal from our contracts</td>
<td>Spend with Tees Valley and Redcar &amp; Cleveland-based suppliers (% of total procurement spend)</td>
<td>Quarterly</td>
<td>16.95%</td>
<td>18.1%</td>
<td>20.00%</td>
<td>22.00%</td>
<td>Yes</td>
<td>Via NEPO</td>
</tr>
<tr>
<td></td>
<td>NEPO Contract spend &amp; rebate</td>
<td>Annual</td>
<td>£4m Rebate £110k</td>
<td>£3.327m Rebate £90k</td>
<td>£3.500m Rebate £130k</td>
<td>£5.000m Rebate £200k</td>
<td>Yes</td>
<td>Via NEPO</td>
</tr>
</tbody>
</table>

* the Council is currently reviewing the baseline tonnage from which it will reduce emissions by 5% per annum = 25% over 5 years, to reflect the ongoing transfer of schools to Academy status
3.0 Neighbourhood and Customer Services

3.1 Outcomes
- With the help of local people our Borough is maintained to a high standard
- Communities become more self-sufficient
- Self-service and modern channels of communication become the norm
- Provide good experience at the point of delivery

3.2 How will we get there?
We will develop a strategy to create cleaner, greener and safer communities where all residents are fully involved and feel proud to live.

3.3 We will do this by?
- Identifying the top two hotspots for fly-tipping, litter and dog fouling in each ward and engage with elected members and the community for a solution, via NAPs and Streetscene Operations Manager
- Reviewing our approach to enforcement for environmental issues such as fly-tipping, litter and dog-fouling and implement a new high profile approach to strengthen links with Coast & country.
- Investing in new methods to improve visibility of streetscene workers so that residents know we are working in areas under the new branding.
- Rolling out of hard hitting dog fouling behaviour change campaign.
- Launching a new seed funding scheme to engage residents in resolving issues in the hotspot areas through participatory budgeting.
- Developing a “This is Redcar and Cleveland – Love it” campaign working in partnership with the community and local businesses

3.4 How will we get there?
With the help of local people our borough is maintained to a high standard

3.3 We will do this by?
- Visibly delivering a programme of Maintenance across the borough to a high standard in all our neighbourhoods and promote successes to the community
- Designing and implement the "this is Redcar – love it" campaign to improve the cleanliness of the borough in partnership with the community and local businesses
- Working in partnership with local residents to identify the top environmental problem hotspot areas in each neighbourhood and provide a long term, targeted and sustainable solution to the issues in each area.
- Producing and implementing a strategy to tackle dog fouling in the borough

3.5 We will do this by?
- Reviewing our Neighbourhood Action Partnerships (NAPs) to ensure they are supporting local needs and priorities
- Designing and delivering a seed funding scheme which will promote self help and social action in communities
- Under the same campaign, delivering a programme of activity to share assets with the community and nurture joint action in key areas
- Launching and implementing a robust campaign to increase recycling in the borough
3.6 How will we get there?
We will make more use of electronic means of communication, ensuring as many services as possible are available on-line, that people can pay for services on-line and that more enquiries from members of the public and elected members are handled electronically to help us deal with them in a more timely and efficient way.

3.7 We will do this by?
- Undertaking a review and implementing a new system of how we engage with our residents, making better use of IT services, social media, and providing more self-service opportunities
- Introducing self-service opportunities in our face to face contact points across the council

3.8 How will we get there?
We will do more to ensure the experience that the customer has with us is a good one, that we provide services in more one-stop shop settings and they understand why we are doing what we are doing.

3.9 We will do this by?
- Developing and delivering a new customer services strategy
- Delivering a robust improvement programme to provide a better service at first point of contact in waste services
- Reviewing our library service in the context of creating more one stop shop points to access a range of council services
### 3.10 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark?</th>
<th>Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>With the help of local people our Borough is maintained to a high standard</td>
<td>Percentages of neighbourhood areas with Gold standard maintenance inspection</td>
<td>Quarterly</td>
<td>n/a</td>
<td>n/a</td>
<td>New indicator for 15/16. Baseline to be set</td>
<td>Target to be set based on 15/16 baseline</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of tasks completed as described in the neighbourhood environmental maintenance plans</td>
<td>Quarterly</td>
<td>92%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of viewfinder residents who rate the quality of their nearest green space as good (ie park playing field, amenity grassland)</td>
<td>Annual</td>
<td>n/a</td>
<td>n/a</td>
<td>New measure in 14/15</td>
<td>64%</td>
<td>66%</td>
<td>67%</td>
</tr>
<tr>
<td></td>
<td>Percentage of Zonal Clearances completed</td>
<td>Quarterly</td>
<td>n/a</td>
<td>n/a</td>
<td>New measure in 14/15</td>
<td>92.31%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Overall crime rate per 1000</td>
<td>Quarterly</td>
<td>61.31</td>
<td>67.08</td>
<td>reduce</td>
<td>reduce</td>
<td>Yes National data</td>
<td></td>
</tr>
<tr>
<td>Communities become more self-sufficient</td>
<td>Percentage of household waste recycled, composted or reused.</td>
<td>Quarterly</td>
<td>46.7%</td>
<td>45.6%</td>
<td>45%</td>
<td>45%</td>
<td>(Target reduced due to changes in method to calculate recycling)</td>
<td>Yes National data</td>
</tr>
<tr>
<td>Self-service and modern channels of communication become the norm</td>
<td>The number of online self-serve customer contacts</td>
<td>Quarterly</td>
<td>2180</td>
<td>2,807</td>
<td>3800</td>
<td>4850</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Provide good experience at the point of delivery</td>
<td>Percentage of viewfinder residents who are satisfied with household waste and recycling service</td>
<td>Annual</td>
<td>not measured</td>
<td>not measured</td>
<td>Tbc</td>
<td>Tbc</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of customer satisfaction based on customer contact with the contact centre</td>
<td>Quarterly</td>
<td>92%</td>
<td>93%</td>
<td>92%</td>
<td>92%</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
Our Plan – People Services

People Services are here to make a difference to the people we serve, across social care, education and public health.

We aim to shift the emphasis across all our service areas towards early help and prevention – promoting independence rather than creating dependence and promoting wellbeing through innovative commissioning and providing services that are person centred, joined-up and safe.

We will build a more equal Redcar and Cleveland. We will do this by tackling the causes of inequality within the context of the family and the wider community. By working with our partners to put in place a holistic system of care and support, we will ensure that individuals and families are getting the right support at the right time and are given the same opportunities in every aspect of their life.

Key to success is early intervention. We will work tirelessly to identify those people who would benefit from help and support to positively manage the challenges they face in their daily lives, preventing their needs from worsening, and enabling them to achieve their full potential. This early intervention approach extends across all our activities – from health improvement to education, from housing to caring for vulnerable adults and from our environment to looked after children.

When determining need and planning support, we will take a person-centred approach so that we help people to live the lives that they choose. Our starting point will be the strengths of individuals and their community and we will do all that we can to harness those strengths to build strong and sustainable networks of care and support that promote health, wellbeing and independence.

By joining-up our services with partners and providing clear and accessible information, we will improve the customer journey through early help, social care and health. We will work with organisations from public, private, voluntary and community sectors to develop a diverse range of high quality care and support services within communities, and through greater use of direct payments and personal budgets, will empower people to take control and make good choices about the care and support that they need to improve outcomes.

Together with our partners, we will ensure children and young people in Redcar and Cleveland have the best start in life. We will build strong foundations by improving maternal and infant health and wellbeing and focussing on improving lifestyles within families. We will provide support and challenge to our schools and academies so that all children and young people have the opportunity for an excellent education. For children and young people who are looked after, we will endeavour to place them in family homes within the borough, and give them the stability and support that they need to become independent, successful adults.

Through all of this, safeguarding remains paramount, and we will strengthen the way in which we work with partners to protect children, young people and adults who are at risk of harm or abuse.
4.0 Healthy Lifestyles

4.1 Outcomes
- Reduce health inequalities
- Reduce harm caused by smoking, obesity and alcohol & people make healthy lifestyle choices
- Safe and healthy living environment

4.2 How will we get there?
We will build a more equal Redcar and Cleveland, supporting people to positively manage their own health and working with target communities to identify and build on assets in those communities to improve wellbeing.

4.3 We will do this by?
- Delivering programmes to increase uptake of screening and health checks in target communities
- Working with GP practices to increase the coverage of long term condition registers to improve the uptake of planned care and support people to positively manage their own health in target communities
- Developing a support programme for the Voluntary Sector to increase social capital and strengthen capacity in target communities to address need
- Working with partners through the Reducing Domestic Abuse Partnership to ensure early identification of domestic abuse and the delivery of coordinated interventions.

4.5 How will we get there?
We will work to develop a person-centred approach to supporting the vulnerable people through the Transformation Challenge programme

4.6 We will do this by?
- Developing a key worker approach to supporting vulnerable people

4.7 How will we get there?
We will build on these strong foundations by developing a new school nursing service that focuses on improving lifestyles for children and young people.

