

# **Council Plan 2007-2010**

Draft 07-03-07

**Note**

This plan meets the statutory requirement for the Council to prepare an annual Performance Plan. Supplementary information on Best Value Performance Indicator targets and data will be published as an Annex to the plan, by 30th June 2007.

This plan is updated on an annual basis to respond to changes in local priorities, and to continue to meet challenging national targets to raise standards in public services. If you would like to comment on it, have any queries or would like further information please contact Helen Dean, Head of Policy and Performance on 01642 527003 (or email [pps@stockton.gov.uk](mailto:pps@stockton.gov.uk)).

<b>Contents</b>	<b>Page</b>
Foreword by the Leader & Chief Executive	1
<b>Section 1</b> Purpose, Vision and Priorities	2
<b>Section 2</b> Planning Framework - Promoting Achievement and Tackling Disadvantage	5
<b>Section 3</b> Understanding the Borough	7
<b>Section 4</b> Understanding the Council	15
<b>Section 5</b> Achievements in 2005/6	18
<b>Section 6</b> Key Service Priorities:	22
• Children and Young People	
• Health and Communities and Adults	
• Community Safety	
• Economic Regeneration and Transport	
• Liveability (including environment, housing and civic renewal)	
<b>Section 7</b> Key organisational priorities:	30
• Leadership	
• Partnership working	
• Engagement and understanding need	
• Performance Management and effective systems	
• Investment in People	
• Financial Management	
• Customer First	
<b>Section 8</b> Medium Term Financial Plan	50
<b>Section 9</b> Improvement Action Plan	53
• Service Priorities	
• Organisational Priorities	
<b>Index</b> Abbreviations and Key Terms	93

**Foreword**

**To be drafted**

**DRAFT**

## SECTION 1

### Purpose, Vision and Priorities

This Council Plan sets out the overall ambitions of the Council and its key priorities, describes progress, and charts the way ahead for the next three years as a series of specific objectives and targets which we aim to deliver. It forms a business plan for achieving the Council's contribution to the Borough's Community Strategy which is the key borough wide medium term plan, agreed by the Council and its partners through the local strategic partnership Stockton Renaissance.

The Council Plan also forms the overarching framework for delivery of individual service improvement and business unit plans, which set out in detail how the Council will provide key services and contribute to the five key Community Strategy themes.

#### *Who is the Plan for?*

The Plan provides clarity and focus on the direction of travel of the Council. It is a resource for councillors, managers and staff within the authority, setting out where we are going. It is also a resource for the Council's public, private and voluntary sector partners, and regional and national government setting out the Council's contribution to improving local services and how we as an organisation are developing.

#### *Vision for the Borough*

The Council's vision in partnership with Stockton Renaissance and our local communities has maintained a consistent focus over the last 10 years, **with a core theme** of: **'Promoting achievement and tackling disadvantage'**.

This theme underpins our **three part vision** for the Borough:

- Stockton on Tees driving **economic renaissance** at the heart of a vibrant Tees Valley city-region
- An enhanced **quality of place**, including renewed town centres and improved local neighbourhoods
- Enhanced **well-being and achievement** for all local adults, children and young people.

#### *Vision and core values for the Council*

The Council is committed to improving itself as an organisation so that we can strongly and effectively drive delivery of this vision.

The Council's vision is to be among the best performing councils in the country. We aim to do this by:

- Working effectively in partnership
- Communicating, engaging with and listening to local people
- Putting our customers first
- Delivering top quality services
- Being flexible and continually improving how we work
- Actively learning and developing.

### *National, regional and sub regional context*

The plan sits within the context of national legislation, in particular setting out the how the Council intends to meet the vision of the October 2006 Local Government White Paper “Strong and prosperous communities”. We will continue to strengthen partnership working, our community engagement and scrutiny processes, and to challenge central government to further devolve responsibilities to a local level.

The vision for the borough and council also align to key regional strategies: the Northern Way Growth Strategy with its focus on skills, quality of place and devolution; the Regional Economic Strategy which focuses on the same 3 broad areas as we do at a borough level: Business, People and Place. This alignment has been generated through the Council’s active input into these regional plans.

At a Tees Valley city-region level the Council is leading presentation of the city-region business case which in particular underpins the economic renaissance and quality of place strands of Stockton’s borough vision. The third element of our vision, well-being and achievement, is being driven mainly at a borough level, although it does link to the skills development and social polarisation aspects of the city-region strategy.

### *Strategic alignment of borough vision to key regional and sub-regional strategies.*

<b>Stockton Borough Vision</b>	<b>Tees Valley City-Region Business Case</b>	<b>Draft Regional Economic Strategy</b>	<b>The Northern Way</b>
Economic Renaissance	Building the economic assets of the city region.	Business Building a new enterprise surge. Boosting productivity Promoting science, innovation and design.	1. Drive innovation 3. Increase returns on investment in transport 6. Improve efficiency and strengthen accountability.
Quality of Place	Improving urban competitiveness and liveability	Place Investing in the economic hearts of our city regions	4. Improve the quality of our places 5. Strengthen devolution at all levels
Well-being and achievement for adults, children and young people.	<i>The Tees Valley liveability objective includes improving skills, housing and reducing social polarisation,</i>	People Skills – enhancing the capability of the workforce. Economic inclusion – increasing the size of the workforce.	2. Improve skills and raise employment

### *Improvement priorities*

Stockton Renaissance and the Council are working to deliver the vision for the borough by focusing on five priority improvement themes:

Vision  
Economic Regeneration  
Quality of Place  
  
Well-being and Achievement

**Priority Improvement Themes**  
**1. Economic regeneration and transport**  
**2. Liveability – Environment, Housing, Community Cohesion**  
**3. Safer communities**  
**4. Children and Young People**  
**5. Healthier Communities and Adults**

The table shows the primary linkages between the vision and priorities, although priorities do operate across all three parts of the vision, for example children and young people who are specifically considered across all elements in borough planning. These improvement themes run through the Council Plan and specific ambitions, priorities and objectives for each theme are explained in more detail within section 6 (Service Priorities).

In addition to the above community-focused themes, the Council Plan includes four organisational development themes (section 7), which support implementation of the Council's vision for itself as an organisation:

- Focus on residents and customers
- Leadership and effective partnerships
- Performance and resource management
- People development

These themes are underpinned by a series of Council-wide capacity-building projects, including the development of a new competency framework for all staff and managers which underpins the Council's Vision and Values.

#### *Improvement objectives*

Section 9 sets out key objectives and targets which support delivery of the service and organisational improvement themes above. Objectives have been carefully selected as those requiring the most significant leadership and senior management focus over the coming three years, based on:

- The priorities of local people measured through a series of comprehensive biennial residents' surveys and other survey work with residents.
- the views of Elected Members on Council priorities
- national policy priorities such as the Respect agenda and Building Schools for the Future programme
- Regional and Tees Valley policy frameworks, such as the Regional Spatial Strategy and Tees Valley Unlimited proposals.
- Systematic review of performance through quarterly corporate performance reports and improvement clinics.

The Council Plan is then linked into a network of other key plans and strategies forming an overarching planning framework for the Borough.

