



Redcar & Cleveland Borough Council

Organisational Plan 2024 - 2027

Organisational Plan

This Organisational Plan is effectively partitioned into two key areas, these are both orientated to deliver the council's priorities as set out within the [Corporate Plan](#), as well as seeking to ensure that the council, as an organisation, remains strong and sustainable. By having this unwavering focus on the sustainability, the council will be best placed to remain a strong Council. Put simply the council will have a focus on the health of the organisation, ensuring it is an efficient, sustainable business, thus it will be able to fully influence positive change across the borough's communities.

Further, the council also has a responsibility to provide Best Value to the residents of Redcar and Cleveland, which requires strong leadership, strong corporate governance as well as demonstrate the best use of resources. This Organisational Plan seeks to put in place a framework which gives assurance that the authority is providing Best Value.

This document lists key strategies to support the delivery of the Corporate Plan priorities, key improvement work to ensure the sustainability and improve the efficiency of the organisation, as well as a range of metrics which will be used to monitor the performance of the organisation. This plan is underpinned by a range of service plans which provide operational insights.

The Organisational Plan runs from 2024 to 2027 which mirrors the life of the Corporate Plan, it will however be refreshed on an biennial basis to ensure that it reflects current priorities, opportunities and challenges.

It should be noted that whilst the following strategies set out how they will deliver the council's priorities, inclusive of actions, they will also be underpinned by service plans, pitched at a more operational level, which set out how strategies are being operationalised with relevant actions and measures of performance.

Delivering the Council's Priorities

Our strategies

To deliver the priorities set out within the [Corporate Plan](#) the council must ensure that its finite resources are directed where they can make the biggest difference. This means considering what the main challenges and opportunities are in relation to each of the priority areas and having a strategy to seek to make a difference. The best people to develop these strategies are the experts within their specific field, with the added benefit of oversight from elected members. This means vesting responsibly for the production, delivery and reporting of strategies to relevant portfolio holders, within the relevant directorate. The directorates are best placed to state what can be done and at what pace within the available resources.

Set out, as follows, are the key strategy documents, which are already in place or will be in place for reporting on in the coming year

and life of this document, as well as where available an indication of the areas which they encompass. Whilst some strategy documents will be refreshed or replaced during the life of this plan, the position is clear that any strategy must contribute to the delivery of the priorities within the Corporate Plan. It is these strategies which set out how the council will approach the delivery of its services.

It is to be noted that these strategy documents are very much focussed on establishing clear direction within the relevant area. Delivering upon the stated direction will require support from all services within the council, residents, and partners. It is the case that these key strategies, policies and plans are supported by a range of other documents which will have a focus on specific areas. Details of these documents are set out at the end of this document.



Corporate Plan Priority: Start Life Well

Name	Children's Strategy (under development)
Purpose	<p>This document sets out the council's overarching vision for Children's services, as well as the approach it will take to enable children to fulfil their potential and thrive. This overarching strategy covers the approach to:</p> <ul style="list-style-type: none"> Education and Improvement Early Help Special Educational Needs and Disability Children's social care
Lead Member	Cabinet Member, Children's
Lead Directorate	Children and Families Directorate

Name	Poverty Strategy (under development)
Purpose	<p>This document sets out the council's approach to mitigating the impact of poverty on families, especially children, as far as it is able to do so, by:</p> <ul style="list-style-type: none"> Coordinating and aligning council resources to make the biggest difference. Working with the wider community and partners to coordinate efforts. Engaging with and listening to people to best understand barriers. Lobbying for national policy change
Lead Member	All portfolios
Lead Directorate	Children and Families Directorate

Corporate Plan Priority: Live and Age Well

Name	Adult Social Care Strategy 2024-27
Purpose	<p>This document provides the strategic direction for Adult Care, empowering residents to live long, healthy lives. This overarching strategy sets out the council's approach to:</p> <ul style="list-style-type: none"> Listening to adults and unpaid carers so they shape their own support. Providing information and advice when needed. Enabling adults and unpaid carers to regain wellbeing and independence. Ensuring quality of care that is value for money.
Lead Member	Cabinet Member, Adults
Lead Directorate	Adults and Communities Directorate