4.8 We will do this by?
- Providing a strategic overview, vision and delivery plan for the commissioning of maternal and infant health services to provide the best start in life, identifying gaps and implement improvements for service delivery
- Developing a new School Nursing Service that focuses on the delivery of the Healthy Child Programme and fully integrates with existing Early Help services
- Successfully transferring commissioning responsibility for health visiting

4.9 How will we get there?
We will develop an integrated healthy lifestyle service that connects current elements into a coherent service offer to better support people to take control and lead healthier lives

4.10 We will do this by?
- Developing a whole council approach to tackling obesity
- Developing a systematic preventative approach to reducing alcohol misuse
• Developing an effective and accessible stop smoking service
• Addressing the poor oral health of children through a multi-agency education intervention and delivery of a Fluoride Varnish Programme.

4.11 How will we get there?
We will create an integrated health protection function that delivers a targeted, preventative approach across housing, commercial services, environmental protection and trading standards to improve the quality of life for people living in Redcar and Cleveland.

4.12 We will do this by?
• Delivering a Better Health at Work approach and market to smaller employers to improve the health and wellbeing of their employees
• Delivering a Food4Health approach across a broader range of schools and nurseries assuring the nutritional quality food
• Developing an integrated health protection service that focuses on preventative activities that reduce the requirement for statutory intervention
• Working closely with South Tees Clinical Commissioning Group to reduce variability and improve performance in primary care
• Ensuring that all eligible properties in South Bank are covered by selective licensing scheme to improve standards of private sector rented accommodation and explore the introduction of selective licensing scheme in an East Cleveland settlement.
• Utilising the findings of the upcoming private housing stock condition survey to focus future investment in the boroughs existing housing stock, to address poor housing condition and energy efficiency.
• Reviewing the Empty Homes Strategy for the borough and seeking to secure funding to further expand current partnership work to return long term empty properties into residential accommodation.

4.13 How will we get there?
We will find a solution to the longstanding issues associated with the abattoir at Boosbeck.

4.14 We will do this by?
• Pursuing the agreed general course of action approved ay all members of the Council in relation to the proposals for Boosbeck Abattoir.
• Continuing to explore other solutions, including the redevelopment of the site for a more suitable purpose, should the opportunities arise.

4.15 How will we get there?
We will improve the condition of Harwal Road flats.

4.16 We will do this by?
• Undertaking a land registry search for all properties to establish registered details of ownership and freehold.
• Contacting Spencercom (acting as agent on behalf of the freeholder) with a view to meeting to secure an update on its future intentions with regards to investment in their stock and the timescales for such work.
• Researching any funding streams that may be available towards energy efficiency measures within the blocks.
• Gathering information on the take up of free home fire safety checks available from Cleveland Fire Brigade.
• Confirming empty flat numbers and corresponding ownership information.
4.17 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark? Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce health inequalities</td>
<td>The number of eligible patients who have had an NHS Health Check initial assessment in target communities</td>
<td>Quarterly</td>
<td>1027</td>
<td>1286</td>
<td>1386</td>
<td>1486</td>
<td>No</td>
</tr>
<tr>
<td>Reduce harm caused by smoking, obesity and alcohol &amp; people make healthy lifestyle choices</td>
<td>The number of eligible patients who have had a Lung Health Check in target communities</td>
<td>Quarterly</td>
<td>481</td>
<td>324</td>
<td>553</td>
<td>607</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Number of adults given up smoking for over 4 weeks with NHS Stop Smoking Service support</td>
<td>Quarterly (with sig delay)</td>
<td>744</td>
<td>476</td>
<td>744</td>
<td>744</td>
<td>Yes Regional via Fresh</td>
</tr>
<tr>
<td></td>
<td>Alcohol specific emergency admissions to hospital (per 100,000 population)</td>
<td>Monthly (with delay)</td>
<td>943</td>
<td>887</td>
<td>879</td>
<td>870</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Percentage of adults that successfully complete alcohol treatment programmes</td>
<td>Monthly (with delay)</td>
<td>46%</td>
<td>55%</td>
<td>60%</td>
<td>65%</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Successful completion of drug treatment - opiate users</td>
<td>Monthly (with large delay)</td>
<td>4.2%</td>
<td>5.5%</td>
<td>7.0%</td>
<td>7.5%</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Successful completion of drug treatment – non-opiate users</td>
<td>Monthly (with large delay)</td>
<td>25.5%</td>
<td>24.5%</td>
<td>25.0%</td>
<td>27.5%</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Number of visits to Leisure Centres</td>
<td>Monthly</td>
<td>856,826</td>
<td>1,129,498</td>
<td>1,142,103</td>
<td>1,153,525</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Percentage of children aged 4-5 years classified as obese</td>
<td>Annual</td>
<td>9.2% (2013/14)</td>
<td>n/a (figure due in December)</td>
<td>9.5%</td>
<td>8.8%</td>
<td>Yes National</td>
</tr>
<tr>
<td></td>
<td>Percentage of children aged 10-11 years classified as obese</td>
<td>Annual</td>
<td>21% (2013/14)</td>
<td>n/a (figure due in December)</td>
<td>21.75%</td>
<td>19.1%</td>
<td>Yes national</td>
</tr>
<tr>
<td></td>
<td>Rate of smoking at time of delivery per 100 maternities</td>
<td>Quarterly</td>
<td>23.9</td>
<td>23.0</td>
<td>18.5</td>
<td>17.5</td>
<td>Yes national</td>
</tr>
<tr>
<td></td>
<td>Percentage of women who initiate breastfeeding in the first 48 hours after birth</td>
<td>Quarterly</td>
<td>51.5%</td>
<td>49.6%</td>
<td>52%</td>
<td>57%</td>
<td>Yes national</td>
</tr>
<tr>
<td></td>
<td>Chlamydia Diagnosis rate 15-24 y (male and female).</td>
<td>Annual</td>
<td>2,726 (2013) PHE considering look back exercise because of data/errors (double counting)</td>
<td>1,471 (2014)</td>
<td>1,900</td>
<td>2,300</td>
<td>Yes national</td>
</tr>
<tr>
<td>Category</td>
<td>Indicator</td>
<td>Frequency</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Year 4</td>
<td>Status</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>-------------------</td>
</tr>
<tr>
<td>• Reduce health inequalities</td>
<td>Healthy life expectancy at birth (Male)</td>
<td>Annual</td>
<td>59.1</td>
<td>59.3</td>
<td>59.5</td>
<td>60.0</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Healthy life expectancy (Female)</td>
<td>Annual</td>
<td>60.0</td>
<td>59</td>
<td>60.0</td>
<td>60.5</td>
<td>Yes</td>
</tr>
<tr>
<td>• Safe and healthy living environment</td>
<td>Number of homeless prevention cases supported</td>
<td>Monthly</td>
<td>500</td>
<td>447</td>
<td>480</td>
<td>490</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>Number of empty homes returned to use through the Empty Homes to Happy Homes project</td>
<td>Monthly</td>
<td>16</td>
<td>39</td>
<td>15</td>
<td></td>
<td>No</td>
</tr>
</tbody>
</table>
5.0 Best Start in Life

5.1 Outcomes
- Parenting standards are improved
- Children are ready to start school
- Early intervention prevents young people being brought into care
- Harm caused by drugs and alcohol, sexual behaviour and offending is reduced
- Children and young people are safe and protected from harm
- Child poverty is reduced
- Children and Young People with special educational needs and disabilities lead fulfilling, independent lives
- Children and young people in care have a good experience
- Maximise school attendance
- Drive up educational attainment
- Ensure young people leave school with the skills and confidence for work, regardless of their background

5.2 How will we get there?
We will place Early Help at the forefront of service delivery. When children, young people and their families need help, they will get it as soon as possible so that their situation can be improved.

5.3 We will do this by?
- Supporting more families with dedicated key workers, focussing on the needs of the whole family
- Continuing to supporting young people who are on the edge of care, or at risk of custody, including responsive, intensive parenting support to prevent family breakdown
- Delivering activities to increase and sustain the number of eligible two year olds accessing free nursery education
- Delivering a range of evidence-based programmes to improve the confidence and skill level of parents
- Delivering a range of positive activities for young people to raise self-esteem and reduce anti-social behaviour

5.4 How will we get there?
We will work with our partners to identify and protect children and young people who are at risk of harm

5.5 We will do this by?
- Delivering training through the Local Safeguarding Children’s Board to ensure that practitioners understand and use the threshold criteria to determine level of need and appropriate support.
- Delivering workforce development, safeguarding and quality assurance activities to ensure excellent social work practice

5.6 How will we get there?
We will work with secondary schools to raise the overall achievement of young people in Key Stage 4 and so that performance of our secondary schools matches that of their feeder primary schools.

5.7 We will do this by?
- Conducting an independent review of accountability in secondary schools,
- Intervening in schools where our intelligence indicates a cause for concern.
• Developing and implementing a programme for improved transition from Key Stage 2 to Key Stage 3.
• Restructuring our School and College Improvement Partnership (SCIP) and developing an action plan for its work.
• Participating in and progressing the Tees Valley Education Challenge.
• Supporting the Great North Futures, education and skills challenge.

