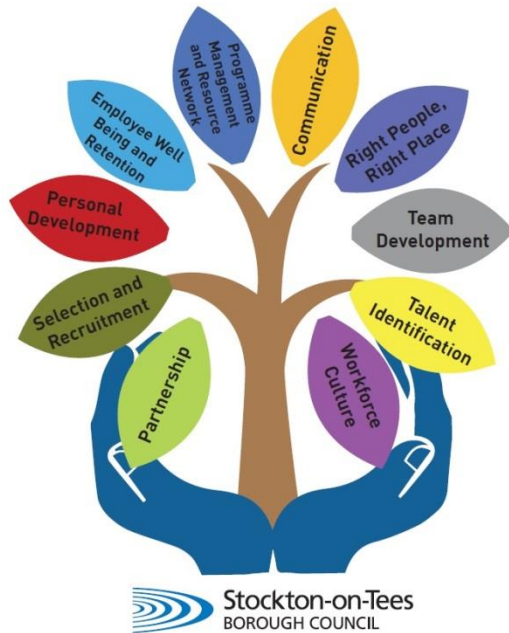


# Shaping a Brighter Future



Beccy Brown – Director HR, Legal and Communications,  
Stockton on Tees Borough Council

# Shaping a Brighter Future



A programme to build more capacity in the organisation by investing in our own people and growing our own talent to increase capability through personal and team development.

“Doing more with less”

# The origins of Shaping a Brighter Future

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
<b>Budget Gap</b>	<b>18,450</b>	<b>21,687</b>	<b>24,332</b>	<b>25,811</b>
Council Tax Levy Changes	(750)	(1,600)		
Minimum Revenue Provision Changes	(3,487)	(3,339)	(3,195)	(3,056)
New Savings Identified	(1,740)	(2,540)	(2,940)	(3,565)
Big Picture Savings Review Plan	(7,844)	(11,389)	(12,119)	(12,119)
Adult & Children's Social Care Growth Reduction	(2,090)	(3,390)	(4,890)	(5,290)
Use of Balances	(2,539)			
<b>Revised Budget Gap</b>	<b>0</b>	<b>(571)</b>	<b>1,188</b>	<b>1,781</b>