Name	Health and Wellbeing Strategy (being refreshed)
Purpose	<p>This overarching strategy sets out the council's approach, alongside partners to health and wellbeing, covering:</p> <ul style="list-style-type: none"> Supporting children to grow up in a community that promotes safety, aspiration, resilience and healthy lifestyles. Providing opportunities and support so more people can choose and sustain a healthier lifestyle. Enabling people to lead independent lives through integrated and sustainable support.
Lead Member	Cabinet Member, Health, Welfare and Housing
Lead Directorate	Adults and Communities Directorate (Public Health)

Corporate Plan Priority: Prosper and Flourish

Name	Growth Strategy (under development)
Purpose	<p>This document sets the council's approach to facilitating economic growth in Redcar and Cleveland, by:</p> <ul style="list-style-type: none"> Delivering projects which regenerate the borough. Supporting the creation of good well-paid jobs. Supporting and facilitating skills development. Working to improve transport connectivity. Supporting businesses to thrive. Having a clear strategy for housing.
Lead Member	Cabinet Member, Growth and Enterprise
Lead Directorate	Growth, Enterprise and Environment Directorate

Name	Commercial Strategy (to be developed)
Purpose	<p>This document sets the council's approach to commissioning and procurement of all our goods and services, with Value for Money as its key driver, through:</p> <ul style="list-style-type: none"> The Commissioning strategies Procurement Strategy <p>Enabling the Council to be more productive in the commercial marketplace and enhancing the Value for Money approach to service delivery.</p>
Lead Member	Cabinet Member, Resources
Lead Directorate	Resources Directorate

Corporate Plan Priority: Clean and Tidy

Name	Climate Change Strategy 2021 - 2030
Purpose	<p>This document sets out how the council will reduce its carbon emissions and enhancing the natural environment, by:</p> <ul style="list-style-type: none"> Tree planting and preserving the countryside. Transforming business operations and processes to ensure that carbon reduction is factored into key areas such as procurement. Minimising the carbon emissions of the council's service delivery. Encouraging biodiversity. Working with the wider community to garner a collective responsibility
Lead Member	Cabinet Member, Climate and Culture
Lead Directorate	Growth, Enterprise and Environment Directorate

Name	Neighbourhood Management Strategy (under development)
Purpose	<p>This document sets out the organisation's approach to maintaining and preserving the borough's environment, keeping it clean and tidy. This overarching plan is to be underpinned by a range of documents including:</p> <ul style="list-style-type: none"> Doing the best with available resources to maintain the borough, keeping it clean and tidy. Waste management and recycling. Maintaining public rights of way
Lead Member	Cabinet Member Neighbourhoods
Lead Directorate	Growth, Enterprise and Environment Directorate

Corporate Plan Priority: Strong and Sustainable Organisation

Local government finances are under unprecedented pressure, owing to a wide range of challenges. This means that whilst it is right to be aspirational and not to limit ambition within strategies, it is important to be realistic about what can be delivered within available resources. This will impact upon the pace and the extent to which positive change can be delivered, however placing financial sustainability and efficiency at the centre of council strategy,

finding innovative ways to provide services for less cost, will enable the Council to continue to provide services which will contribute to the aspirations for the borough.

The following documents are key in ensuring that the organisation is strong and sustainable, however like with the strategy documents which focus more on service delivery, they are underpinned by other documents, which is reflected at the end of this document.