5.8 How will we get there?
We will provide support and challenge to our schools, academies and colleges so that all children and young people in our Borough have the opportunity for an excellent education

5.9 We will do this by?
• Facilitating and brokering a self-improving school system with increased involvement from governors and elected members
• Working with schools to ensure that pupil premiums are used for maximum benefit to narrow the gap in achievement for children and young people from disadvantaged backgrounds and looked after children.
• Developing, promoting and marketing our traded services to schools.
• Working with Post 16 establishments to deliver a high quality, viable and sustainable educational offer within the Government’s Further Education Local Area Review.

5.10 How will we get there?
We will work in partnership with families and professionals to transform the way in which children and young people with special educational needs and disabilities are supported to reach their full potential

5.11 We will do this by?
• Implementing our Vulnerable Learners Strategy to ensure we have sufficient and appropriate SEND provision for the future.
• Co-producing of an All Age Disability strategy led by a partnership project board and informed by stakeholder events with children, young people, adults, carers and providers
• Working with Health Visiting leads to establish better integration between the 2 year health checks/reviews and the early years providers’ assessments of the children
• Delivering our “Local Offer” to provide a first class information service for people with special educational needs and disabilities, their families and their carers.
• Working with local private, voluntary and community sector providers to develop a diverse range of service, enabling people with special educational needs and disabilities and their families to choose the support that is right for them.
• Embedding the new Birth – 25 Education, Health and Care Plan, ensuring services work together to assess need and plan support for children and young people with special educational needs and disabilities, their families and carers.
• Providing personal budgets for families with children with an Education, Health and Care Plan to give them greater control over the support that they receive.
5.12 How will we get there?
We will ensure that looked after children and young people are placed in family settings within our Borough wherever possible, giving them continuity of education, health care and relationships with family and friends.

5.13 We will do this by?
- Delivering a range of promotion and marketing activities that help to increase the number of new foster carers in the Borough
- Providing support to foster carers to help them continue in their role

5.14 How will we get there?
We will ensure that young people leaving care have the stability and support that they need to become independent, successful adults

5.15 We will do this by?
- Continuing to promote the Staying Put Initiative so that more care leavers have the opportunity to remain living with their foster carers, giving them the stability that they need to progress into employment, education and training

5.16 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark? Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Parenting standards are improved Children are ready to start school</td>
<td>Percentage of eligible 2 year olds taking up the offer of free nursery places</td>
<td>Monthly</td>
<td>89%</td>
<td>72%</td>
<td>76% Best in NE</td>
<td>78% Slight increase</td>
<td>Yes national</td>
</tr>
<tr>
<td>• Early intervention prevents young people being brought into care</td>
<td>% of all types of Early Years Provision which have been rated as Good or Outstanding by Ofsted</td>
<td>Annual</td>
<td>65% Academic Year 2012/2013</td>
<td>73% Academic Year 2013/2014</td>
<td>84% Academic Year 2014/2015</td>
<td>tbc Academic Year 2015/2016</td>
<td>Yes national</td>
</tr>
<tr>
<td>• Harm caused by drugs and alcohol, sexual behaviour and offending is reduced</td>
<td>Rate of referrals into Children and Families Service that meet the threshold for Social Care per 10,000 population</td>
<td>Monthly</td>
<td>607.9</td>
<td>363.7</td>
<td>370</td>
<td>365</td>
<td>Yes national</td>
</tr>
<tr>
<td>• Children and young people are safe and protected from harm</td>
<td>Percentage of Referrals that are repeat referrals within 12 months</td>
<td>Monthly</td>
<td>20.6%</td>
<td>20.5%</td>
<td>19%</td>
<td>18%</td>
<td>No Internal</td>
</tr>
<tr>
<td>• Child poverty is reduced</td>
<td>Percentage of Contacts leading to Referral to social care</td>
<td>Monthly</td>
<td>26.6%</td>
<td>16.8%</td>
<td>15.5%</td>
<td>15%</td>
<td>No Internal</td>
</tr>
<tr>
<td></td>
<td>Rate of children aged under 18 on a child protection plan</td>
<td>Monthly</td>
<td>78.8</td>
<td>44.0</td>
<td>440</td>
<td>42.1</td>
<td>Yes national</td>
</tr>
<tr>
<td></td>
<td>First time entrants to the Youth Justice System</td>
<td>Monthly</td>
<td>63</td>
<td>53</td>
<td>52</td>
<td>51</td>
<td>Yes National (some time delay)</td>
</tr>
<tr>
<td>Number of recorded outcomes to improve personal and social progression, achieved by young people attending Youth Centre activity.</td>
<td>termly (December, March and July)</td>
<td>n/a new measure</td>
<td>n/a new measure</td>
<td>250 (based on January to March performance only)</td>
<td>750 (based on 150 April – July; 300 Sept – Dec; 300 Jan – March).</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Children in Poverty (all dependent children under 20yrs)</td>
<td>Annual</td>
<td>25.5 (2011)</td>
<td>24.5 (2012)</td>
<td>Reduce</td>
<td>Reduce</td>
<td>Yes National (some time delay)</td>
<td></td>
</tr>
</tbody>
</table>

- Maximise school attendance
- Drive up educational attainment
- Ensure young people leave school with the skills and confidence for work, regardless of their background

<table>
<thead>
<tr>
<th>5+ A* to C GCSE or equivalent including English and Maths GCSE Achievement Gap</th>
<th>Annual</th>
<th>50%</th>
<th>38%</th>
<th>53%</th>
<th>26%</th>
<th>58%</th>
<th>22%</th>
<th>60%</th>
<th>22%</th>
<th>Yes National (some time delay)</th>
</tr>
</thead>
<tbody>
<tr>
<td>% children achieving L4 in Reading, Writing and Maths at end of Key Stage 2 Achievement Gap</td>
<td>Annual</td>
<td>83%</td>
<td>12%</td>
<td>86%</td>
<td>N/A</td>
<td>88%</td>
<td>10%</td>
<td>90%</td>
<td>5%</td>
<td>Yes National (some time delay)</td>
</tr>
<tr>
<td>% children achieving a Good Level of Development aged 5</td>
<td>Annual</td>
<td>54%</td>
<td></td>
<td>66%</td>
<td></td>
<td>70%</td>
<td></td>
<td>72%</td>
<td></td>
<td>Yes National (some time delay)</td>
</tr>
<tr>
<td>% schools that are rated at least “Good” by Ofsted Primary Secondary</td>
<td>Annual</td>
<td>81%</td>
<td>52%</td>
<td>84%</td>
<td>60%</td>
<td>92%</td>
<td>70%</td>
<td>94%</td>
<td>80%</td>
<td>Yes National (some time delay)</td>
</tr>
</tbody>
</table>

Primary 65% 79% 80%
Secondary 60% 45% 75%

- Children and Young People with special educational needs and disabilities lead fulfilling, independent lives

<table>
<thead>
<tr>
<th>Percentage gap between pupils with Special Education Needs and their peers achieving 5A*-C GCSE or equivalent including English and Maths</th>
<th>Yearly</th>
<th>52.3%</th>
<th>50.0%</th>
<th>47%</th>
<th>45%</th>
<th>Yes National (some time delay)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of children in house foster care placements</td>
<td>Monthly</td>
<td>74</td>
<td>80</td>
<td>85</td>
<td>90</td>
<td>Yes National With delay</td>
</tr>
</tbody>
</table>

1 The gap is based on children on free school meals (FSM) or Looked After Children (LAC) attending Redcar and Cleveland Schools compared to the performance of children not on FSM/LAC at a national level.
<table>
<thead>
<tr>
<th>Good experience</th>
<th>Employment, education and training for care leavers</th>
<th>Monthly</th>
<th>78.6%</th>
<th>84.6%</th>
<th>86.6%</th>
<th>87%</th>
<th>Yes National With delay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) (3 year average)</td>
<td>Monthly</td>
<td>583</td>
<td>524.1</td>
<td>487</td>
<td>426</td>
<td>Yes National With delay</td>
<td></td>
</tr>
<tr>
<td>Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)</td>
<td>Monthly</td>
<td>n/a</td>
<td>n/a</td>
<td>450</td>
<td>440</td>
<td>No Internal</td>
<td></td>
</tr>
</tbody>
</table>

30
6.0 Reablement and Independence

6.1 Outcomes
- People with a life-limiting condition remain at home for as long as economically practical
- People with mental ill health and learning disabilities are supported to live well
- Effective Safeguarding for Adults
- Make care a quality and dignified experience
- Greater personal control over the choice and management of care
- Maximise personal income to promote wellbeing

6.2 How will we get there?
We will build strong and sustainable networks of care and support that promote wellbeing and resilience within local communities.