**Reduction in Government funding (2010-2020)**

**1,000 fewer employees than in 2010**



# The origins of Shaping a Brighter Future

## NEIL SCHNEIDER



**Apprenticeship:**

Housing Management

**Current Role:** Chief Executive

**Company:** Stockton On Tees  
Borough Council

**Location:** Stockton on Tees

**Website:** [www.stockton.gov.uk](http://www.stockton.gov.uk)



## APPRENTICE GREATS

NORTH EAST'S MOST SUCCESSFUL LEADERS



# Shaping a Brighter Future



 Stockton-on-Tees  
BOROUGH COUNCIL

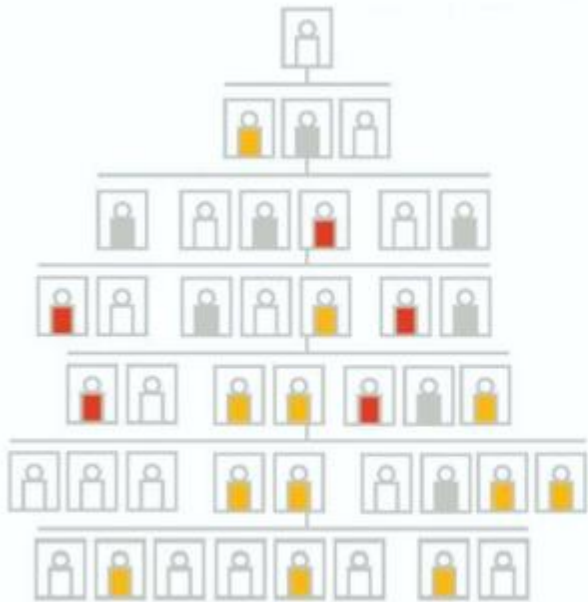
# Shaping a Brighter Future



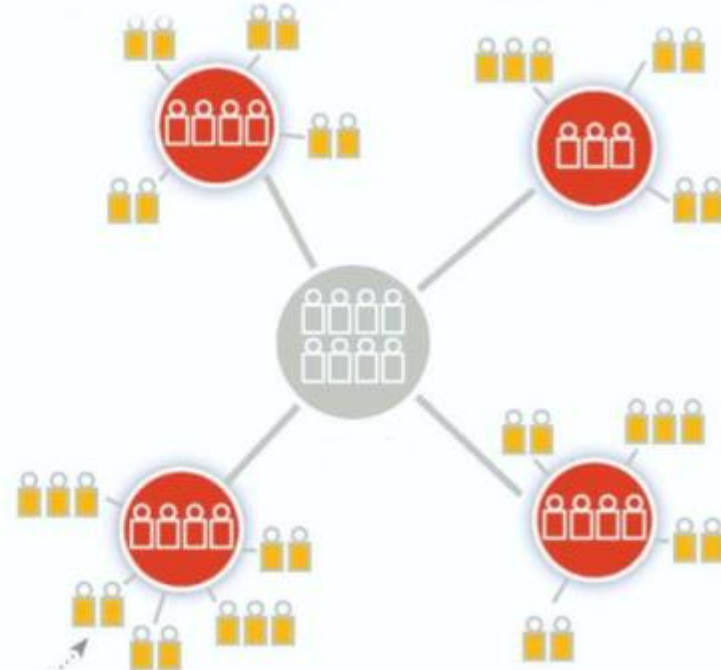
**Programme  
Management  
and Resource  
Network**

# Kotter's model of Network Management

## SBC Structure



## SBF Network

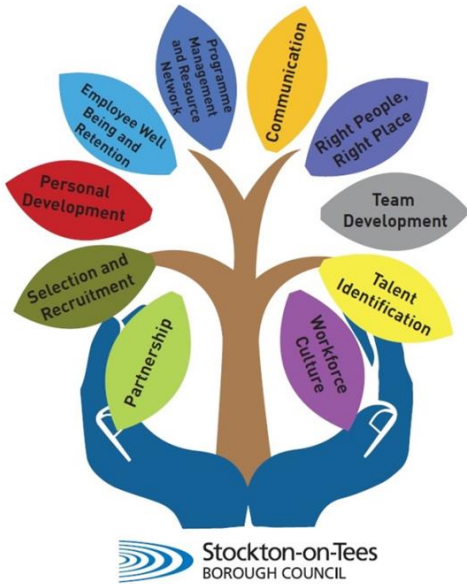




# Network working



# Shaping a Brighter Future





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

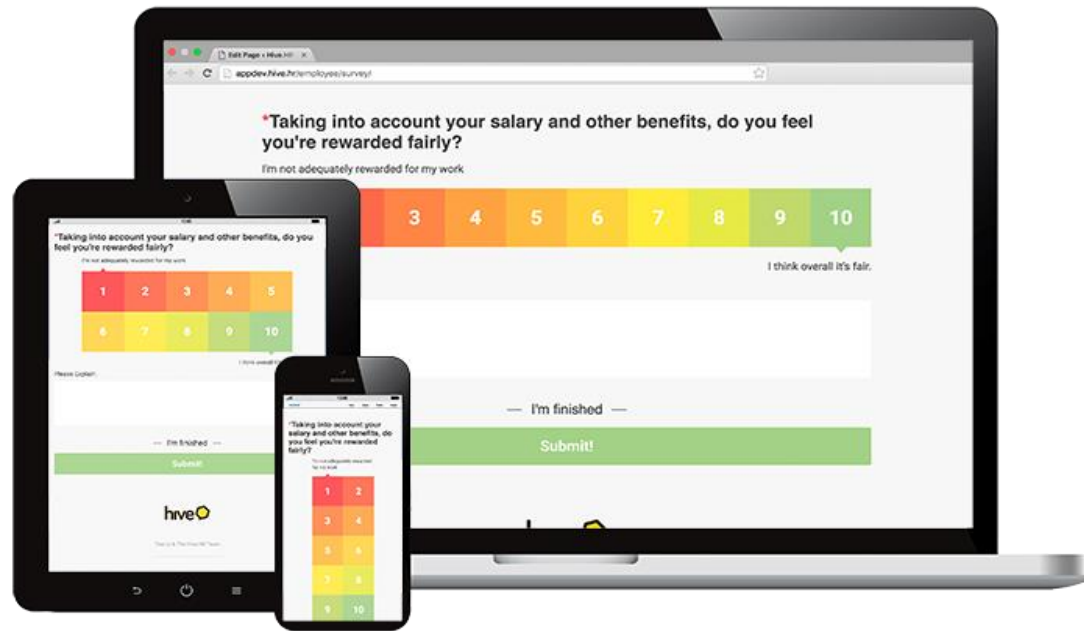
# This is a place where...