## **SECTION 2**

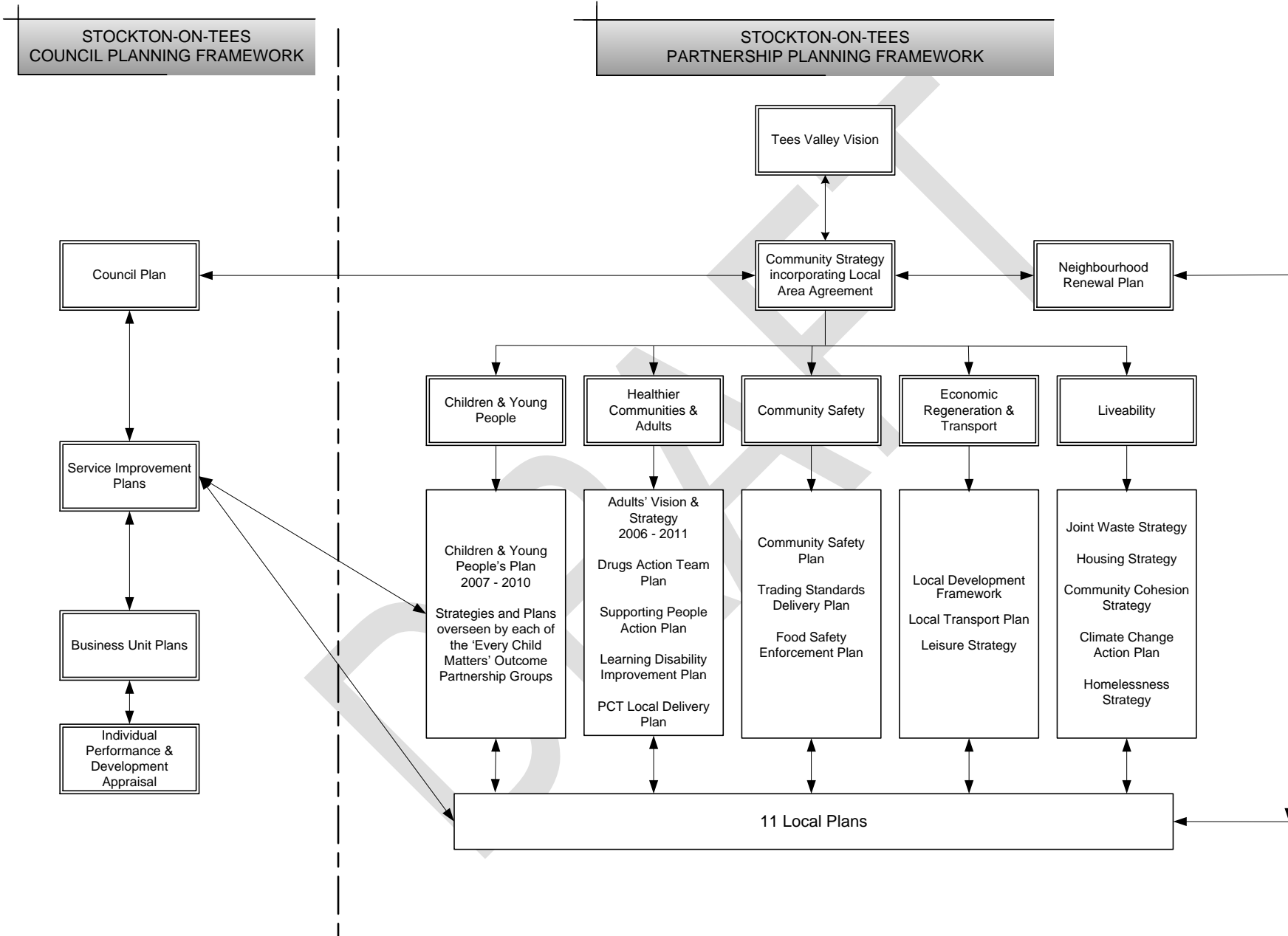
### **Partnership Planning Framework**

1. The Borough vision and five priority improvement themes above sit at the top of a planning hierarchy within the Borough. As well as focusing on local priorities, the vision looks towards the sub-region and underpins the Tees Valley Vision of an economically vibrant city-region to be developed through the new Stockton-Middlesbrough Initiative. There are also strong links to regional level development strategies, in particular the Regional Economic Strategy and the Northern Way.
2. The Community Strategy is developed through our Local Strategic Partnership, Stockton Renaissance, which was established in 1998, in anticipation of the Government's support for regeneration through partnership. It provides a single overarching co-ordination framework for community planning, within which other geographic and thematic partnerships can operate effectively. In consultation with partners and communities, it leads delivery and monitoring of progress against Community Strategy objectives to improve the quality of life within the Borough.
3. In 2005 Renaissance signed a Local Area Agreement (LAA) with the government. The LAA now forms the Community Strategy Outcome Framework, setting out key objectives and targets which we have agreed with central government, and is the basis for performance management of Community Strategy progress. In parallel to the development of the LAA, a Local Public Service Board was set up as the key support group for the Renaissance Partnership. Its remit is to drive implementation of the Community Strategy, and to support the Renaissance Board in developing and driving improved performance across the borough. It brings together key senior officers within public services in the Stockton area, and is supporting Renaissance in developing shared approaches to cross cutting public policy challenges.
4. Sitting underneath the Community Strategy and LAA Outcome Framework, are a series of thematic strategies and plans relating to the delivery objectives of each priority improvement theme (diagram overleaf). The Council Plan also links in and sets out the Local Authority's change priorities to deliver its contribution to the Community Strategy and thematic plans. We will deliver our priorities through a series of key service improvement objectives and organisational change programmes which are set out in sections 6, 7 and 9 of this plan and resourced within our Medium Term Financial Plan (section 8). Delivery will be led and monitored by the Council's Cabinet and Senior Management Team.

### **Council Planning Framework**

5. Delivery is underpinned by a comprehensive service planning framework, which integrates with the thematic strategies and plans (page 8). The Council is involved in extremely wide ranging services, not all of which feature in the Community Strategy and Council Plan. Therefore the more detailed Service Improvement Plans, Business Unit Plans and statutory plans set out objectives and targets for services which do not form part of the overarching community and council objectives, for example student support and internal audit.
6. Our objectives will be delivered by driving our vision and values through our organisation, using our new competency framework which aligns to the Council's values. This framework applies to all staff and forms the bottom layer of our planning framework.





## SECTION 3

### Understanding the Borough (this section requires updating)

#### Overview

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

Stockton-on-Tees is 204 sq km in size with a population of 186,700. The residents live in 79,500 households. Population density is 913 people per square kilometre. The population within Stockton-on-Tees has risen by 1.9% since the 1991 Census, compared with the North East average of a 2.8% fall.

#### Age Breakdown (rounded)

Age Group	Males	Females	Persons
Under 5	5,500	5,100	10,600
5 to 14	13,100	12,200	25,400
15 to 19	6,800	6,500	13,200
20 to 24	5,400	5,500	10,900
25 to 44	25,800	27,200	53,000
45 to 64	22,800	22,900	45,800
65 and over	11,700	15,600	27,500
<b>Total</b>	<b>91,100</b>	<b>95,000</b>	<b>186,300</b>

Source: Registrar General's Population Estimates for Mid-2003, Office for National Statistics updated October 2005. (TO BE UPDATED)

#### Resident Population

	Stockton-on-Tees (numbers)	North East (numbers)	England (numbers)
<b>All people</b>	186,300	2,539,400	49,855,700
<b>Males</b>	91,000	1,233,500	24,415,000
<b>Females</b>	95,200	1,305,800	25,440,700

Source: Registrar General's Population Estimates for Mid-2003, Office for National Statistics updated October 2005. (TO BE UPDATED)

The Borough has a unique social and economic mix, with areas of disadvantage situated alongside areas of affluence. Measuring deprivation against the Government's Index of Multiple Deprivation, 40 of our 117 Super Output Areas (SOAs) are amongst the worst 20% nationally, 20 within the most deprived 10% in England. Whilst 17 of our SOAs fall within the top 20% of most affluent wards nationally, 5 are within the top 10% in England.

Despite these levels of deprivation, a survey carried out in 2004 showed residents were more satisfied with the Borough as a place to live than they had been since 1998 (85% satisfied in 2004). In addition, more people feel that their area is likely to improve over the next couple of years.

## **Changing Population**

A lot of work has been carried out in recent years to look at the changing profile of the population of Stockton, and how the council services will adapt to the differing needs.

It is forecast that although the number of people will not differ much for the next 15 years, the profile of the population will change drastically. Projected figures from Tees Valley Joint Strategy Unit show that by 2021: -

- The number of children will fall by 21% to 30,400
- The number of people of working age (16-retirement) will decrease by 4%
- There will be a massive increase of 46% of older people (retirement age)
- There will be a rise of 11% in the number of households in the Borough
- There has been a growth in the numbers of our residents from black and minority ethnic communities from 1.6% in 1991 to 2.8% in 2001 (over 5,000 people), and we expect this trend to continue.
- We have increasing numbers of residents with disabilities, in part due to the aging population.

## **What do our residents and service users think?**

We believe that whilst it is important to understand how our local population is changing, it is even more important to understand what local people think about living in the borough and about the Council.

We have therefore conducted a biennial residents' survey since 1998, with our 2006 survey being our fifth. We use this data for a variety of purposes, in particular:

- Understanding local people's priorities for the borough and for service improvement
- Understanding people's satisfaction with the council, the way we engage, communicate and provide services
- Assessing people's sense of community, belonging and cohesion, as part of our efforts to lead development of strong and sustainable communities
- Beginning to understand the diverse needs of different groups and communities within our borough.

On this last point, we supplement our analysis in relation to specific groups with a range of more detailed consultation activities, including:

- A Stockton Viewpoint residents panel family which allows for specific focus on needs of our children and young people, our disabled residents and our black and minority ethnic communities
- Booster surveys to our main residents survey exercises, including in 2004 a booster in relation to the views of black and minority ethnic residents, and boosters and separate analyses in relation to our more deprived communities.

- An annual programme of bespoke service based consultation with residents and users including questionnaires, workshops and focus groups.
- Increasing engagement of our local communities as partners in shaping service strategies and delivery. For example through the Children's Trust Board, in relation to Adults and Older People's care services and in relation to neighbourhood renewal activity where community input is vital to ensure our work is appropriately targeted to local needs.

In particular, the Council has given a high priority to the development of a strategy for engagement with children and young people, as acknowledged in feedback from our Annual Performance Assessment. Central to this strategy is the PIC (Participation, Involvement and Consultation) network which oversees a range of activity. There are active school councils, a youth assembly, an annual youth conference sponsored by the Children's Trust Board and production of a magazine by young people for young people. This culture of participation is now being embedded in partnership activity, with more young people becoming involved as members of partnership groups reporting to the Children's' Trust Board and as members of the Local Area Partnerships (of Stockton Renaissance). We remain committed to building on this work by seeking to ensure the engagement of children, young people and their families fully reflects the diversity of needs within our communities.

Headline messages from our 2006 residents' survey show that both satisfaction with the Council and satisfaction with quality of life within the borough are at an all time high (56% and 84% respectively). This is pleasing, but the main purpose of this survey work is to allow us to focus effectively on the things that are high priorities for further improvement. In 2006, the top improvements identified by local residents linked clearly into our established priority themes which were developed in response to previous resident surveys (table below), but with increased focus on the need to:

- improve public transport access, information and coverage
- Improve the borough's town centres, particularly Billingham where progress has been slower than we would have liked.