6.3 We will do this by?
- Through market shaping and commissioning, we will assist the Voluntary and Community and Private sectors to increase the range of options available for people to meet their care needs in a way that they choose.
- Wider promotion of and additional investment in, carers services, so that carers who are not currently known to services can identify and access the community based support that meets their needs
- Increasing the range of support to carers including additional respite provision so that they can continue in their caring role
- Improving the range and accessibility of information about universal, open access services within the borough
- Supporting the development of new supported living schemes in the Borough so that more older people, people with mental health problems and learning disabilities are able to live independently
- Providing people with health and care needs who are not eligible for social care but who may benefit from support within their community, to access better information as to the range of support opportunities available
- Aligning our information, advice and community support provision with Primary Care to improve co-ordinated health and social care support for individuals

6.4 How will we get there?
We will transform the way that we assess need and plan support. Our focus will be on harnessing the strengths of the individual, their community and their informal support networks to prevent care needs from escalating

6.5 We will do this by?
- Expanding the programme of services and support that enable older and disabled people to remain living independently in their own homes, and reduce the need for more costly home care services, or long term admission to a care home. This will include a new Pathway to Independence approach that incorporates, new services such as our Residential Reablement Unit and Stepping Stones project.
- Transforming of our day service provision into Activity & Well Being Centres.
- Continuing to promote the use of self-directed support, empowering people to take control of the care and support that they need to improve their outcomes
On the 1 April 2015, we introduced a new assessment process for adult services, carers and occupational therapy that incorporates a wellbeing approach so that the individuals, unique circumstances, wishes and desires are taken into account in the support planning process. This new process will be used for existing service users as their care needs are reviewed during the course of 2015/16.

6.6 How will we get there?
We will work closely with our health and local authority partners to join up our services, improving the customer journey through social care and health, and ensuring equity of access and quality of service.

6.7 We will do this by?
- Seeking new integrated commissioning opportunities with our partners, sharing expertise, knowledge and resources to ensure that we offer a broader range of services for our respective client groups.
- Developing integrated services and working practices with our local authority neighbours and health partners to improve the journey through health and social care for older and disabled people, in particular delivering the outcomes set out in the Redcar & Cleveland Better Care Fund plan.
- Working in partnership to deliver additional intermediate care provision to support people to return home following a period of illness.

6.8 How will we get there?
We will provide quality care services for vulnerable adults and seek to achieve the standards laid out in the Unison Ethical Care Charter.

6.9 We will do this by?
- Examining the implications of moving to the standards laid out in the Unison Ethical Care Charter.
- Considering the work and experience of fellow local authorities in implementing the Ethical Care Charter provisions.
- Meeting with representatives of users’ forums, voluntary groups and advocacy groups.
- Broaching the issues within the commissioning forum and gauge a response from service providers.
- Beginning an examination of the budgetary implications.

6.10 How will we get there?
We will strengthen partnership working to safeguard and promote the wellbeing and independence of adults at risk of harm or abuse.

6.11 We will do this by?
- Taking part in the Making Safeguarding Personal programme.
- Continuing to develop the Adults Safeguarding Assurance Framework, including the reintroduction of Member rota visits to residential care homes.
- Introducing additional quality and compliance measures in the new care at home and residential care contracts.

6.12 How will we get there?
We will work with our partners to develop a diverse range of high quality services and provide clear information that empowers people to make good choices about their care.
6.13 We will do this by?
- Publishing a new Market Position Statement and integrated commissioning plans, that will incorporate commissioning intentions across Adults, Children’s, Public Health and Education services.
- Refreshing our information & advice material, including the People Information Network to include clear links to preventative services.

6.14 How will we get there?
We will work in partnership to ensure that social care clients receive all of their benefits and entitlements

6.15 We will do this by?
- Investing further in the targeted benefit maximisation exercise for all users of adult social care, that was started in 2014.
- Working with our health partners to introduce a new continuing health care pathway

6.16 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark? Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>People with a life-limiting condition remain at home for as long as economically practical</td>
<td>Carers receiving respite or carer specific services during the period</td>
<td>Monthly</td>
<td>577</td>
<td>2,447</td>
<td>2,500</td>
<td>2,600</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td>People with mental ill health and learning disabilities are supported to live well</td>
<td>Carer-reported quality of life</td>
<td>Bi-annual</td>
<td>n/a</td>
<td>8.1</td>
<td>n/a</td>
<td>8.5</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td></td>
<td>Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services</td>
<td>Monthly</td>
<td>80.8%</td>
<td>82.8%</td>
<td>84.3%</td>
<td>84.5%</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td></td>
<td>Proportion of adults with learning disabilities who live in their own home or with their family</td>
<td>Monthly</td>
<td>73.7%</td>
<td>75.2%</td>
<td>76.0%</td>
<td>77.0%</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td></td>
<td>Permanent admissions to residential and nursing care homes, per 100,000 population (ASCOF 2A Part 2 - 65+)</td>
<td>Monthly</td>
<td>784.8</td>
<td>952.9</td>
<td>760</td>
<td>670</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td></td>
<td>Permanent admissions to residential and nursing care homes, per 100,000 population (ASCOF 2A Part 1 - 18-64)</td>
<td>Monthly</td>
<td>26.2</td>
<td>26.4</td>
<td>20.0</td>
<td>17.0</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
</tbody>
</table>

2 Overall quality of life, as measured by a range of responses provided to the annual Carers Survey.
<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
<th>Frequency</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Safeguarding for Adults</td>
<td>Safeguarding referrals per 100,000 population</td>
<td>Monthly</td>
<td>480.1</td>
<td>474.5</td>
<td>465.0</td>
<td>465.0</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td>Make care a quality and dignified experience</td>
<td>The proportion of people who use services who feel safe</td>
<td>Annual</td>
<td>64.7%</td>
<td>69.0%</td>
<td>69.0%</td>
<td>69.2%</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td></td>
<td>Social care-related quality of life</td>
<td>Annual</td>
<td>18.7</td>
<td>19.3</td>
<td>19.3</td>
<td>19.3</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td></td>
<td>Quality of Care Homes (CQC) assessments - Percentage rated as good or outstanding</td>
<td>Quarterly</td>
<td>N/A</td>
<td>N/A</td>
<td>60%</td>
<td>65%</td>
<td>National CQC Inspection Results – all Adult Social Care Locations</td>
</tr>
<tr>
<td>Greater personal control over the choice and management of care</td>
<td>Percentage of social care clients in receipt of self-directed support</td>
<td>Monthly</td>
<td>87.5%</td>
<td>97.6%</td>
<td>98.0%</td>
<td>99.0%</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td>Maximise personal income to promote wellbeing</td>
<td>Percentage of Overall satisfaction of people who use services with their care and support</td>
<td>Annual</td>
<td>66.5%</td>
<td>66.8%</td>
<td>67.0%</td>
<td>67.0%</td>
<td>NE ADASS and CIPFA Adults</td>
</tr>
<tr>
<td></td>
<td>Number of social care clients receiving additional benefits as a result of targeted welfare rights advice</td>
<td>Monthly</td>
<td>N/A</td>
<td>53</td>
<td>75</td>
<td>75</td>
<td>Local indicator</td>
</tr>
</tbody>
</table>

3 Social Care – related quality of life, as measured by a range of responses to the Adult Social Care Survey.
4 Maintaining performance in the light of funding cuts will be an achievement
5 Maintaining performance in the light of funding cuts will be an achievement
6 We would need to increase staff numbers to increase performance. There are currently no plans to do this.
Our Plan – Regeneration Services

Regeneration Services’ strategic aim is to grow our local economy. We will improve the local employment position by working with local employers to increase the availability of jobs, particularly for young people, and ensure that local people have the skills and aptitudes to carry out those jobs. Our new structures will deliver a more coordinated and focussed service offer. By continuing our work to strengthen the local visitor economy we will also bring the wider benefits of growth to our communities.

The strengthening of the local economy will benefit all residents, businesses and visitors, bringing increased wellbeing and disposable income. Our Masterplan for regenerating the borough provides a foundation for our work and has already delivered tangible benefits. We are now entering the next phase of delivery with a major focus on Greater Eston & East Cleveland Investment Initiatives, continuing to impact positively on those who live, work, visit and invest here.

In order to derive the greatest benefit from our activities, we will focus our resources where the return on investment is greatest, for example, by working with local businesses, in key sectors, with the strongest prospects for growth.

We will look to safeguard existing businesses and jobs to secure the business rate income we receive. By growing the number of businesses in the borough, we will develop a sustainable, vibrant and diversified economy that is attractive to investors and will create jobs for our residents. In addition, we will be able to collect more business rates, a proportion of which is retained locally.

We will facilitate the building of new homes to bring more residents to the borough. As well as generating additional Council Tax to fund local services, this will help local businesses by increasing local spending power within the Borough.

For more than three decades, the borough has suffered from a falling population. This decline has been particularly pronounced amongst those of working age, as households have moved out of the borough to meet their housing aspirations elsewhere in the Tees Valley, resulting in an imbalanced, ageing population.

The 2012-based ONS sub national population projections suggest that the population of the borough is now set to be broadly stable in the period 2015 – 2032. However, this masks a continuing trend of population loss of working age households and families, and a significant growth in the older population of the borough. Between 2015 – 2032, the number of residents under 65 years of age is projected to decline by 8,913 whilst those aged 65+ is set to increase by 8,831.