Name	Financial Strategy
Purpose	The Medium-term Financial Strategy underpins all that the council does. It sets out how the organisation will fund the delivery of its services, as well as work to make improvements to the borough and organisation.
Lead Member	Cabinet Member, Resources
Lead Directorate	Resources

Name	Workforce Strategy
Purpose	<p>The council's workforce will deliver the strategies set out within this document, as well as the services provided to residents. It is vital that they are supported and empowered and nurtured to fulfil their potential. It is also important that staff are challenged to deliver on time, to standard. The Workforce Strategy sets out the organisation's approach to ensuring that the council's workforce is equipped to deliver its priorities. The key themes of the strategy are:</p> <ul style="list-style-type: none"> Delivering our future. Building leadership capacity. Developing our workforce. Being a great employer. Supporting our young people and bringing in new talent. Inclusive workforce – ensure everyone has a voice.
Lead Member	Cabinet Member, Resources
Lead Directorate	Resources

Governance and oversight of delivery

Quarterly updates will be provided for elected members to demonstrate how through service delivery, directorates are progressing with the delivery of strategic aspirations.

This will be done through the relevant quarterly performance update to Scrutiny and Improvement Committees.

Ensuring that the organisation is strong and sustainable

Directorate Plans

This Organisational Plan is supplemented by Assistant Director Plans which include a range of directorate and service specific activities and performance measures. This service specific activity aligns with the key strategies of the council, thus providing clarity over how the organisation's priorities are being taken forward.

Office for Local Government

Through the Office for Local Government the government has created a body which will focus specifically on local government performance. The body brings together a range of measures of performance into a single place and is using it as the basis for ongoing challenge and improvement across the sector. Linked to the requirement to create productivity plans the government is using the body as a means of ensuring that the organisation is providing value for money. As a council it is necessary to ensure that

there is due regard and transparency given to performance in respect of the measures reported through the Office for Local Government.

Details of the measures considered through the Office for Local Government are accessible [here](#)

Organisational health metrics

The following metrics / indicators apply to all services across the council and are intended to provide assurance that the organisation is being effectively managed. Whilst no indicator on its own provides absolute assurance, collectively, considered alongside service level performance metrics, they provide an indication of the management, strength and sustainability of the council as an organisation.

Indicator	Where reported	Frequency of reporting
Workforce Measures		
Sickness absence rate	Employment, Health and Safety Committee	Quarterly
Percentage of staff appraisals completed.	Employment, Health and Safety Committee	Quarterly
Percentage of return-to-work interviews completed.	Employment, Health and Safety Committee	Quarterly
Percentage of apprentices with a successful outcome following their apprenticeship at the council (internal employment, external employment, further/higher education)	Employment, Health and Safety Committee	Annual
Average score out of ten for happiness working at the Council.	Employment, Health and Safety Committee	Annual
Percentage of council staff who feel they have a good relationship with their manager	Employment, Health and Safety Committee	Annual
Yearly gender pay gap – council wide.	Employment, Health and Safety Committee	Annual
Staff turnover rate	Employment, Health and Safety Committee	Annual

Indicator	Where considered	Frequency of reporting
Business Processes		
Number of outstanding audit actions.	Governance Committee	Quarterly
Number of outstanding health and safety actions.	Employment, Health and Safety Committee	Quarterly
Number of health and safety incidents.	Employment, Health and Safety Committee	Quarterly
Percentage permitted driver checks carried out.	Employment, Health and Safety Committee	Quarterly
Percentage of home worker DSE assessments carried out.	Employment, Health and Safety Committee	Quarterly
Number of information security incidents/breaches.	Governance Committee	Quarterly
Percentage completion of mandatory data protection and cyber security training	Governance Committee	Quarterly
Corporate Risk Register – progress in the implementation of control measures	Governance Committee	Six monthly
Annual insurance performance report	Governance Committee	Annual

Indicator	Where considered	Frequency of reporting
Customer Experience		
Percentage of FOIs responded to within timescales.	Scrutiny & Improvement and Cabinet	Quarterly
Percentage of complaints responded to within timescales.	Scrutiny & Improvement and Cabinet	Quarterly
Number of complaints upheld by Local Government Ombudsman per 100,000 population	Scrutiny & Improvement and Cabinet	Annual
Percentage of member enquiries responded to within timescales.	Scrutiny & Improvement and Cabinet	Quarterly
Percentage of MP requests responded to on time.	Scrutiny & Improvement Committee	Quarterly
Annual complaints performance report	Governance Committee	Annual