<b>Residents views on most important improvements (combining top 10 general priorities and top 5 for the local economy)</b>	<b>Link to Community Strategy Priority themes</b>
1. Tackling crime and anti-social behaviour	Community Safety
2. Facilities for teenagers & children	Children & Young People
3. Better leisure/ sports facilities	Healthier communities & Adults
4. Better cleanliness	Liveability
5. More/ cheaper bus services	
6. Improved town centre facilities	Economic Regeneration &
7. Creation of jobs	Transportation
8. Regeneration of run-down areas	
9. Attracting new business	
10. Provision of affordable housing	Liveability

This Council plan is responding to these shifts in residents' priorities, with transport and improving town centres forming important elements of this year's plan. In addition local councillors have identified work to support stronger and more cohesive local communities, through neighbourhood renewal and engagement as a further area for improvement within the Liveability theme.

### **Listening to diverse and disadvantaged communities**

We are committed to equality of opportunity for all of our diverse local communities. We have developed bespoke profile information in relation to our more deprived communities, our disabled residents, residents of black and minority ethnic origin and of different faith groups in order that we can better understand the differing experiences and needs of these groups within our community.

**Our neighbourhood renewal areas** highlight similar priorities to those across the borough, but rather than transport and leisure facilities, place more emphasis on:

- Less drugs in the area
- Better management and maintenance of rented property.

Overall, people living in our neighbourhood renewal areas are as satisfied with the area as a place to live as other residents, but feel considerably less safe walking around outside, particularly after dark making community safety a particular priority within these areas.

**Our children and young people** are also consulted separately; in particular a recent survey mirrored the residents' survey questions. We found that whilst children and young people had similar priorities to adults, in general they were less positive about life in the borough. Therefore continuing to listen to children and young people remains vital.

19.9% of residents declare that they have a disability/ limiting long-term illness (over 37,000 people), and 19,000 residents have a caring responsibility of whom 4,600 spend over 50 hours per week caring. Priorities include improving equality of access to facilities and services for these groups.

We have over 5,000 **black and minority ethnic community** residents, who make up 2.8% of the population (2001). This population is concentrated in the Parkfield and Victoria areas where 17% and 10% of the population are non-white respectively, and are mainly of Pakistani and Indian ethnic origin. The population is young in profile, making up 5.8% of under 11s and 4.3% of 11-16 year olds. In addition there are 280 registered asylum seekers residing in the borough. There are over 70 different languages spoken in the borough, with the main languages other than English being Urdu, French, Punjabi, Hindi, Farsi, Arabic and Chinese. 48% of residents think that ethnic differences between people are respected, but this figure drops to just 40% in the wards with the greatest ethnic diversity.

Our **faith communities** include 81.6% declared Christian, 1.4% Muslim, 0.2% Hindu, 0.2% Sikh and 0.1% Buddhist. We are working to better understand the cultural sensitivity issues in providing services to different ethnic minority and faith groups.

We have also analysed demographic and contextual data in relation to each of our priority themes:

### **Children and Young People**

A sharply reducing birth rate in recent years has started to have an effect on the number of primary school pupils in the Borough. This continues to decline and by 2008 we expect the numbers to have fallen by nearly 10% in five years (primary schools include infant, junior and all-through primary schools). This leads to a reduction in the number of primary school places required. For the Authority to meet its agreed target of keeping surplus places at no more than 10% of capacity, the 2003 School Organisational Plan identified a need to remove up to 2000 primary school places over the next five years. Just over 1000 places have been removed since the Plan was published.

This decline in primary numbers has started to have an affect on secondary school numbers in 2006, and this is expected to mean a 5% decline in numbers by 2008 from the 2003 level.

We have been managing this change closely to make sure the aim to provide high quality educational provision in a cost effective manner can be met and there are clear targets for surplus places for the next three years. This is being further developed through planning for the “building schools for the future” agenda.

In the coming years we will work to ensure children and young people have a good start in life. This important area is a focus of Stockton’s second Local Public Service Agreement and the Local Area Agreement, both of which helped to drive improvement. Going forward, Integrated Services will be a key means of improving local access to preventative services for children, young people and families.

Stockton-on-Tees is already seeing some positive results in education with 55% of 15 year olds achieving five or more GCSEs at grades A\*-C in 2005 and 87% achieving five or more A\*-G grades including both English and Maths. The average points score for 16-18 year olds gaining qualifications at level three (A level and equivalent) was 262.8 in 2005. This is 10.5 points higher than the average for the North East region and a 33-point improvement on 2002.

New schools in Thornaby and Ingleby Barwick, coupled with an investment in primary and secondary schools, are also enhancing provision.

### **Health and Well-being**

Overall, Stockton-on-Tees has seen a reduction of health inequalities over the past decade, though in many of these areas the Borough remains above the

England and Wales levels. This includes life expectancy, deaths by all causes, death from avoidable causes, coronary heart disease and cancer amongst males. Unfortunately, cancer among females has seen a widening of the gap. In other areas of health Stockton has not only narrowed the gap but is seeing better trends than England and Wales, such as low birth weight babies, under 18 conception rates and deaths by accidents.

Satisfaction with arts and culture is measured on a regular basis through Best Value Performance Indicator surveys and our residents' surveys. The Best Value surveys have shown increased satisfaction with sports and leisure facilities over the past x years (56% in 2006 compared to y% in 2000) and in satisfaction with libraries (now 75%). However, satisfaction with museums and theatres has declined (to 38% and 39% respectively): whilst not key priorities, nevertheless we are working to modernise our services.

### **Community Safety**

The Council has been monitoring how safe people feel during the day and at night time since 1998. In 2006 residents are significantly more likely to feel 'very safe' than they were in 2000 and 2002, with 94% feeling safe outside in the daytime and 54% after dark (IPSOS MORI, 2006). Local residents continue to place crime and anti-social behaviour as the top improvement priority for the borough, despite a trend of significant reductions in the reporting of most crime categories over recent years. This prioritisation clearly shows that there is still a long way to go to meet the aspirations of local communities in this area.

Through close partnership working with the police and other agencies, crimes such as dwelling burglary, robbery, vehicle crime and causing deliberate fires, continue to be on a downward trend. 2005/06 and 2006/07 have seen the lowest number of dwelling burglaries over the last fifteen years, with Stockton moving from being 20% above the average for its family of Crime and Disorder Reduction Partnerships to being 20% below average for dwelling burglaries.

Overall, projected crimes for 2006/07 show a 5.2% reduction compared to 2005/06, and a 14.6% reduction against the baseline year of 2003/04. Almost all projections on crime categories are down year-on-year (robbery – 29.2%, vehicle crime - 13.6%) but we have a continuing major increase in recorded levels of criminal damage. This may be due to increased reporting of this crime category in the borough rather than a significant increase in the number of offences. The Neighbourhood Enforcement Service has been operating since April 2006, replacing the former Community Warden Service. Results to date have been very promising, showing a significant increase in targeted enforcement outcomes. This service, linked to the Police Community Support Officers is being prioritised in line with our residents' survey finding that local people feel safer when there is a strong visible enforcement officer presence within their neighbourhood.

## **Economic Regeneration and Transport**

The locality has experienced many positive developments in recent years. Stockton Town Centre has benefited from investments which include the £43m Wellington Square Development, (bringing quality retail facilities to Stockton), the completion of the Millennium footbridge over the River Tees and the opening of Splash (the new swimming pool and leisure facility). Further Development Plans for town centres in the Borough are now being put into place. The Council and its partners also attract significant funding into the Borough for regeneration and economic development. For example, it is anticipated that £10m of the Tees Valley Single Programme has been or will be attracted for projects between 2002 and 2007. The new Stockton-Middlesbrough Initiative was also launched in January 2005. These projects are aimed at the key areas of employment, educational opportunities, business creation and environmental improvements. These will build on the achievements of the existing Single Regeneration Budget of £16m and £8.6m for Neighbourhood Renewal.

The impact on the Borough of Neighbourhood Renewal is positive and is increasing partnership working to improve services at a locality level. A particularly good example of this is the Neighbourhood Management Pathfinder Pilot project in Parkfield and Mill Lane. The local authority has also received £1.6m from the Safer and Stronger Communities Fund towards a Neighbourhood Element project in the St Ann's area, with governance structures and an overarching programme now established. The purpose of this funding is to assist in meeting the national outcome: "to improve the quality of life for people in the most disadvantaged neighbourhoods and to ensure that service providers are more responsive to neighbourhood needs and improve their delivery". Neighbourhood Element is building on the successes evidenced by the Neighbourhood Management Pilot project in Parkfield and Mill Lane. In addition to these areas of special focus, area based action plans are now in place for each area board of the LSP, building bottom-up community engagement in our 11 most deprived neighbourhoods into a wider approach to area-based working.

Part of regenerating the Borough is ensuring that the economy is improved further. Unemployment in the Borough is 3.0% compared to a national average of 2.4%. In one ward, (Stockton Town Centre), unemployment is as high as 9.5%; whilst in another, (Ingleby Barwick West) it is as low as 0.6% (figures for December 2005). There are more people of working age in Stockton with no qualifications than there are nationally but less than there are in the North East. 16% of the working age population in Stockton are in receipt of "key" state benefits compared to 18.8% in the Tees Valley and 13% nationally.

Developing our transport infrastructure is another key aspect of regeneration, including public transport options and the road network. The local transport plan for the Borough of Stockton-on-Tees is the blueprint of a new approach to transport provision in the area. The integrated and holistic approach adopted in this Plan is a development of the successful Teesside Package, which was first accepted for funding in the 1995/6 financial year. Whilst the



Teesside Package no longer exists, the council is contributing to a wide range of partnership arrangements with neighbouring authorities in order to facilitate the effective operation and development of the sub-regional transport network.