As such, we recognise the need to retain our working age population, in order to assist with our objectives to increase employment, stimulate economic growth, reduce dependency ratios and rebalance the population profile. However, having experienced more than three decades of such losses, it would unrealistic to reverse this trend completely. We will, therefore, aim to grow our population by approximately 250 people per annum more than the official population projections, with a particular focus on working age households and families.
Here in Redcar and Cleveland we have higher than average numbers of young people who are Not in Education, Employment or Training (NEET) when compared to regional and national populations. The borough was hard hit by the recession and we want to improve life changes through skills development. For these reasons, it is important to ensure that we have a broad range of learning opportunities on offer so that residents can gain the skills they need to progress into employment. A skilled workforce will benefit the economy by growing and attracting businesses.

We will grow our local economy by supporting individual residents, especially young people, into employment. We will create clearer pathways to work in which training, advice and opportunities are not only integrated, but also targeted to make the biggest difference.

We will gather and use robust intelligence to re-shape the local learning offer so that it better reflects both school leavers’ attainment and labour market needs. Work is currently ongoing in the sub-region to produce a Tees Valley Skills Strategy and this will shape our approach to developing a skilled workforce for the future. We will work closely with employers and training providers to ensure that our residents have the opportunity to make positive choices about education and training which prepare them well for gaining employment locally.

Our Regeneration Masterplan identifies the visitor economy as a key growth sector for Redcar & Cleveland. As well as bringing custom to many of our smaller businesses and providing employment opportunities, a vibrant visitor economy delivers wider social benefits for the residents. By increasing participation in leisure and cultural activities and providing more volunteering opportunities, we will help to improve the health and wellbeing of our residents. Our work will also secure benefits for future generations ensuring that our local heritage is enhanced and protected.

Please see below for more detailed information regarding our key actions and how we will deliver them.
7.0 Driving our Growth

7.1 Outcomes
- Grow the number and types of businesses in the borough
- Create more jobs
- Build more homes
- Create the infrastructure for a flourishing Borough

7.2 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.

7.3 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.

7.4 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.

7.5 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.

7.6 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.

7.7 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.

7.8 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.

7.9 How will we get there?
We will work with partners to deliver a comprehensive recovery and support package for individuals, businesses and communities affected by the SSI closure.
Carrying out a review into the public transport services provided by the Council

7.10 How will we get there?
We will develop and deliver a Growth Strategy for Redcar and Cleveland and work with partners to deliver the Devolution Deal

7.11 We will do this by?
- Refocusing the Regeneration Masterplan into a Growth Strategy for the Borough
- Integrating the Visitor Destination Plan, the Culture Strategy, the Inward Investment Strategy and the Countryside Strategy into a Growth Strategy for the Borough
- Completing the Delivery of Phase 1 and Commence Phase 2 of the Borough-wide Public Realm Project
- Delivering the broadband improvement project
- Completing the Coastal Communities Fund and Commence the River Tees Rediscovered Programmes
- Undertaking improvements to our Schools estate
- Investigating, developing and delivering major regeneration programmes in the Enterprise Zone, on Kirkleatham Estate and masterplans within the in the Coatham/Redcar areas

7.12 How will we get there?
Develop an Inward Investment Strategy to attract new businesses to the area and ensure that the Growth Strategy effectively complements and supports the Local Plan and the Tees Valley Devolution Deal

7.13 We will do this by?
- Identifying a programme of major projects to deliver growth so that we are well-placed to secure maximum benefit from the Combined Authority and any devolved resources for Redcar and Cleveland.
- Effectively marketing the area as a place for business growth and development
- Developing a portfolio of investment sites to be marketed to potential investors
- Delivering the Visitor Destination Plan to attract more visitors and businesses to the area,
- Holding a series of business forums to support local businesses and develop a robust business network
- Fully resourcing the Business Growth Service
- Running an Annual Business Summit
- Developing and delivering a programme to promote business opportunities to attract inward investment

7.14 How will we get there?
We will engage with local residents and business and involve them in developing solutions to improve the local environment of Eston Precinct and Square.

7.15 We will do this by?
- Ascertaining the latest position with regard to interest in the Aldi-owned building and respond
- Establishing a database of key stakeholders so that owners and occupiers of Eston Precinct and Retail Centre premises can be gathered for community consultations
- Identifying initial design options for the improvement of the Precinct
- Undertaking a Multi-agency clean up blitz.
- Holding a “Business Community Workshop” with all local interested parties to discuss ideas, gain buy-in and provide a potential way forward for improving the area
• Re-paving pavements on the northern side of High Street
• Repairing the sunken bus lane.

7.16 How will we get there?
We will improve the relationship with Redcar Town Centre Businesses so that they feel they are able to make a meaningful contribution to future policy making and the implementation of positive actions to improve the town’s functionality and vibrancy.

7.17 We will do this by?
In the short term:
• Town Team officers will contact town centre businesses and any recognised resident groups to invite them to an open forum meeting in the Council Chamber.
• Holding open forum meeting in Council Chamber to gather views and opinions on the actions needed to improve the Town’s functionality and/or make it a better place for business, residents and visitors.
• Preparing a report, encapsulating the views etc. gathered during the open-forum meeting and circulate this to open-forum attendees for their comments.
• Producing an action plan for consultation and agreement with open-forum attendees.

In the medium term:
• Implementing the action plan, ensuring regular involvement of stakeholders

In the long term:
• Undertaking a formal process, to measure progress and the extent of involvement/contribution obtained from businesses, residents and local community groups
### 7.18 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark?</th>
<th>Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build more homes</td>
<td>Population of the Borough</td>
<td>Annually</td>
<td>134,950</td>
<td>135,042</td>
<td>135,258</td>
<td>135,535</td>
<td></td>
<td>Tees Valley/ North East/ Statistical Neighbours</td>
</tr>
<tr>
<td></td>
<td>Number of new Homes Established</td>
<td>Annually</td>
<td>270</td>
<td>460</td>
<td>233</td>
<td>231</td>
<td></td>
<td>Tees Valley/ North East/ Statistical Neighbours</td>
</tr>
<tr>
<td>Grow the number and types of businesses in the borough</td>
<td>Gross Value Added</td>
<td>Annually</td>
<td>4,414m</td>
<td>4,480m</td>
<td>4,547m</td>
<td>4,615m</td>
<td></td>
<td>Tees Valley/ North East/ Statistical Neighbours</td>
</tr>
<tr>
<td>Create more jobs</td>
<td>Gross weekly pay</td>
<td>Annually</td>
<td>371.2</td>
<td>477.6</td>
<td>505.5</td>
<td>5013.0</td>
<td></td>
<td>North East</td>
</tr>
<tr>
<td></td>
<td>All people economically active</td>
<td>Quarterly</td>
<td>63100</td>
<td>61800</td>
<td>62500</td>
<td>62800</td>
<td></td>
<td>Tees Valley/ North East/ Statistical Neighbours</td>
</tr>
<tr>
<td></td>
<td>People claiming Job Seekers Allowance</td>
<td>Quarterly or Monthly</td>
<td>4205</td>
<td>3253</td>
<td>3250</td>
<td>2930</td>
<td></td>
<td>Tees Valley/ North East/ Statistical Neighbours</td>
</tr>
<tr>
<td></td>
<td>Business Units per 10,000 adult population</td>
<td>Annually</td>
<td>433</td>
<td>471</td>
<td>491</td>
<td>511</td>
<td></td>
<td>Tees Valley</td>
</tr>
</tbody>
</table>

---

7. Number of new dwellings completed – total - Source LG Inform plus Communities and Local Government
8. South Teesside (includes Middlesbrough and Redcar) latest data available
9. Based on all full time workers
10. numbers are for those aged 16 and over, % are for those of aged 16-64 rolling year
8.0 Pathways to Work

8.1 Outcomes
- Increase the number of apprenticeships
- Align education and training outcomes to meet local business needs
- Reduce the number of young people who are not in education, employment or training
- People are work ready, with the right personal skills
- Local people have higher level skills and aptitudes to do the jobs that are being created
- Maximise the employment levels of working age people in the Borough

8.2 How will we get there?
Reduce the number and percentage of young people in Year 12 to Year 14 who are not in Education, Employment or Training (NEET) through robust careers intervention in Pre-16 schools, rapid and effective support for young people who become NEET and reducing the level of drop out from post-16 learning.

8.3 We will do this by?
- Starting to deliver appropriate careers work in primary schools aimed at those students who have risk factors to becoming NEET by identifying recipients through pupil premium entitlement with Primary School SENCO and Key Stage 2 leaders.
- Offering traded service schools a pilot programme during July 2015 with their feeder schools as part of their transition programme.
- Ensuring that high quality Careers Guidance is delivered in schools through a traded service (preferably offered by RCBC) and supported by a robust Careers Education package. Support will be offered to schools to ensure that, if commissioned outside of the Borough, the quality of bought in services meets OFSTED recommendations.
- In discussion with finance, a ‘value for money’ approach will be sought and a pricing structure agreed in line with other traded services.
- Working with Troubled Families in order to identify and support young people from families who have a propensity to become NEET – Sharing of information will be achieved through locality meetings so that services compliment delivery across both directorates with regular shared feedback.
- Providing Post-16 Transition Support ready for the start of a new term especially with regard to EHC plans in order to support vulnerable young people with their transition from compulsory school to Post-16 learning. Phased handover of identified potential NEET clients to commence from June and completed by September to support transfer of school year 11 cohort to offer bespoke and targeted support.