Indicator	Where reported	Frequency of reporting
Finance Measures		
Budget Forecast – Overspend/underspend	Scrutiny & Improvement and Cabinet	Quarterly
Council Tax collection rate	Scrutiny & Improvement	Quarterly
Business Rates collection rate	Scrutiny & Improvement	Quarterly
Spend with local suppliers	Scrutiny & Improvement	Quarterly
Percentage of invoices paid to local suppliers within required timescales	Scrutiny and Improvement	Quarterly
Fees and charges as a proportion of service expenditure.	Scrutiny & Improvement	Annual
Council tax as a proportion of net revenue expenditure.	Scrutiny & Improvement	Annual
Percentage change in reserves	Scrutiny & Improvement	Annual
Social care as a ratio of net revenue expenditure.	Scrutiny & Improvement	Annual
Capital financing costs (interest paid, minimum revenue provision) as a percentage of revenue budget	Scrutiny & Improvement	Annual
Usable revenue reserves as a percentage of net revenue budget	Scrutiny & Improvement	Annual

Reporting Progress

Members will receive updates on progress in relation to the aforementioned measures, however with a range of different member forums in place it is appropriate that the relevant forums are used to consider the appropriate measures. This will ensure that the benefit of specific expertise from the members of the appropriate committee will be utilised. Wherever possible there will be a breakdown of information at a service level, as well as the overall council position.

These reports, where possible, will coincide with the reporting of other performance updates, inclusive of updates on service plans and the associated performance indicators as well as quarterly financial updates, thus providing a rounded view of the strength and sustainability of the organisation.

To provide a full picture of performance against these organisational health measures an annual report will be provided which brings each of the measures together into a composite scorecard.

In advance of consideration through elected members the Senior Executive Management Team will consider and review updates on the relevant performance updates to provide challenge and ensure performance is at an appropriate level. Equally, it will be the role of this forum to instigate and take action where appropriate.

Corporate Plan Priorities				
Start Life Well	Live and Age Well	Prosper and Flourish	Clean and Tidy	Strong and Sustainable
<p>We will strive to reduce child poverty in the borough.</p> <ul style="list-style-type: none"> • Poverty Strategy (under development) 	<p>We will work hard to improve health and wellbeing.</p> <ul style="list-style-type: none"> • Health & Wellbeing Strategy (under development) 	<p>We will support the creation of good and well-paid jobs.</p> <ul style="list-style-type: none"> • Growth Strategy (under development) 	<p>We will work with the local community to improve recycling levels.</p> <ul style="list-style-type: none"> • Tees Valley Joint Waste Strategy 	<p>We will ensure that we deliver 'Value for Money' services.</p> <ul style="list-style-type: none"> • Financial Strategy (under development)
<p>We will support children to thrive and fulfil their potential.</p> <ul style="list-style-type: none"> • Children's Strategy (under development) • Early Help Strategy • Education Improvement Strategy • SEND Strategy – (under development) 	<p>We will encourage community participation and volunteering.</p> <ul style="list-style-type: none"> • Volunteer Strategy – (under development) 	<p>We will help people get the skills and training they need for quality jobs.</p> <ul style="list-style-type: none"> • Skills Strategy 2020-30 	<p>We will do our best to look after the environment.</p> <ul style="list-style-type: none"> • Neighbourhood Management Strategy 	<p>We will ensure our workforce has the correct blend of skills and expertise.</p> <ul style="list-style-type: none"> • Workforce Strategy
	<p>We will empower people to live independently.</p> <ul style="list-style-type: none"> • Adult Social Care Strategy 2024/27 	<p>We will spend money with local businesses.</p> <ul style="list-style-type: none"> • Commercial Strategy (to be developed) 	<p>We will reduce the Council's carbon footprint.</p> <ul style="list-style-type: none"> • Climate Change Strategy 	<p>We will undertake a Council wide series of improvement projects.</p> <ul style="list-style-type: none"> • Asset Strategy • Digital Strategy
		<p>We will invest money to improve our towns and villages and lobby for better transport connectivity between them.</p> <ul style="list-style-type: none"> • Housing Strategy • Local Plan 		