The Local Transport Plan is built around five groups of objectives reflecting the agenda set by national Government in response to growing public concerns about the use of resources throughout the British Economy. The five groups are: Safety, Environment, Economy, Accessibility and Integration.

### **Liveability**

The cleanliness of the borough remains one of the Council's key priorities and is in the top five priorities for residents (IPSOS MORI, 2006). In a 2006 survey, only 3% of Stockton's streets and open spaces fell below the acceptable level of cleanliness, which is one of the top 10 results reported by any local authority for this key indicator.

The public's satisfaction with cleanliness has nearly doubled in recent years, increasing from 39% in 2000/01 to 74% in 2006/07. Satisfaction with parks and open spaces has also increased, from 56% in 2000/01 to 64% in 2006/07 (IPSOS MORI), but appears less positive in the 2006 national user satisfaction measures – the reasons for this are being investigated.

Recycling of waste and waste minimization are other key environmental issues. Stockton's performance on these issues has improved significantly in recent years but remains some way behind the levels of the best performing authorities in the country.

There is also a significant programme of improvement in housing within the Borough, with investment of over £93million to bring public housing up to the Government's new 'decent standards', and ongoing improvements to private sector housing.

## **SECTION 4**

### **Understanding the Council**

Stockton-on-Tees Borough Council was formed 11 years ago in April 1996. Following the break-up of Cleveland County Council, the former borough council was reformed into a new unitary authority, incorporating former County Council functions. This included new responsibilities for Children's Services, Social Services and waste disposal. A new Chief Executive was appointed, who in partnership with the political leadership of the new Council set about a programme of service integration, modernisation and improvement.

The first phase of modernisation, running from 1996 to 1998 concentrated on seamless transition. This was achieved successfully – service provision continued uninterrupted, staff were paid, assets were properly accounted. Later in 1996, members established the Council's first key priorities with a core focus in three main service areas and one organisational area:

- Education of Children and Young People
- Regeneration of the borough
- Modernisation of social care services
- Modernising the Council including improved performance management and democratic structures.

Moving forward, from 1998 onwards the current policy platform of 'Promoting Achievement and Tackling Disadvantage' was put in place, and the Council worked in partnership with other local agencies, the voluntary and community sector to develop five priority improvement themes. These have gone through two cycles of review to ensure that the priorities remain relevant with core additions being:

- The broadening of the Education priority to include a cross-cutting priority of services for Children and Young People
- The increased prioritisation of transport issues in line with increasing public expectations in this area
- Increased prioritisation of cultural services, including leisure and arts provision, as a cross-cutting priority which supports effective regeneration of the borough.

The Council has been strongly outwardly focused since it was created, taking a pragmatic and can-do approach towards service improvement. At the same time, from 2002 there has been increasing focus on organisational development through the 'Planning for the Future' transformation programme and subsequently 'Planning for the Future 2'. These programmes have delivered

- streamlined and focused management structures with increased delegation of responsibilities to individual Heads of Service and Service Managers which has built our organisational capacity
- a culture of 'distributed leadership', with leadership from the middle as well as the top of the organisation, including second tier and third tier managers which has significantly increased the numbers of senior officers who are leading and driving change
- a modernised political process with improved scrutiny, and longer term forward planning of key decisions which is shared by all political groups
- A comprehensive member learning and development programme which was recently accredited as xxx (?)
- A focus on partnership working, with continual strengthening of our relationship with key public sector partners at both a strategic and operational level, including in particular the police, and PCT. This can be seen in our well-established joint commissioning process for children and adults services, at the leading edge of approaches nationally, and in our recent co-location of police and neighbourhood enforcement teams.
- a management development programme, with programmes of linked organisational learning and cultural change sessions for all third tier managers (Setting the Standard) and Heads of Service (through Extended Management Team)
- Most recently an organisation-wide competency framework applying to all staff and managers linked to a refreshed corporate vision and core values.
- The 'Customer First' programme has focused on cultural change within front-line services aiming to better understand, listen and respond to the Council's customers in our planning and delivery of services.

At the same time a programme of modernising the Councils core business systems and processes has taken place

- Back office ICT systems have been modernised, including new payroll, procurement, financial and human resource systems?
- the Access to Services strategy is in place and being rolled out, which is modernising our customer access arrangements, linked to a new accommodation strategy and the development of
- Strengthened core HR procedures have been put in place in 2005 and 2006 to deal with sickness, employee appraisal and development and grievances.
- A strategic approach to procurement has been introduced which in 2006 resulted in savings of £x million, and contributed to the Council's achievement of its overall Gershon efficiency target of £m.

- Core corporate governance standards and procedures, including schemes of delegation, risk management processes and business continuity planning have all been reviewed and improved.

Underpinning these improvements in our services has been the highest standard of financial management and a clear focus on efficiency, without which we would have been unable to focus outwardly and resource this challenging change agenda. Our finance team have twice won the Council of the Year award and are shortlisted again in 2007.

This improved organisational capacity and culture, linked to our clear drive and focus towards service outcomes means that Stockton Council is a strong organisation, with highly motivated staff who are delivering improving public services. This plan focuses on how we can continue to improve as an organisation as well as in our service responsibilities.

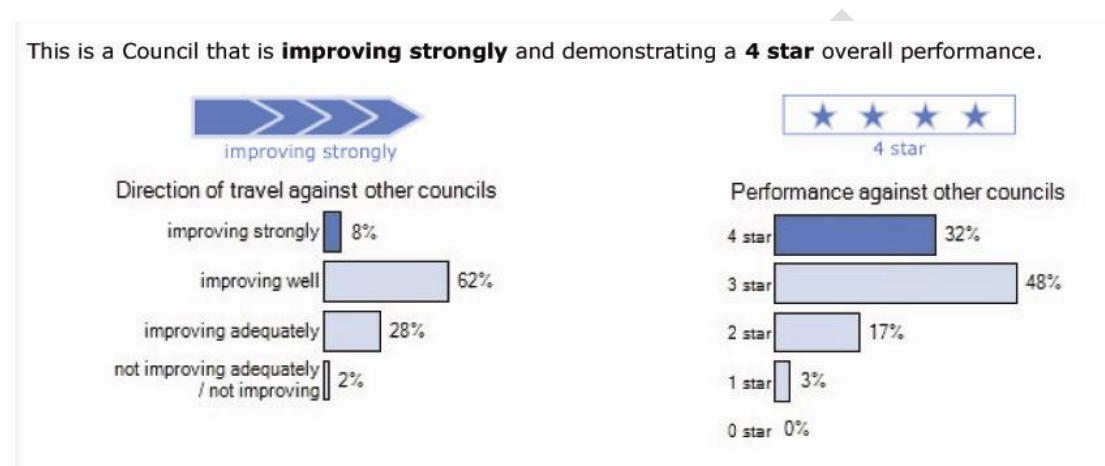
Further information on the key factors that make the Council effective can be found in Section 7.

DRAFT

## SECTION 5

### Achievements

7. We are striving for excellence in all that we do – to be among the best performing councils in the country. In February 2007 the Council was rated by the Audit Commission in the highest possible category – a four star council which is improving strongly, making Stockton one of the top 10 authorities in the country.

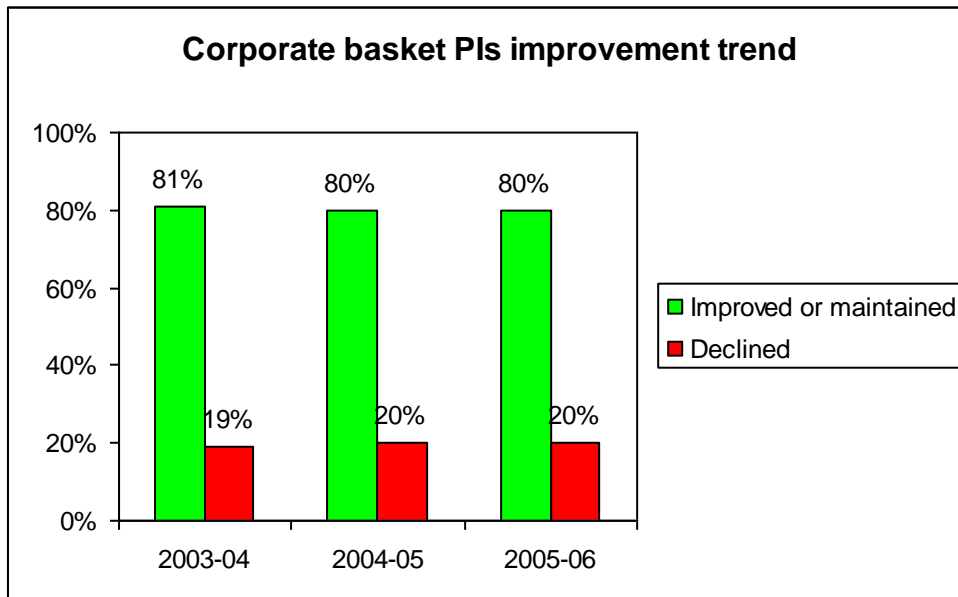


8. This Comprehensive Performance Assessment rating is made up of a series of service scores. Since last year our service ratings have improved across the board and we now have the highest number of top marks of any local authority nationwide. We score the top mark of 4 in 5 out of 8 key measurement areas. Our performances on Children's Services, Use of Resources, Benefits and Housing have all improved since last year.