8.4 How will we get there?
Enable residents to apply for and take up employment opportunities by supporting employers to take on young people into apprenticeships, promoting employers’ vacancies, and helping residents remove small final barriers to offers of employment or enabling the acquisition of specific credentials.

8.5 We will do this by?
- Closer working with Job Centre Plus for 18/19 year old shared clients – arrange joint events for new signers and apply for DWP/JCP funding to run employment focussed projects.
- Reviewing our support for employers – launching the new strategy for apprenticeship support that is focussed on industrial and commercial growth areas and our priority client groups
• Reviewing our support for residents – launch the new strategy for removal of barriers – focussed on our priority client groups
• Working with partners to deliver the Tees Valley wide Youth Employment Initiative
• Delivering the action plan of the Foundation for Jobs Partnership to include:
  o Making inroads into ‘generational unemployment’
  o Early interventions – incl. selective interventions in primary schools with children & parents
  o Training of peer mentors for those post-16 young people identified as potentially ‘at risk’
  o Participation in Dame Kelly Holmes mentoring programme (involving world class athletes)
  o Enhanced self-belief, attitudes & job preparation/ employability skills
  o Enhanced work experience opportunities through placements, work experience, PT jobs, live projects, etc.
  o Mentoring of young people; and
  o Enhanced feedback on job applications

8.6 How will we get there?
Support the promotion, and creation, of both Apprenticeships and Traineeships internally within Redcar & Cleveland Borough Council and also with external employers within the Borough

8.7 We will do this by?
• Coordinating employer engagement events, through the Working Together group, in key industrial/commercial/retail centres to promote apprenticeships/traineeships within local companies
• Developing Study Programme Workplace pathways that lead to Traineeships through working with employers from employer engagement events
• Delivering the current Job Centre Plus funded Traineeship programme to agreed timetable, develop further pathways into other sectors and promote the use of Traineeships with external employers and within specific industrial and commercial sectors.
• Developing Routeways to Traineeships programmes for very low skilled young people to gain skills and experience required to become a Trainee.

8.8 How will we get there?
Ensure that high quality careers information, advice and guidance is accessible for all Redcar & Cleveland residents so that local people are aware of the necessary skills that are required to meet the demands of the local labour market

8.9 We will do this by?
• Making the “Future Jobs in Redcar & Cleveland” document available to schools, colleges, training providers, young people, parents and other adults in order to inform the public and key partners about the future labour market.
• Raising awareness of where Careers Information Advice and Guidance can be delivered through a Redcar & Cleveland Information Advice and Guidance “accord” – e.g. RCBC service for NEET young people alongside National Careers Service for adults
• Promoting STEM events taster days through Foundation For Jobs Partnership at local schools highlighting the employment opportunities through a specific course of study.
• Contributing to schools Making Opportunities events through our traded service that promote the skills required to apply for vacancies. 2 day events throughout the year that promote job search, application forms, CV writing and interview techniques
• Developing Foundation For Jobs Information Advice and Guidance (IAG)
8.10 How will we get there?
   Encourage local people to obtain the higher level skills and aptitudes that are required to
   undertake the jobs that are being created but also to meet replacement demand

8.11 We will do this by?
   • Working with existing and potential employers in the area highlighting to local people the
     opportunities available if levels of education and skills are achieved.
   • Working with schools and colleges to encourage take up of Level 3 and Level 4 and not just
     through the University route – Higher Level Apprenticeships – and other alternatives to University
8.12 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark?</th>
<th>Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of apprenticeships</td>
<td>NEET percentage Y12 – Y14</td>
<td>Annual</td>
<td>7.7</td>
<td>8.4</td>
<td>7.5</td>
<td>7.4</td>
<td>Yes</td>
<td>Tees Valley/ North East/ Statistical Neighbours</td>
</tr>
<tr>
<td>Align education and training outcomes to meet local business needs</td>
<td>Not Known percentage Y12 – Y14</td>
<td>Annual</td>
<td>7.8</td>
<td>2.1</td>
<td>2.5</td>
<td>2.4</td>
<td>Yes</td>
<td>Tees Valley/ North East/ Statistical Neighbours</td>
</tr>
<tr>
<td>Reduce the number of young people who are not in education, employment or training</td>
<td>Y12 Participation</td>
<td>Annual</td>
<td>96.6</td>
<td>96.0</td>
<td>97.0</td>
<td>97.2</td>
<td>Yes</td>
<td>Tees Valley/ North East</td>
</tr>
<tr>
<td>People are work ready, with the right personal skills</td>
<td>Y13 Participation</td>
<td>Annual</td>
<td>83.9</td>
<td>89.2</td>
<td>90.0</td>
<td>91.0</td>
<td>Yes</td>
<td>Tees Valley/ North East</td>
</tr>
<tr>
<td>Local people have higher level skills and aptitudes to do the jobs that are being created</td>
<td>Number of residents receiving support into apprenticeships through support for employers</td>
<td>Annual</td>
<td>322</td>
<td>345*</td>
<td>300</td>
<td>320</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Maximise the employment levels of working age people in the Borough</td>
<td>Number of residents receiving support into employment through barrier removal</td>
<td>Annual</td>
<td>173</td>
<td>275*</td>
<td>250</td>
<td>270</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of residents receiving support into a Traineeship within Redcar &amp; Cleveland Borough Council project</td>
<td>Annual</td>
<td>Not measured</td>
<td>Not measured</td>
<td>60</td>
<td>60</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

* Included figures achieved through TVU Regional Growth Fund
9.0 Things to Enjoy

9.1 Outcomes
- Protect and promote our natural assets to grow the visitor economy
- Enhance and protect our heritage for future generations
- Improve access to our heritage and recreational amenities
- Improve health and wellbeing by increasing participation in leisure and cultural activities

9.2 How will we get there?
Attract more visitors to the Borough.

9.3 We will do this by?
- Implementing the Action Plan of the Visitor Destination Plan
- Producing and implementing a Visitor Marketing Strategy
- Developing strong relationships with Destination Management Organisations (DMO) including Welcome To Yorkshire and Visit England
- Creating an annual events programme and support independent promoters and community organisations in developing local events
- Creating and delivering a programme of accessible, informative and entertaining exhibitions at Kirkleatham Museum
- Maintaining and developing a range of visitor attractions across the Borough, including Saltburn Cliff Lift and Redcar Market.
- Organising an annual Visitor Survey at the Borough’s key visitor points and report on the analysed data
- Exploring the potential to become part of the Dinosaur Coast visitor initiative
- Delivering the first phase of projects at Kirkleatham, arising from the Prince’s Foundation’s Enquiry by Design

9.4 How will we get there?
Develop and deliver a cultural education programme (‘Making A Mark’)

9.5 We will do this by?
- Creating a Learning Activity Plan and agree its contents with Arts Council England
- Achieving target numbers of participants as set out in the Learning Activity Plan
- Developing an exit strategy for the project including creating a sustainable charging model for schools’ visits

9.6 How will we get there?
Protect and conserve the Borough’s heritage collections

9.7 We will do this by?
- Recording, documenting and cataloguing the heritage collections at Kirkleatham Museum
- Producing an inventory of objects and artefacts currently on loan from Kirkleatham Museum to other organisations
- Coordinating a schedule of regular meetings with the Borough’s independent museums
- Preparing for Kirkleatham Museum’s bid to renew its Accredited Museum status.
- Undertaking works to improve the environmental conditions in Kirkleatham Museum’s storage annexe
9.8 How will we get there?
Improve the retail offer in the Borough to maximise the economic benefits created by residents and visitors

9.9 We will do this by?
• Liaising with retail businesses via local business forums and one-to-one meetings to encourage participation in seasonal, themed and national campaigns
• Monitoring the percentage of void commercial properties in Redcar, Saltburn and Guisborough in order to promote the re-letting of vacant sites though liaison with landlords and new businesses
• Monitoring the levels of footfall in Redcar, Saltburn and Guisborough and producing quarterly reports which will be available internally and externally
• Developing and implementing a plan to introduce new commercial concession sites across the Borough
• Introducing a souvenir retailing opportunity at Saltburn Cliff Lift
• Developing a robust business plan for Kirkleatham Museum gift shop

9.10 How will we get there?
Extend and Improve Visitor Facilities at Priority Sites

9.11 We will do this by?
• Developing a new play area at Kirkleatham Museum
• Providing new Environmental Education Facilities at Kirkleatham Museum
• Developing a new amphitheatre at Guisborough Forest Walkway
• Improving visitor facilities at Woodland Sites