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





# Workforce Culture - Regular temperature checks



# On a scale of 1 to 10 how happy are you at work today?



**6.6/10**  
OVERALL

***“Work is fine, but I could be a millionaire cyborg racing driver and I’m not, however I could have been captured by really tall aliens and put in a sack with Tom Cruise and that hasn’t happened either, so a 6 is about right. Once I’ve drunk my coffee that’ll move up to a 7 or 8”.***

***“It’s cold outside”***

***“Had to get in early for Away Day but traffic very heavy and no parking spaces left at office. No time for usual run in the morning”.***

# If you were Chief Executive for a day, what would you do and why?

***"I would explain to everyone we're going to focus on one thing — making work better! Making the employment experience what it's supposed to be: mutually beneficial. We spend more time at work than we do anywhere else"***

***"I'd announce a huge "getting to know you day", where all teams across the council can meet each other and find out what they do, then pop in and visit as many teams across SBC as possible in one day"***

***"Turn the heating off!"***

***"Reduce bureaucracy - specifically multiple requests for same or similar information that has the same outcomes"***

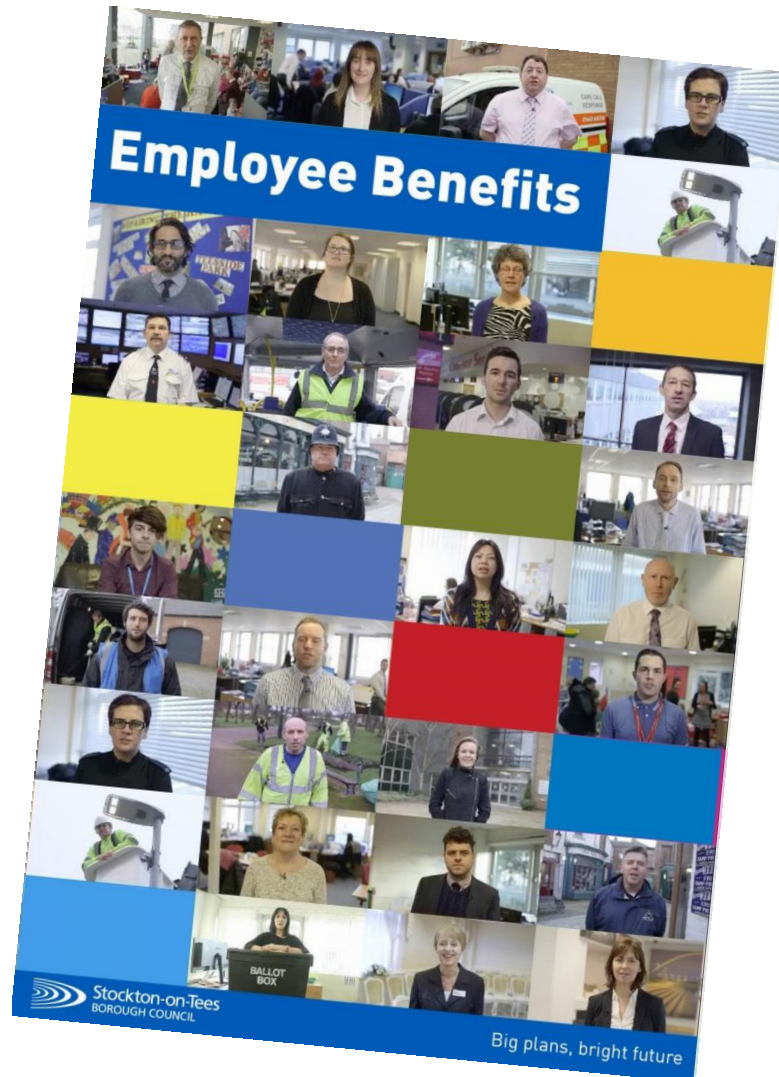


# Shaping a Brighter Future



**Employee  
Well Being and  
Retention**