Service performance	Audit Commission assessment (out of 4)
Children's Services	4
Benefits	4
Housing	4
Use of Resources	4
Corporate Assessment (capacity of council)	4
Adults Care Services	3
Culture	3
Environment	3

9. The Council has consistently improved its services over the last three years with over three times as many of its key performance measures improving as deteriorating. In 2005/6 80% of our key 'corporate basket' of performance measures improved. This also included strong achievement on 12 key stretched targets within our Local Area Agreement where we are

expecting to achieve around 70% of the challenging performance stretch that we set in partnership with Central Government.



10. We are also achieving strongly on our Council Plan and consistently across our priority themes. In 2006/7 an average of 84% of our top priority outcomes were achieved or on track for achievement.

## **Council Plan – 2006/07 achievements by theme**

11. The Council was shortlisted for the prestigious Local Government Chronicle awards in four categories:

- a. Council of the Year
- b. IT and e-government
- c. Finance
- d. Regeneration

12. Over the medium term we have made a significant difference to the quality of our services and most importantly to the views of local people about services. Key achievements include:

- Record GCSE attainment in 2005 and sustained improvement across all key stages
- Improvement in children's social care moving to a 'good' rating in 2006
- Crime rates falling dramatically faster than elsewhere, e.g. dwelling burglary down to less than 40% of previous levels (from 30.8 burglaries per 1,000 households in 2001/02 to 11.8 in 2005/6)
- Significant regeneration of the local area, including an enhanced Riverside area and improved town centres
- Improved standards of local public sector housing and housing management
- A strengthened local economy and strengthening skills base to support further improvement.
- Satisfaction with parks and open spaces up to 64% (2004: 49%)
- Satisfaction with the council at 56%, an all time high (2004: 47%)
- 10% (net) more people feeling we deliver value for money (2002-2006)

The recent National Public Satisfaction Survey of all Council's performance reflected these improvements and changes, but has also helped strengthen our focus on future areas for improvement. The table below illustrates the 16 top measures included within the five national surveys. Stockton has top quartile performance in 6 key areas, and 11 out of the 16 areas have above average satisfaction. The survey clearly illustrates, however, that we must do more to tackle the local levels of satisfaction with public transport (which are mirrored across the Tees Valley and reflect the poor public transport infrastructure and a history of lack of investment from central government in this key area). We are also disappointed that satisfaction with local parks does not yet compare well with national levels and are refocusing our efforts in this area linked into our focus on liveable communities and on regeneration schemes.

### **Top Quartile**

The percentage of citizens satisfied with the overall service provided by their council

Satisfaction with household waste collection

Satisfaction with waste recycling (local facilities)

Satisfaction with standards of cleanliness

Percentage of all council tenants stating that they are satisfied with the overall

service provided by their landlord

Percentage of all council tenants stating that they are satisfied with opportunities for participation in management and decision making, in relation to housing services provided by their landlord

#### **Second Quartile**

Satisfaction with complaints handling

Satisfaction with the Planning Service by those making an application

Satisfaction with sports and leisure facilities

Satisfaction with libraries

Satisfaction with civic amenity waste disposal sites

#### **Third Quartile**

Satisfaction with museums and galleries

Satisfaction with theatres and concert halls

#### **Bottom Quartile**

Satisfaction with transport information

Satisfaction with buses

Satisfaction with parks and open spaces

Our organisational strength is demonstrated by:

- Outstanding staff survey results: 77% enjoy working here and 75% feel it's a good place to work
- Re-accreditation against the tougher IIP standard (a northeast 'first')
- Inspectors' clear feedback on the strong leadership of children and young people's services
- A learning culture, recognised by inspectors as being 'embedded throughout the Council'

Our desire to learn and share learning contributes regionally and nationally. Key 2006 achievements include:

- Presenting Tees Valley City Region governance and devolutionary proposals to the Secretary of State;
- Driving development of Advanced LAA and Multi-area agreement models integrating place-shaping at neighbourhood level, promising stronger, more coherent, local regeneration;
- Developing a new democratic model, the Directly Elected Executive, as an alternative to the mayoral model in authorities with multiple townships.
- Strong contribution to regional improvements – our Chief Executive chairs the North East Improvement Partnership for local government.

Most importantly though, we are concerned with how local people continue to see our progress.



## **SECTION 6**

### **Service Priorities**

#### **Children and Young People**

1. There have been outstanding improvements in Children's services across the board. The latest educational results (summer 2006) demonstrate continued improvements building on significant improvements in 2005. KS1 performance continues to be above the national average; KS2 results ranked us as the most consistently improved LA over time in the country, as acknowledged by the Schools Minister; KS3 results improved over last year at all levels and in all subjects; and at KS4 the strong position achieved by last year's record increase has been further improved on. There continue to be no schools in special measures and only one primary school currently under a notice to improve. Of the 26 school inspections during 2005-06, 96% were judged satisfactory or better, 77% good or better and 15% outstanding, an overall improvement from the previous year. The LA priority of promoting diversity and inclusion in all schools is reflected also in inspection reports with all those inspected last year deemed to have appropriate policies and procedures in place. These inclusive practices are reflected in strong performance relating to pupil exclusions which remain significantly below comparator groups, and significant improvement in the percentage of permanently excluded pupils offered full time alternative education provision (from 75% in 2004/5 to 87% offered full time provision in 2005/6).
2. Children's Social Care has improved across a range of areas, for example: sustained reduction in the number of children on the child protection register for 2 years or more; improved stability of placements for children looked after; all child protection cases which should be reviewed were; the timeliness of initial and core assessments of children in need continued at higher levels than comparator groups.
3. The Council is making significant strides in meeting the requirements of the Children's Act. A strong commitment to partnership working is reflected in the operation of a Children's Trust Board, linked to the Local Strategic Partnership, and supported by thematic sub-groups. A Local Safeguarding Children Board is established. A commissioning unit, jointly funded by the Council and Primary Care Trust, is in place to co-ordinate commissioning activity for all Children' services and to support a range of pooled budget arrangements. An Integrated Services Strategy is rolling out, linked with the development of Extended School Clusters, the Children's Centre programme, and coterminous with Local Area Partnership boundaries. Integrated information sharing arrangements are progressing well, co-ordinated through a single Project Board: the integrated Children's system is being rolled out with a new database system provided by Careworks;

and piloting of the Common Assessment Framework process is taking place; development of the Information Sharing Index is progressing.

4. Users of Education Services in Stockton-on-Tees remain highly satisfied with the services provided. Satisfaction with primary schools in 2006 was 88%, nursery schools is 84% and secondary schools is 78%. School survey results which measure the satisfaction of headteachers with the Council's services were outstanding with 46 of the total of 76 questions in the upper quartile and only one in the lower quartile.
5. Our key priorities for 2007-2010 remain focused around the Every Child Matters 5 outcome framework, but within this we have highlighted specific objectives which need the attention of senior councillors and officers to drive forward. For 2007 – 2010 we are focusing on:

- 1 Reducing inequalities in health outcomes
- 2 Improving quality of support for children in care
- 3 Enhancing safeguarding arrangements with a focus on prevention
- 4 Raising standards of attainment across all key stages
- 5 Improving outcomes for vulnerable children, though developing integrated service areas

6	Developing the range of support, guidance and positive activities available to young people
7	Engaging parents, carers and children and young people in service development and review

### **Healthier Communities and Adults**

6. Our healthier communities and adults performance shows improvement in priority areas, whilst remaining a challenging agenda for Stockton and the rest of the North East. We continue to make progress in supporting the independence of older people, through increasing the numbers helped to live at home and in the delivery of equipment and adaptations, and have improved for the third year running the number of drug users entering and remaining in treatment. Choice continues to be a key factor in our care provision and as a result the number of people in receipt of Direct Payments on 31 March 2006, increased over 25% on the previous year. Swims and other visits to sports centres have also seen a large increase (there were over 64,000 more visits during 2005/6). Other achievements include:

- True cost of care has been implemented.
- Improving community equipment delivery and reduced Occupational Therapy waiting lists.

- There has been an increase in the number of Person Centred Plans completed over the last year for people with a learning disability.
  - Achieved a “green rating” for our drugs action team, with improving drugs services being a key focus with the LAA.
  - LPSA continues to drive our focus on a number of critical areas, including smoking cessation and the carers’ service, both of which are on track to achieve their challenging 2007 stretch targets.
  - We gained additional beacon scheme funding to develop a North East Healthy Communities Learning Network, taking on a lead role in tackling some of the embedded health problems across the region.
7. Our key priorities for 2007-2010 focus on increasing independence and the voice and choice vulnerable adults have in their services, and on reducing health inequalities which are a significant issue in Stockton.

1	Increase independence of vulnerable groups
2	Increase choice and voice for service users
3	Reduce inequalities in housing, training and employment
4	Support measures to improve the health and well being of adults and older people
5	Develop a Health & Well Being Partnership

### **Community Safety**

8. The Council continues to work in partnership with the police and other partners, via the Beacon status winning Safer Stockton Partnership and ‘green light’ Stockton DAT, to reduce crime, anti-social behaviour and fear thereof. Crime figures for 2006/07 show strong improvement, with a continuing major reduction in burglary (with dwelling burglary falling to an all-time low, and now well below the average for our ‘most similar’ family group of CDRPs), robbery (down 29%) and vehicle crime (down 13%). In April 2006 we went live with our new Neighbourhood Enforcement Service, replacing the former Community Warden Service, and results to date are very promising, showing a significant increase in targeted enforcement outcomes. During 2005/06 we delivered a programme of Beacon Peer Support, in partnership with Teignbridge DC and the I&DeA, which allowed us to disseminate our good practice and to learn from others. We have achieved our long-standing ambition of co-locating the Council and Police Community Safety teams. During the last 12 months our campaign against the misuse of alcohol “Think B4U Drive” has won multiple awards.