9.12 How will we get there?
Agree a New Countryside Strategy

9.13 We will do this by?
• Completing consultation
• Preparing the final strategy document
• Promoting the strategy and associated services

9.14 How will we get there?
Promote Volunteer Coordination & Engagement

9.15 We will do this by?
• Organising monthly ‘Drop In’ events at libraries
• Organising Thankyou Event for Volunteers
• Delivering Bi-annual Training/Awareness Workshops for Volunteers
• Organising quarterly Community Enhancement Forum Meetings

9.16 How will we get there?
Secure Improved Access to the Countryside

9.17 We will do this by?
• Creating a new Access Ranger Service
• Recruiting and developing Countryside Access Volunteers
• Developing and delivering Ironstone Heritage Trail (Eston – Skinningrove)
9.18 How will we get there?
Increase Participation in Countryside – Related Activities and Events

9.19 We will do this by?
- Holding an annual Redcar & Cleveland walking festival
- Developing and promoting Countryside Education Programme
- Providing a new Woodland Trail at Kirkleatham Museum
- Promoting the Winter Walking Festival
- Promoting the Guisborough Forest Festival
- Promoting the Flatts Lane Woodland Country Park Annual Countryside Event
- Promoting the Kirkleatham Christmas Countryside Event
- Promoting the Outdoor Theatre at Guisborough Forest Walkway

9.20 How will we know we are making a difference?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measure</th>
<th>Frequency</th>
<th>2013/14 actual</th>
<th>2014/15 actual</th>
<th>2015/16 Target</th>
<th>2016/17 Target</th>
<th>Can we benchmark?</th>
<th>Who with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect and promote our natural assets to grow the visitor economy</td>
<td>No. of visitors to the Borough</td>
<td>Annual</td>
<td>3,301,000</td>
<td>3,306,000</td>
<td>3,372,000</td>
<td>3,439,400</td>
<td>Yes</td>
<td>LA’s subscribing to STEAM</td>
</tr>
<tr>
<td></td>
<td>Economic value of visitors to the Borough</td>
<td>Annual</td>
<td>126,180,000</td>
<td>130,660,000</td>
<td>133,273,200</td>
<td>135,938,600</td>
<td>Yes</td>
<td>LA’s subscribing to STEAM</td>
</tr>
<tr>
<td>Improve access to our heritage and recreational amenities</td>
<td>No. of young people participating in the Making A Mark cultural education programme</td>
<td>Quarterly</td>
<td>5,775</td>
<td>6,255</td>
<td>5,600</td>
<td>3000 (target reduced as services becomes a paid for service in 16/17)</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of users of Saltburn Cliff Lift</td>
<td>Annual</td>
<td>167,781</td>
<td>158,617</td>
<td>(155,000)</td>
<td>(160,000)</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Income generated through Saltburn Cliff Lift</td>
<td>Annual</td>
<td>111,551</td>
<td>102,163</td>
<td>(103,596)</td>
<td>(107,500)</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
10.0 Ward Based Actions

Soon after the elections in May 2015, the new administration introduced new all Member conference as a means of engaging and involving Members in key issues. The first such conference took place in June 2015 and the result was a range of ward-based actions that would improve their wards. These have been refined with Members, including through the Scrutiny and Improvement Committee meetings in early December 2015. The progress of these actions is being tracked by a small officer governance group and progress will be reported in directorate performance reports to Cabinet. The actions identified are those which were considered key to delivering improvements, but do not necessarily represent all activities or projects that are taking place at ward level.

The actions are grouped by clusters of Wards:

**Longbeck, Saltburn and St Germain’s Wards**

**Action:**
- Provide a visible link to neighbourhood teams in each area, in particular named officers for the area to work in partnership with elected members

We will do this by:
- Integrating the neighbourhood team, bringing together neighbourhood officers and operations under one manager – Gary Cummins (completed)

**Action:**
- Learn from good practice at Dormanstown NAP

We will do this by:
- Arranging for Longbeck, Saltburn and St Germain’s members to attend Dormanstown NAP meeting
- Delivering the Governance Review (see Good Governance section)

**Action:**
- Improve communication and consultation with communities, especially through the Council’s website

We will do this by:
- Forming a Members focus group to feed into the review of the Council’s website and support its new design

**Coatham, West Dyke and Zetland Wards**

**Action:**
- Unlock barriers to community events

We will do this by:
- Providing support from our Safety Advisory Group to community organisations wishing to hold events and helping streamline processes
• Reviewing, with Members, the current community guide to putting on events, and making the guide available on our website by January 2016
• Working with community groups to access external funding to support events

Action:
• Improve the environment (dog fouling, litter, waste, needles)

We will do this by:
• Organising “Blitz” action in problem alleyways
• Developing a new alley-gating / greening community space pilot in Coatham
• Using legislation creatively to introduce new approaches to enforcement
• Installing new dog fouling bins in hotspot areas
• Targeting the new anti-dog-fouling campaign, “Pick up the poo before they do”

Action:
• Improve signage to welcome visitors to Redcar

We will do this by:
• Designing and erecting new signage for gateways into Redcar
• Making gateways more attractive with floral displays

**Dormanstown, Kirkleatham and Newcomen**

Action:
• Make better use of ours and partners’ neighbourhood resources through improved partnership working

We will do this by:
• Integrating the neighbourhood team, bringing together neighbourhood officers and operations under one manager – Gary Cummins
• Bringing enforcement officers into the integrated team
• Developing a coordinated approach with Coast & Country Housing to better coordinate streetscene working and improve the appearance of neighbourhoods

Action:
• Improve traffic management in Redcar by enforcement and use of white lines

We will do this by:
• White-lining in Lakes Avenue and West Dyke Road
• Increase patrols of enforcement officers around schools

Action:
• Improve partnerships with schools

We will do this by:
• Working on our Transformation Challenge Programme with vulnerable people, including children
**Eston and Teesville**

**Action:**
- Eston Precinct – Regenerate the empty shops

We will do this by:
- Delivering the Eston Centre project (see “Driving our Growth”)

**Action:**
- Improve the appearance of the Eston environment

We will do this by:
- Carrying out a deep clean programme in key areas
- Carrying out a blitz programme
- Engaging with businesses in the Precinct relating to storage of waste and the attraction of pigeons
- Developing a coordinated approach with Coast & Country Housing to better coordinate streetscene working and improve the appearance of neighbourhoods

**Action:**
- Engage and involve young people more in sporting activity

We will do this by:
- Working in partnership with SLM to increase participation, use of leisure centres by 11-18 year olds
- Progressing with the “This Girl Can” campaign in Eston, with Sport England

**Grangetown and South Bank**

**Action:**
- Deal with derelict buildings, especially the Magnet in Grangetown

We will do this by:
- Carrying out public realm works adjacent to the Magnet, including paving and other improvements
- Taking appropriate enforcement action, should the need arise

**Action:**
- Tackle fly-tipping and improve the environment

We will do this by:
- Carrying out an alleyway blitz programme in both areas, including “Bring our your Dross” and deep cleans
- Taking high profile enforcement action including issuing fixed penalty notices and court summons as necessary and publicising this action.
Action:
- Reduce the 10 year healthy life expectancy gap, reduce health inequalities

We will do this by:
- Progressing the forums locally that focus on health, youth practitioners and early years transitions, involving a range of partners
- Linking these forums to Early Help Zone work
- Working with the Voluntary and Community Sector to ensure community groups’ activities (for physical and mental wellbeing) are captured in one place for easier access

**Normanby and Ormesby**

Action:
- Gain support from other public bodies to address anti-social behaviour

We will do this by:
- Carrying out a “Peer Review”, supported by the Local Government Association, to examine and identify improvements to our approach to tackling antisocial behaviour
- Ensuring elected Members are involved in this process

Action:
- Seek to address the loss of Leven bus services in the area

We will do this by:
- Discuss with other operators the potential to find an alternative provider
- Establishing a cross-party working group to look at proposals for change to our transport provision with a particular emphasis on the Local Link service

Action:
- Tackle problems of parking around schools

We will do this by:
- Increase patrols of enforcement officers around schools

**Lockwood and Loftus**

Action:
- Address derelict buildings, absent landlords, and environmental improvements

We will do this by:
- Working with the Loftus Community Heritage Group, producing a heritage regeneration plan with a view to applying for Heritage Lottery funds to improve the central core of Loftus
- If the Stage 1 bid is successful, develop the more detailed Stage 2 bid by December 2016 so that a programme of improvements can be delivered from January 2017
- Working to identify problem buildings and explore enforcement options
• Working with Lingdale Lift-Off and the Moorsholm, Lingdale and Stanghow In Bloom groups on heritage and environmental work in Lockwood Ward, and to explore opportunities to bring the former Lingdale Taven into community use

Action:
• Assess the implication of the low ownership of cars and local bus routes in these wards

We will do this by:
• Establishing a cross-party working group to look at proposals for change to our transport provision with a particular emphasis on the Local Link service

Action:
• Explore the massive economic opportunity afforded by tourism for the area