# Comprehensive review of Employee Benefits



# Employee Benefits – not always easy!

GazetteLive

NEWS ▾ WHAT'S ON ▾ MIDDLESBROUGH FC ▾ NOSTALGIA BUSINESS FOOD & DRINK IN YOUR AREA ▾

News ▾ Teesside News ▾ Stockton Council

## Stressed-out Stockton Council staff to be offered holistic therapy as authority looks to cut 400 more jobs

Stockton Council is looking at a programme of Mindfulness :: It is seen as a way of 'reducing personal stress'



BY MIKE BLACKBURN  
10:06, 17 SEP 2015

NEW



FISH4JOBS #00

*I bagged my*

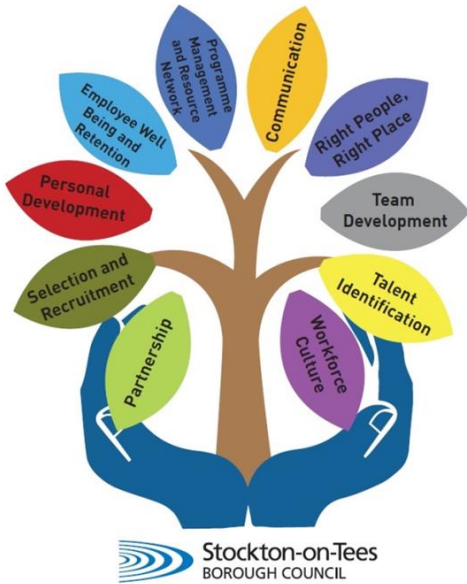
**DREAM JOB**

UPLOAD YOUR CV TODAY AT [FISH4JOBS.CO.UK](http://FISH4JOBS.CO.UK)

RECOMMENDED

Man who deni

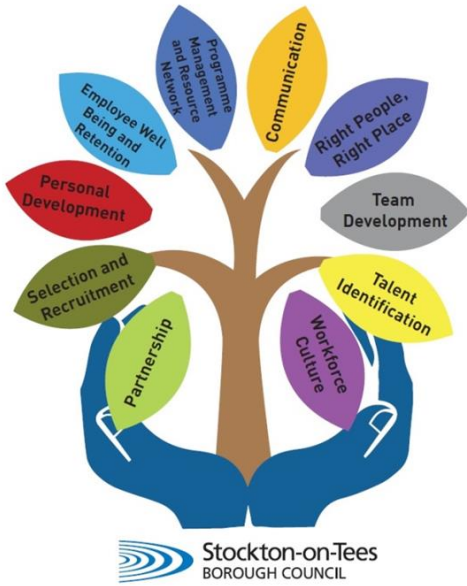
# Shaping a Brighter Future



# Strong Partnerships



# Shaping a Brighter Future



# Headway Programme



# Shaping a Brighter Future





# The Transformation Team

**2016 - Happy New Year**

There's no doubt we're starting 2016 with a huge challenge on our hands. We remain as busy as ever and face many demands on our time. And of course we also face the challenge of needing to save a minimum of £17 million over the next 3 years. The good news is that we are in good shape to rise to the challenge - we have The Big Picture programme in place, which gives us a plan of how we are going to make the changes and savings we need, and we start the new year with a new structure to help give us the capacity to make it a reality.