9. The proportions of residents who say they feel safe walking outside in their area alone in the daytime and after dark are in line with 2004 findings. Residents are more likely to feel very safe than they were back in 2000 and 2002. One in seven residents feels that the level has got better over the last three years.

10. Our key priorities for 2007-2010 focus on the core community priorities of reducing crime and anti-social behaviour, but also importantly a specific priority to reduce the impact of drug and alcohol misuse, a particular priority of our more disadvantaged communities.

- 1 Reduce crime and fear of crime
- 2 Reduce anti-social behaviour
- 3 Reduce the impact of drug and alcohol misuse
- 4 Ensure our residents are safe

### **Economic Regeneration and Transport**

11. Regeneration is at the heart of the Borough's Community Strategy and is therefore a priority for the Council in its community leadership role: during 2006/7 there has been strong progress in a number of key areas. The Council's Chief Executive has led the development of the innovative Tees Valley Unlimited proposals and the linked investment plan. These have the potential to transform the pace and scale of regeneration across the Tees Valley, and to deliver a devolutionary package for the city region which will improve quality of life in Stockton and across the Tees Valley.

12. Within the Borough, key achievements and developments sit within this vision and include:

- The continued development of the Stockton/Middlesbrough Initiative, including a £11m bridge scheme funded exclusively from external sources.
- Tees Valley Living secured £19million of funding from CLG for housing market restructuring across the Tees Valley including in Parkfield, and Stockton are continuing to lobby for more funding from the comprehensive spending review.
- Over 800 start-up businesses were established with support from the Business Link Programme in 2006/07 (over twice the targeted level) with over 30% being run by people from the most deprived wards in the Borough.
- The percentage of young people of school leaving age engaged in employment, training or education has risen from 64% in 2004/5 to 74% in 2006/07 and the number of people moving from incapacity benefit to paid work has almost doubled.
- Work on three town centres, Stockton-on-Tees, Billingham and Thornaby is ongoing. Demolition has started in both Billingham

and Thornaby, while the plans for the Southern Gateway to Stockton-on-Tees have taken a big step forward with planning consent being given for a new food supermarket.

- Economic optimism is exceptionally strong and far above England average levels (28% of those surveyed in Stockton expect improvement compared to an English average of 11%).
- At Mandale (Thornaby) the first new homes have been occupied as part of the regeneration of the estate. Master plans have been prepared and development partners appointed at both Hardwick and Parkfield.

13. A quarter of all residents (24%) feel that their local area has got better over the past two years, with twenty six per cent feeling it will continue to improve in the next two years (a net change of plus twenty three percentage points since 2002). Key changes since 2004 reflect increased optimism around housing and shopping facilities. Residents in Central Stockton and Thornaby were most likely to cite housing issues, whilst those in Billingham and Thornaby are the most likely to highlight improved shopping facilities.

14. Equally important in 2007 is our emerging focus on transport. The borough has some significant strengths in this area: road congestion is low and there is a strong focus on road safety which has resulted in reduced levels of casualties. On the other hand weaknesses of public transport infrastructure in the borough have led to considerable public frustration, in particular the reductions in bus services over which the Council has limited influence. Our core focus is therefore to drive more effective partnership working at a Tees Valley level to strengthen our influence over local bus providers and to develop a joint strategy for improving the public transport infrastructure in the Tees Valley. 2006 saw the agreement of new Tees Valley governance principles including transport, the agreement of a joint strategy for turning around the quality of local bus services and the submission of a bid for a Tees Valley light rail scheme. Stockton has been a driving force in these developments. In the shorter term we are continuing to prioritise this key area of public concern, through a generous concessionary fares scheme which exceeds minimum requirements and the development of real time information on buses as two key examples of this.

15. Our key priorities for 2007-2010 focus on the continuing programme of improvements in the local economy and in the quality of the borough's physical infrastructure with particular attention being paid to town centre renewal and public transport, in line with residents' priorities.

- 1 Support the economy & promote business growth
- 2 Tackle worklessness
- 3 Revitalise the Borough's town centres
- 4 Implement the Stockton-Middlesbrough (City-Region) initiative
- 5 A sustainable transport infrastructure for the Borough
- 6 High quality sustainable design and planning

### **Liveability (including environment, housing and civic renewal)**

16. Our Care for Your Area services continue to go from strength to strength. Significant achievements have been made in:

- Less than 120 bin collections (out of 4,153,660) were missed in 2006/07 and only 3% of relevant land and highways fell below acceptable cleanliness levels.
- Household waste arisings being composted has improved further, building on a three-year improvement trend rising from 2.03% in 2003/04 to 4.88% in 2006/07.
- Stockton's Horticultural Services won the LGC Management Team of the Year award in 2006.
- Stockton won 10 awards in Northumbria in Bloom 2006, including the Whitbread Trophy for Best Town or City. In addition we were awarded a silver medal in National Britain in Bloom in September 2006.

17. The Council has worked closely with Tristar Homes Ltd to drive improvement and challenge performance, while also continuing to develop our retained housing function. Some of the key ALMO issues addressed are:

- A strengthened leadership approach, with a new Chair of the Board, Chief Executive and development programme for the Tristar Board.
- Significant improvements in tenant participation and engagement in service development, including formal structures for resident involvement in developing services.
- Strengthened estate management processes which includes 'Service Promises', and a formalised process for estate inspections, the results of which are fed back to residents via the tenant newsletter and the website.

18. These service improvements were recognised by the Audit Commission in December 2006 when the services provided by Tristar Homes Ltd were rated as "good with promising prospects for improvement". 2006/07 also saw improvements in key housing performance indicators:

- Support to homeless people has improved with the average length of stay in bed and breakfast accommodation of priority need households reduced by 63% to 0.6 weeks; and the average length of stay in hostel accommodation of priority need households reduced by 10% to 7.8 weeks.
- The proportion of non-decent local authority homes in the Borough has continued to drop. The average time for processing Housing and Council Tax Benefit claims has more than halved from 61.4 days in 2004/5 and now stands at 29.3 days.
- A leap in performance on relet times, with the average now 30 days, half the time it took just over a year ago.
- A review of all former tenant arrears cases was completed and appropriate cases written off. Rent collection performance increased to 97.0% from 96.6%.
- Evidence of public satisfaction with housing regeneration plans is evident in a leap of sixteen percentage points in those seeing better quality housing as a key reason why they expect quality of life to improve in the Borough over the next two years. (10% - 26%).
- Our most recent survey data coming from the National resident satisfaction survey shows satisfaction with both housing management and opportunities for involvement are now at top quartile levels.

The Council is continuing to work with and challenge Tristar Homes Ltd thus contributing to the necessary improvements to the Borough's housing services.

19. Our key priorities for 2007-2010 focus on a number of continuing areas such as improvements in housing, waste management, cleanliness and parks and open spaces, but there are two emerging priority objectives. The first, tackling climate change is a response to the overwhelming evidence of adverse impacts of CO2 emissions on our global environment. The Council will begin in 2007 to play its part in tackling this global issue: we have worked in partnership to develop a Tees Valley Strategy and a Borough Action Plan and have held a 'Setting the Standard' top 120 managers event focusing on what the authority can do on this key issue. The second emerging priority area is our response to promoting inclusive and cohesive community, which elected members have highlighted as an area for extra focus for the next three years.

- |   |   |
|---|---|
| 1 | Improve the environment and tackle climate change |
| 2 | Sustainable waste management                      |
| 3 | Improved parks and open spaces                    |
| 4 | Improve housing quality and choice                |
| 5 | Prevent homelessness                              |
| 6 | Promote inclusive and cohesive communities        |

20. Our approach to community cohesion is being taken forward by a subgroup of the main Stockton Renaissance Board, due to the cross-cutting nature of this issue. This working group has agreed eight core community cohesion themes which are important to tackle within Stockton, and these are now being linked into the LSP's five service priority themes, with a borough-wide strategy due to be presented to the board in July 2007.

DRAFT



## **SECTION 7 – Key organisational priorities**

The Council has developed into a highly effective organisation, delivering high quality services, value for money for local people and driving the regeneration of the borough. There are 7 key factors that make us effective:

- Strong political and managerial leadership with clear accountabilities
- Embedded partnership working
- Robust arrangements for engaging local people and understanding local needs
- Performance management and effective systems
- Investment in people
- Strong and embedded financial management
- Customer First

DRAFT

## **Leadership and accountability**

The Council has strong and established political and managerial leadership. A Leader and Cabinet system is in place with an Executive Scrutiny Committee and 6 thematic scrutiny committees.

### **Political and Managerial Partnership**

Together, the Leader of the Council and the Chief Executive, supported by Cabinet and the Corporate Management Team, have raised the profile of the borough on the regional and national stages as well as driving improvement in council services, embedding partnership working and ensuring a focus on value for money. There is a strong partnership between Cabinet and Corporate Management Team founded on clear accountabilities and working relationships resulting in clear and consistent leadership.

Cabinet Members and Senior Officers regularly meet to discuss performance, policy, service issues and potential developments. Cabinet Members also act as champions of key issues and change agendas such as procurement and E-government as well as leading on their respective portfolios.