We will do this by:
• Ensuring Members have the opportunity to contribute to the growth agenda at a Members Conference
• Working with Members to ensure their ideas are fed into processes for reviewing the Economic Regeneration Masterplan and the Local Plan

**Broton and Skelton**

Action:
• With a focus on housing and environmental concerns, introduce a selective licencing scheme in East Cleveland and pursue environmental crimes

We will do this by:
• Working with East Cleveland Community Safety Partnership to share intelligence and identify hotspot issues
• Encouraging residents to report all offences to the police
• Preparing proposals for establishing a selective licensing scheme

Action:
• Address transport difficulties in reaching James Cook Hospital and defend Local Link

We will do this by:
• Promoting the availability of bus routes throughout the area that reach or connect with services to James Cook Hospital, including rail services
• Establishing a cross-party working group to look at proposals for change to our transport provision with a particular emphasis on the Local Link service

Action:
• Protect access to walk-in and minor injury services
We will do this by:
  • Working with South Tees Clinical Commissioning Group as part of the Urgent Care Review
  • Collating Members’ views to feed into this review
  • Briefing the Health & Wellbeing Board

**Guisborough, Hutton and Westworth**

**Action:**
  • Address the possible shortage of school places

We will do this by:
  • Progressing the new extension to Galley Hill Primary School
  • Completing the project which will provide an extra 90 places at the school

**Action:**
  • Regenerate Guisborough Town Centre and particularly the Town Hall

We will do this by:
  • Having purchased the Town Hall, establish a steering group to consult local stakeholders about future use, funding sources and sustainability of the building

**Action:**
  • Address the condition of the roads and levels of disrepair in the area

We will do this by:
  • Meeting with Ward Councillors to identify specific problems and assess how they may be resolved through maintenance plans
Ward actions for Our Plan

Longbeck, Saltburn and St Germain’s Wards

Action:
- Provide a visible link to neighbourhood teams in each area, in particular named officers for the area to work in partnership with elected members

We will do this by:
- Integrating the neighbourhood team, bringing together neighbourhood officers and operations under one manager – Gary Cummins (completed)

Action:
- Learn from good practice at Dormanstown NAP

We will do this by:
- Arranging for Longbeck, Saltburn and St Germain’s members to attend Dormanstown NAP meeting
- Delivering the Governance Review (see Good Governance section)

Action:
- Improve communication and consultation with communities, especially through the Council’s website

We will do this by:
- Forming a Members focus group to feed into the review of the Council’s website and support its new design

Coatham, West Dyke and Zetland Wards

Action:
- Unlock barriers to community events

We will do this by:
- Providing support from our Safety Advisory Group to community organisations wishing to hold events and helping streamline processes
- Reviewing, with Members, the current community guide to putting on events, and making the guide available on our website by January 2016
- Working with community groups to access external funding to support events
Action:
  • Improve the environment (dog fouling, litter, waste, needles)

We will do this by:
  • Organising “Blitz” action in problem alleyways
  • Developing a new alley-gating / greening community space pilot in Coatham
  • Using legislation creatively to introduce new approaches to enforcement
  • Installing new dog fouling bins in hotspot areas
  • Targeting the new anti-dog-fouling campaign, “Pick up the poo before they do”

Action:
  • Improve signage to welcome visitors to Redcar

We will do this by:
  • Designing and erecting new signage for gateways into Redcar
  • Making gateways more attractive with floral displays

**Dormanstown, Kirkleatham and Newcomen**

Action:
  • Make better use of ours and partners’ neighbourhood resources through improved partnership working

We will do this by:
  • Integrating the neighbourhood team, bringing together neighbourhood officers and operations under one manager – Gary Cummins
  • Bringing enforcement officers into the integrated team
  • Developing a coordinated approach with Coast & Country Housing to better coordinate streetscene working and improve the appearance of neighbourhoods

Action:
  • Improve traffic management in Redcar by enforcement and use of white lines

We will do this by:
  • White-lining in Lakes Avenue and West Dyke Road
  • Increase patrols of enforcement officers around schools
Action:
  • Improve partnerships with schools

We will do this by:
  • Working on our Transformation Challenge Programme with vulnerable people, including children

**Eston and Teesville**

Action:
  • Eston Precinct – Regenerate the empty shops

We will do this by:
  • Delivering the Eston Centre project (see “Driving our Growth”)

Action:
  • Improve the appearance of the Eston environment

We will do this by:
  • Carrying out a deep clean programme in key areas
  • Carrying out a blitz programme
  • Engaging with businesses in the Precinct relating to storage of waste and the attraction of pigeons
  • Developing a coordinated approach with Coast & Country Housing to better coordinate streetscene working and improve the appearance of neighbourhoods

Action:
  • Engage and involve young people more in sporting activity

We will do this by:
  • Working in partnership with SLM to increase participation, use of leisure centres by 11-18 year olds
  • Progressing with the “This Girl Can” campaign in Eston, with Sport England

**Grangetown and South Bank**

Action:
  • Deal with derelict buildings, especially the Magnet in Grangetown
We will do this by:

- Carrying out public realm works adjacent to the Magnet, including paving and other improvements
- Taking appropriate enforcement action, should the need arise

Action:

- Tackle fly-tipping and improve the environment

We will do this by:

- Carrying out an alleyway blitz programme in both areas, including “Bring our your Dross” and deep cleans
- Taking high profile enforcement action including issuing fixed penalty notices and court summons as necessary and publicising this action.

Action:

- Reduce the 10 year healthy life expectancy gap, reduce health inequalities

We will do this by:

- Progressing the forums locally that focus on health, youth practitioners and early years transitions, involving a range of partners
- Linking these forums to Early Help Zone work
- Working with the Voluntary and Community Sector to ensure community groups’ activities (for physical and mental wellbeing) are captured in one place for easier access

**Normanby and Ormesby**

Action:

- Gain support from other public bodies to address anti-social behaviour

We will do this by:

- Carrying out a “Peer Review”, supported by the Local Government Association, to examine and identify improvements to our approach to tackling antisocial behaviour
- Ensuring elected Members are involved in this process

Action:

- Seek to address the loss of Leven bus services in the area
We will do this by:
  • Discuss with other operators the potential to find an alternative provider
  • Establishing a cross-party working group to look at proposals for change to our transport provision with a particular emphasis on the Local Link service

Action:
  • Tackle problems of parking around schools

We will do this by:
  • Increase patrols of enforcement officers around schools

**Lockwood and Loftus**

Action:
  • Address derelict buildings, absent landlords, and environmental improvements

We will do this by:
  • Working with the Loftus Community Heritage Group, producing a heritage regeneration plan with a view to applying for Heritage Lottery funds to improve the central core of Loftus
  • If the Stage 1 bid is successful, develop the more detailed Stage 2 bid by December 2016 so that a programme of improvements can be delivered from January 2017
  • Working to identify problem buildings and explore enforcement options
  • Working with Lingdale Lift-Off and the Moorsholm, Lingdale and Stanghow In Bloom groups on heritage and environmental work in Lockwood Ward, and to explore opportunities to bring the former Lingdale Taven into community use

Action:
  • Assess the implication of the low ownership of cars and local bus routes in these wards

We will do this by:
  • Establishing a cross-party working group to look at proposals for change to our transport provision with a particular emphasis on the Local Link service

Action:
  • Explore the massive economic opportunity afforded by tourism for the area

We will do this by:
  • Ensuring Members have the opportunity to contribute to the growth agenda at a Members Conference
• Working with Members to ensure their ideas are fed into processes for reviewing the Economic Regeneration Masterplan and the Local Plan

Brotton and Skelton

Action:
• With a focus on housing and environmental concerns, introduce a selective licencing scheme in East Cleveland and pursue environmental crimes

We will do this by:
• Working with East Cleveland Community Safety Partnership to share intelligence and identify hotspot issues
• Encouraging residents to report all offences to the police
• Preparing proposals for establishing a selective licensing scheme

Action:
• Address transport difficulties in reaching James Cook Hospital and defend Local Link

We will do this by:
• Promoting the availability of bus routes throughout the area that reach or connect with services to James Cook Hospital, including rail services
• Establishing a cross-party working group to look at proposals for change to our transport provision with a particular emphasis on the Local Link service

Action:
• Protect access to walk-in and minor injury services

We will do this by:
• Working with South Tees Clinical Commissioning Group as part of the Urgent Care Review
• Collating Members’ views to feed into this review
• Briefing the Health & Wellbeing Board

Guisborough, Hutton and Westworth

Action:
• Address the possible shortage of school places

We will do this by:
• Progressing the new extension to Galley Hill Primary School
• Completing the project which will provide an extra 90 places at the school

Action:
• Regenerate Guisborough Town Centre and particularly the Town Hall

We will do this by:
• Having purchased the Town Hall, establish a steering group to consult local stakeholders about future use, funding sources and sustainability of the building

Action:
• Address the condition of the roads and levels of disrepair in the area

We will do this by:
• Meeting with Ward Councillors to identify specific problems and assess how they may be resolved through maintenance plans