The new Corporate Management Team begins working together from today. The Transformation team comes together to work on bringing about the major changes which will help us in the future and ambitious regeneration projects such as the Victoria Estate, The Globe redevelopment and Ingleby Barwick Leisure Centre. We are fortunate to have so many experienced and skilled people to help us with these major projects and our succession planning means that they can concentrate on this transformational work while passing on their knowledge and experience to the new team over the next few years.

More details of all the team changes are available on the intranet and you can always find who you need by using the "Who does what?" pages. The intranet also includes more information about the Big Picture programme and about the exciting developments in our Shaping a Brighter Future (SBF) work. The SBF Culture workstream has been making great progress working with you on the statement of values for our organisation and you can see where we've got to with this important work and the other SBF workstreams on the intranet.

As always I'd like to thank you for all your hard work and commitment and my very best wishes for 2016.

**Neil Schneider**  
Chief Executive



January 2016



**Stockton-on-Tees**  
BOROUGH COUNCIL

*Big plans, bright future*

**The Transformation Team**

**David Bond**  
David will carry out a review of the Scheme of Delegation and to providing legal support to a number of the major projects being delivered through the Transformation Team. He will also continue to fulfil the roles of Monitoring Officer. He will this time he will lead on the delivery of elections such as the PC elections, the Parkfield by-election and the possible EU referendum.



**Debbie Hurwood**  
Debbie will lead the reviews of Revenues and Benefits and PAs. She will also be carrying out a review of Corporate working arrangements.



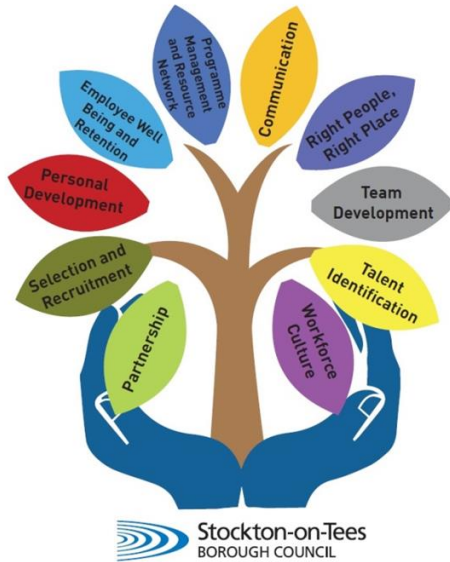
**Sean McEneaney**  
Sean will lead the review of Adults Community Transport. He will also lead completion of the EIT reviews of Autism Sandown Road & Housing related support. He will lead the development of the Adult Social Care Strategy, the implementation of a new Social Care initiatives including Better Care Fund.



**Sue Reay**  
Sue will lead the LEAN reviews of Adults and Children's Services. She will also assist with the programme management arrangements for the Transformation Team.



# Shaping a Brighter Future



**Talent  
Identification**

# The Talent Network



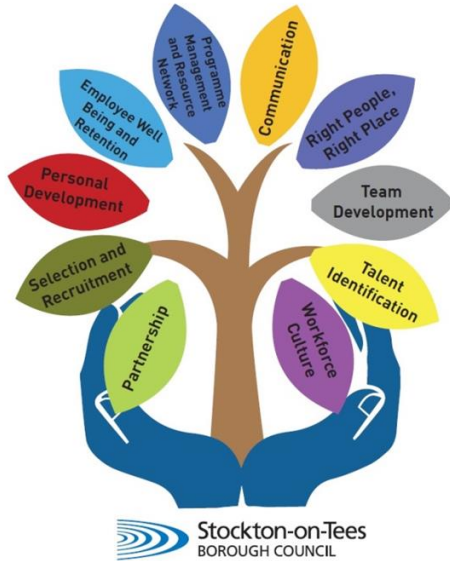
## Have you got talent?