### **Scrutiny**

A review of scrutiny arrangements was carried out in 2005 leading to stronger co-ordination and a more collaborative approach to scrutiny focusing on policy development. An Executive Scrutiny Committee was established to coordinate an overall scrutiny work programme, with all Scrutiny Chairs becoming members of this new overview committee. In addition, a scrutiny liaison forum of Scrutiny Chairs, Cabinet Members and Corporate Directors was established primarily to assist in the development of the scrutiny work programme.

The 6 scrutiny committees have completed reviews which cover a wide variety of topics including NHS dentistry provision, street lighting, Preston Park, and teenage pregnancy. The recommendations have been well received due to the liaison arrangements now in place including those enjoyed with the Primary Care Trust. The accepted recommendations are expected to provide a positive impact on services which will be reviewed by the relevant committees during 2007/08. The reviews conducted in 2006/07 were:

<b>Committee</b>	<b>Completed reviews</b>	<b>Ongoing reviews</b>
Adults, Leisure and Culture	Preston Hall and Park and Museum Strategy	Festivals
Corporate Policy	Consultation	Meeting venues
Children and Young People	Teenage pregnancy	Bullying
Environment and Regeneration	Street Lighting	Cemeteries
Health	NHS dentistry  Maternity Services (carried out under Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002	
Housing and Community Safety	Choice based lettings	

The Police and Justice Act 2006, the White Paper “Strong and Prosperous Communities” and the Local Government and Public Involvement in Health Bill enhances the role of Overview and Scrutiny Committees in relation to external scrutiny and gives them responsibilities for considering Community Calls for Action.

The legislative changes seek to strengthen leadership arrangements to secure effective, accountable and responsive Local Government by giving Overview and Scrutiny Committees new powers to review the actions of key public bodies. Overview and Scrutiny Committees will be able to call on local public service providers for evidence and demand a response to reports from the Council.

The new Community Call for Action will give local people a mechanism to question decisions taken, with Councillors able to raise all issues with the Cabinet and a Council’s Overview and Scrutiny Committee on residents’ behalf. This brings all Council Services in line with proposed Home Office legislation on community safety introduced by the Police and Justice Act 2006 which also places a duty on Local Authorities to scrutinise crime and disorder matters. Regulations and Guidance will provide a clearer picture of how the process will actually work in practice.

### **Distributed Leadership Model**

Managerially the council operates a distributed leadership model with a small Corporate Management Team focused on supporting Cabinet, developing corporate strategy and contributing to national, regional and sub regional policy. Heads of Service are responsible for the

development and delivery of services with a high level of accountability and empowerment set out in our schemes of delegation. Together the Corporate Management Team and Heads of Service form the Extended Management Team, a group which meet regularly to solve problems, share knowledge and develop policy. (Insert structure chart)

Members of the Extended Management Team also form Corporate Working Groups. As part of our distributed leadership model, all members of the Extended Management Team have a corporate responsibility with Corporate Working Groups being established in 2005. These groups have delegated authority from the Corporate Management Team to develop strategy, and to identify and drive improvements organisation wide. The Corporate Working Groups are:

- Corporate Governance – Chaired by the Corporate Director of Resources
- Human Resource Strategy – Chaired by the Head of Direct Services
- ICT Strategy – Chaired by the Head of Support Services (CESC)
- Access to Services – Chaired by the Head of Taxation and Administration
- Procurement – Chaired by the Head of Technical Services
- Policy Officers – Chaired by the Assistant Chief Executive
- Capital and Asset Management – Chaired by the Head of Operational Finance
- Diversity – Chaired by the Head of Performance (CESC)

Together the groups play a key role in the organisational development of the Council, enable greater joined up working and the sharing of knowledge and information across the council on common issues.

### **Corporate Governance**

Although the Council has had an approach to Corporate Governance for some years, having adopted the CIPFA/SOLACE Code of Corporate Governance in 2002, it was felt that greater emphasis needed to be placed on it. A group of officers with special interest in governance has been established to drive improvements forward.

Key achievements over the last year include:

- Developed an agreed definition of 'corporate governance' for the Council.
- Established an approach to Information Governance.
- Carried out a self-assessment against the Public Sector Good Governance Framework.
- Established Terms of Reference and Constitution of the Audit Committee.
- Produced a "Chart of Governance" which identifies the key organisational policies and procedures which link to corporate governance.
- Reviewed the Council's approach to risk management.

- In addition, representatives from the Group have joined with Policy Officers and Procurement Corporate Groups in the development of a Partnership Strategy and health check toolkit. The latter is currently being piloted.

The Group will continue to assess and monitor progress against the Public Sector Good Governance Framework; review the “Chart of Policies” in the light of the above; review any governance-related Audit Commission KLOEs, and focus on information governance during the coming 12 months.

### **Human Resource Strategy**

The Human Resource Strategy Group’s purpose is to support the development of strategy and policy in relation to Human Resources, taking decisions on Human Resources issues relating to improving operational performance and leading on the development of operational policies and procedures. It monitors the operation of HR policies and challenges performance, developing improvement plans where appropriate. In the last year the group has developed and overseen the implementation of a range of policies such as CRB checks, sickness absence, smoking policy and Dignity at Work. In the coming year the group will:

- Devise a “Substance Misuse Policy” to include guidance on alcohol and drug misuse
- Develop a domestic violence and the work place policy
- Monitor the implementation of existing policies
- Lead of the implementation of the Competency Framework for employees

### **ICT Strategy**

The ICT Strategy group focuses on organisation wide technology issues including how to maximise the benefits of technology and support organisational development and service delivery. Over the last year it has led the development of an ICT strategy, monitored and improved arrangements for delivering ICT projects and investing in technology, and developed a range of policies such as those relating to information governance. The group also oversaw the completion of the Council’s programme of e-enabling services.

Over the coming year the group will:

- Finalise the Council’s ICT strategy
- Implement the priority actions arising from the strategy
- Oversee significant ICT projects such as Contact Point
- Continue to strengthen governance arrangements for ICT projects in line with the council’s refreshed project management guidance

### **Access to Services**

In January 2006 the Council set out a vision for the way that its customers will access services in the future. The vision embraces front-line services, different access channels and seeks to make it as easy as possible for customers to get in touch with the services they require.

The Access to Services Steering Group was set up:

- To develop a strategy that would convert the Council's vision into reality;
- To synchronise the implementation of the Council's new Customer Relationship Management (CRM) system with the emerging Access to Services Strategy.
- To ensure linkages with the Council's Customer First project which defines standards and promotes a customer focussed culture for the whole Authority.

The group's key achievements over the last year include:

- The completion of a customer consultation exercise through a series of Viewpoint Focus Groups;
- An analysis of Council services that have customer interfaces to determine if the customer facing element of the service could be delivered through a telephone contact centre/multi service centre arrangement and, if so, in what order they should be introduced.;
- Organisation design for the new Customer Services Division;
- A review of accommodation options;
- The preparation of a financial appraisal and funding strategy for Phase 1 of the Access to Services Programme.

This work culminated in the development of an implementation strategy and a project plan, which were launched in March 2007.

Now that the project has moved into its implementation phase, the group will undertake a high-level decision-making, coordinating and monitoring role to ensure that Phase 1 (the opening of a telephone contact centre and the first of three face-to-face multi service centres) is delivered within the agreed timescales and budgets.

## **Procurement**

The Procurement group was established to achieve procurement excellence across the Council and its partners. Through innovative procurement we can deliver opportunities for improved service delivery and create efficiency savings for the Council, in a cross cutting context.

Its key achievements over the last year include:

- Updated the Procurement Strategy and aligned the strategy to assist delivery of the Community Strategy objectives. The strategy is based on an improved understanding of the council and its' partners requirements.
- e-Procurement – the continuing roll out of a Procure to Pay system
- Re-launch of the Corporate Credit Card – over 50 users of cards for low value one off items and for travel and subsistence
- Development of a business plan for an electronic marketplace
- Reduction of invoice numbers and improvement of payment performance

- Reviewed and updated the requirement for performance bonds in contracts over £200k
- Carried out detailed spend analysis to determine who, where and what we spend money on which has allowed us to focus on aggregation where appropriate.
- Reduced non-contracted spend to ensure the Council is achieving value for money.
- Carried out a skills audit and provided training across the Council facilitated by the 4P's.
- Increased awareness of and use of fair-trade products.

The group will continue to review the performance of the Council and individual issues. Focus for the coming year will be on use of external support, the procurement practices of some of our partner agencies, the internal marketplace and continuing to improve general procurement practices.

### **Policy Officers**

The Policy Officers Group was established to co-ordinate performance management and policy development across the council. Its key achievements in the last year have included development of corporate self assessments such as Direction of Travel and Value for Money, leading the authority's service planning processes and developing the Council Plan, developing a corporate business continuity plan, and working with the chairs of other corporate working groups to develop a refreshed approach to project management and a methodology for Value for Money service reviews.

During the coming year, Policy Officers Group will act as the programme board for corporate assessment preparations. It will monitor and support improvements, develop the self assessment, collate supporting evidence and support the onsite phase of the inspection. The group will continue to lead on council wide performance management, planning and policy development.

### **Capital and asset management group**

The Capital and Asset Management group was established to improve Capital Planning and Monitoring across the Council and develop a corporate approach. Its key achievements over the last year include

- A refreshed, up to date Capital Strategy more closely linked to Council priorities and supported by a medium term (3 year) capital plan. The strategy and plan are based on an improved understanding of the council's capital requirements
- An improved framework for planning individual projects and programmes for incorporation into the plan

- Improved identification and monitoring of potential capital receipts and an improved capital budget structure that will enable improved performance monitoring
- The initiation of a number of property reviews where property assets could be utilised differently.