 Stockton-on-Tees  
BOROUGH COUNCIL

then get in touch...

# Shaping a Brighter Future



# 2016/17 Innovation Challenge



**June 2016**



**How do we attract new audiences to SIRF?**

**July 2016**



**How do we increase recycling rates?**



**August 2016**

**How can we encourage Stockton employees to volunteer/donate to support people in need?**



**September 2016**



**UK CITY OF CULTURE**

**What might the Tees Valley UK City of Culture bid 2025 be about & how can we foster widespread public ownership of the bid?**

A group of five diverse children, including boys and girls of various ethnicities, are smiling and looking towards the camera. They are dressed in casual clothing like t-shirts and a striped shirt. The background is a bright, slightly blurred outdoor setting.

**October 2016**

**How can we be great corporate parents?**



**November 2016**

**How do we delay the need for health and social care in later life?**

**January 2017**



**How do we encourage more people into  
Stockton town centre?**

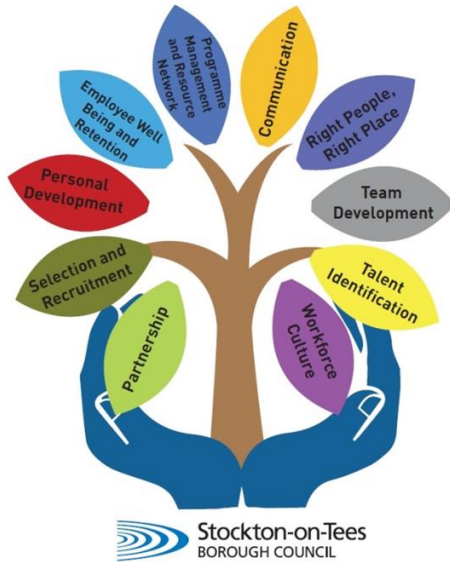
# The Innovation Challenge

## The Winners: Team 25



**Kate Fulton, Matthew Kirk, Michael Readman, Tony Montague, Amanda Spence, Gill McCleave**

# Shaping a Brighter Future



# Regular Communication

## Shaping a Brighter Future

January 2017 - Issue 4 sbf@stockton.gov.uk

**In this issue:**

- A guide to mentoring
- You say goodbye and I say hello!
- We are valued, trusted and supported
- Spotlight on... Right People, Right Place

**Personal Development**



### Have you seen the new SBF Guide to Mentoring?

**A Guide to Mentoring**

"We share responsibility for our own training and development and are encouraged and supported to do so by others."

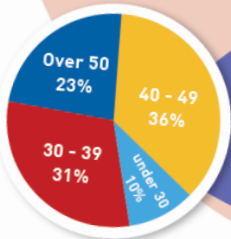


**Mentoring** is when an individual provides support and guidance to someone to help them with their career or development at work.

You may have been mentored already without even realising it! Many people can recall being helped by someone who took an interest in them and shared their own experience, knowledge and networks. Often they remember these relationships as playing an important part in their development.

If you think you might benefit from having a mentor, if you would like to offer yourself as a mentor, or if a colleague has asked you to support them by being their mentor, the new SBF mentoring guide is for you!

The guide can be found in the Employee Support area of the Intranet, under Training & Development.



Age Group	Percentage
Over 50	23%
40 - 49	36%
30 - 39	31%
under 30	10%

### Age is just a number

Some say that SBF is just for "younger" members of staff. The "older" members of the SBF Resource Network might disagree. The chart shows the age profile of members of the Resource Network. [We'll leave it to our readers to decide where young ends and old begins!]

# Stockton Fireworks

Saturday 5 November, Stockton Riverside  
6pm Radio Roadshow, 7.30pm Display



**KYIT**  
WEEKLY NEWSLETTER



SBF

Shaping a Brighter Future



ASK  
NEIL

Ask Neil

Anything you'd like  
to know?



BRIGHT  
IDEAS

Bright  
Ideas

Got a bright idea?



STAFF  
FORUM

New  
Staff  
Forum

Take a look at our  
NEW Staff Forum!



VACANCIES

Job Vacancies

Looking for a new job? View the latest job  
vacancies here.



EMPLOYEE

Employee Benefits & Support

search...



SERVICES

Who does what?

search by service



Looking for someone

search...



HR

HR Online

View payslips, update details &  
more!



FORMS

Forms, Policies &  
Templates

search...



MAPS

Maps @ Stockton

View Maps @ Stockton



MEMBERS

Elected Members

Information for elected  
Councillors



# The impact



 Stockton-on-Tees  
BOROUGH COUNCIL

# The impact

YOUR COUNCIL

## Your Views Matter

People from across the Borough have been taking part in a residents' survey conducted by respected polling company Ipsos MORI – and the results are now in.

The door-to-door survey was carried out between June and December last year, with residents' views sought on their local area as well as the Council and its services.

The results showed general improvement on the last survey in 2012, with 87 per cent reporting satisfaction with their local area, and increased satisfaction with, and trust in, the Council.

We will be analysing these results in more detail because the views of our residents are vital in helping us to plan and deliver services in the best way we can.

This process will also inform the difficult decisions we face as we review our services in response to unprecedented reductions to the Council's budget.

Residents can be assured that we will be looking in particular detail at the areas identified for improvement.

Read on to learn more about the headline findings of the survey and for more information visit [www.stockton.gov.uk/consultations](http://www.stockton.gov.uk/consultations)

### Things you told us about your area

Satisfaction with your local area  **87%**



### Things you told us about community cohesion

 **77%** feel a strength of belonging to their local area

 **65%** feel people from different backgrounds get on well together

 **85%** have lived in the area for more than 10 years

PAGE 30

YOUR COUNCIL

### Things you told us about the Council and local services

 **73%**  
Satisfaction with the council

 **69%**  
Trust the council

#### Three services with the highest satisfaction

 **90%**  
Refuse collection

 **85%**  
Street lighting

 **84%**  
Schools

#### Three services with the lowest satisfaction

 **43%**  
Road maintenance & repairs

 **44%**  
Pavement maintenance

 **50%**  
Support services for the elderly

### Things you told us about events

 **75%**  
think events are a good use of Council resources

 **74%**  
agree events attract new people to the Borough

 **85%**  
agree events are good for the Borough

### Community Safety

% of people who feel safe...



**95%**  
during the day



**72%**  
after dark

 Ipsos MORI

PAGE 31

**MORI**

**Residents Survey 2016**

# The impact



Council of the year shortlisting  
7 consecutive years



2017 Local Authority of the year  
shortlisting

# The impact

## 2016 Employee Survey Results



would recommend this organisation as a great place to work



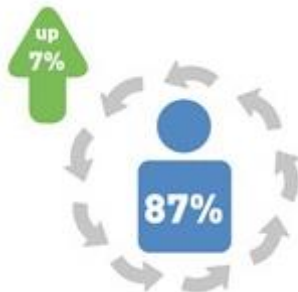
agreed that this organisation takes a genuine interest in the wellbeing of employees



agreed they have the opportunity to contribute their views before changes are made which affect their job



agreed that people in their teams are committed to doing quality work



said one of their responsibilities is to continually look for new ways to improve the way we work



said the Council act on feedback we receive from customers

# The impact



North East  
**Better Health**  
at Work Award



**INVESTORS  
IN PEOPLE**

**Sickness Levels**