The group will continue to review the Capital strategy, review performance on individual capital schemes, oversee the property reviews to maximise the utilisation of assets, identify potential surplus assets and agree disposal plans, and review arrangements for Section 106 agreements

### **Diversity Group**

A newly established group, the Diversity Group's functions are to:

- Shape diversity policy for the Council and monitor its implementation
- Promote the equality and diversity across the Council
- Provide support and challenge to the Diversity Team including the delivery of its work programme
- Seek and share good practice from other organisations locally, regionally and nationally
- Consider the implications of changes to legislation and national equality and diversity frameworks such as the Local Government Equality Standard.

In the coming year the group will review the effectiveness of the Impact Assessment Process, monitor the delivery of the Single Equality Scheme, consider the implications of the national Equalities Review and monitor progress against the Local Government Equality Standard.



## **Planning for the Future**

The Council is an evolving organisation which constantly seeks to ensure it is fulfilling its role in the most effective way. The managerial structure of the council has evolved to meet the needs of the organisation. This type of organisational change has been through our “Planning for the Future” programme with an emphasis on ensuring that structures not only meet current and short term needs but also needs in the medium and longer terms providing stability to the organisation while anticipating change. Planning for the Future 1 was completed in xxxx and focused on xxx, Planning for the Future 2 was completed in 2005 focusing on developing the distributed leadership model between first and second tier officers outlined above.

Planning for the Future 3 is underway focusing on enabling “leadership from the middle” – empowering third and fourth tier officers to make decisions, innovate and shape council policy and practice. Our Management Development Programme (MDP) has been in place for several years focusing on xxxx. It is being reshaped to focus more on xxxx as part of extending our distributed leadership model to the middle of the organisation. The MDP forms part of the broad organisational management process that encourages the types of behaviours needed by managers to meet the current and future challenges of local government. Its purpose is to build a shared culture that engenders a continuous improvement philosophy and to enhance management capability, in order to strengthen the organisations ability and capacity to achieve its objectives.

## **Improvement Priorities**

In order to continue our excellent performance in this area, we have identified the following key objectives:

- Build organisational leadership and management capacity by:
- Delivering the Extended Management Team and Setting the Standard programmes for 2007/08
- Reviewing the Management Development Programme in light of the work undertaken by the Improvement Partnership and Planning for the Future 3.
- Progressing Planning for the Future 3 (review management and leadership requirements and structures)
- Developing /sourcing training for managers in political sensitivity, harnessing innovation and business process re-engineering to enhance efficiency of organisation.

- Enhance Member development achieving Chartered status for Member Learning and Development

DRAFT

## Partnership working

Partnership working is embedded and effective across the council. There are examples of partnership working in most service areas - those that best demonstrate our approach are:

- Stockton Renaissance – the Borough’s “green rated” Local Strategic Partnership. A 2007 peer review judged Stockton Renaissance to be a “strong, outcome focused partnership which is well led and has a clear short/medium and long term vision...with a strong sense of all the partners ‘rowing in the same direction’ with a congruency of member, officer and partner views.”
- Shared posts and joint commissioning – a strong commitment to partnership working across Adults and Children's Services has been acknowledged through inspection and review activity - "There are very effective partnerships both internally and with a wide range of external agencies and organisations" (APA letter 2006); "Partnership working is a strong feature of the council's organisation and approach to commissioning. There is good integrated working across all user groups based on clear partnership arrangements, particularly with the Primary Care Trust and neighbouring councils" (2005-06 Record of Performance Assessment for Adult Social Care). Further development of this partnership approach is evidenced in the joint commissioning work between the Council and PCT, with joint funded posts leading on both Children's and Adults strategic commissioning.
- Drugs Action Partnership – the partnership is “green rated” and a recent study by the Audit Commission described drugs "partnerships within Teesside ... working effectively in their own right and producing local solutions to local needs." The Commission also said that "there is strong partner representation on both the Safer Stockton Partnership (SSP) and the DAT which has been developed over time" and "Both the SSP and DAT have developed sound and positive working relations with Tristar Housing Ltd
- Stockton Middlesbrough Initiative (SMI) – a partnership between the two councils to develop the urban core of the Tees Valley. SMI has a shared vision and governance arrangements and has been successful in attracting inward investment.
- Safer Stockton Partnership – the Safer Stockton Partnership is green rated and has led the borough’s approach to tackling crime and anti-social behaviour, resulting in significant reductions in crime. Most recently, to further improve the effectiveness of the partnership, multi-agency teams of enforcement workers have been co-located.
- Stockton Darlington Partnership – a partnership between the two councils exploring the possibility of developing shared services for some “back office” functions such as transactional finance and human resources
- North East Improvement Partnership – chaired by our Chief Executive we provide strategic direction and lead the

development of the partnership's programme in collaboration with other councils.

### **Improvement Priorities**

We will continue to develop our approach to partnership working by:

- Strengthening community leadership role of Stockton Renaissance (LSP) by
  - Developing a new Community Strategy
  - Implementing recommendations from peer review of Stockton Renaissance
  - Developing a revised Local Area Agreement
  - Developing a Community Cohesion Strategy
  - Implementing changes to LSP role and remit and the “duty to cooperate”
- Strengthening the Council's approach to partnership working by continuing to roll out our programme of Partnership health checks and implementing the recommendations

## **Engaging local people and understanding local needs**

Fundamental to our success is our understanding of the needs of the borough and its residents. We seek the views of residents and other stakeholders in a range of different ways:

- Regular consultation with residents through our Viewpoint Panels (questionnaires and focus groups)
- Biennial independently carried out Residents Survey
- Consultation and engagement on specific projects and services with communities of interest e.g. residents, businesses, the voluntary and community sector
- Day to day working with local people such as that embedded in our neighbourhood management approach
- Open days, road shows and “tell us what you think” events
- Engagement with specific groups at risk of disadvantage such as Black and Minority Ethnic Residents and Disabled People

The Council helped the Borough’s Community Empowerment Network to increase its capacity by forming a BME Network which now provides representation to the main Stockton Renaissance Board, by developing an election and induction process for members of the network and enabling more informed debate at Area Board meetings by developing a process of briefings on key issues prior to main meetings. In addition the Council has supported the development of CATALYST an umbrella organisation for the community and voluntary sector working within the borough.

As well as seeking and understanding the views of local people we use a range of data about the borough and more widely about the Tees Valley, North East and England to formulate our policy and shape services. We work closely with the Joint Strategy Unit (JSU) to develop economic development strategies such as the Tees Valley City Region Business Case which is predicated on a thorough understanding of the economic strengths and needs of the area.

We have developed a “data profile” for the borough which is available to both the council and the public, putting key socio, economic and demographic data into one place. Over the next two years we plan to link this data more closely to the borough’s mapping system. The data profile has enabled us to develop a greater understanding of the data in relation to specific groups with specific breakdowns being developed on ethnicity, gender, disability etc. These breakdowns have then been used to help develop our Equality Scheme and have informed the development of Stockton Renaissance’s Community Cohesion Strategy.

## **Improvement Priorities**

We will continue to improve our performance by enhancing local democracy through

- Implementing the Local Government White Paper:
  - Community Call for Action
  - Enhanced scrutiny of partners
  - Area based scrutiny
  - New executive leadership model
  - Enhanced Standards Committee role
- Implementing the recommendations of Ethical Governance audit light touch health check
- Meeting the requirements of the Electoral Administration Act
- Meeting the Electoral Commission performance standards

DRAFT

## **Performance management and effective systems**

We have a strong performance management culture driven by strong and focused leadership, robust planning, openness to challenge and learning opportunities and strong performance systems embedded across the Council. Our approach to partnership working is embedded and includes an emphasis on performance. Key elements of our approach to performance management include:

- Robust planning framework, demonstrating link from Community Strategy and Council Plan to individual and team plans and objectives. Our planning framework is shown on page x
- Regular reporting of progress against performance measures included in our Corporate Basket, the Council Plan, Service Improvement Plans and the LPSA and LAA to Councillors and Senior Managers
- Regular reporting of performance against the Community Strategy and Local Area Agreement to Stockton Renaissance; sharing of Council performance information with the Local Public Services Board
- Quarterly performance “clinics” where Corporate Management Team review performance, challenge service officers and work collaboratively to seek solutions to drops in performance
- Discussions between Cabinet members and Corporate Directors on performance issues
- Service based performance “clinics” enabling challenge, discussion and improvement
- Strong links between performance management and resource management
- Robust risk management arrangements
- Strong scrutiny arrangements with examples of real improvements being driven by Scrutiny
- Good project management arrangements
- Focusing on priorities while ensuring good quality services across the board

We have also invested considerably in systems to aide efficiency. Largely these are ICT based and include both corporate and service specific packages. The biggest of these in terms of scale and impact on the authority is the development of our Access to Services Strategy and the imminent roll out of Customer Relationship Management systems. This has potential to further improve the quality and efficiency of our services to local people and to enable resources to be targeted more effectively. Others include the Agresso financial management system rolled out across all services and schools which has enabled significant efficiencies to be made; the PSE system to make our transactional

human resource processes more efficient and effective and the E-genda system to enable residents, Members and officers to have easier access to meeting papers and decision records.

We continue to review our core processes such as how we procure and commission services to ensure that they remain fit for purpose. The implementation of our Access to Services strategy will strengthen our focus on redesigning “back office” processes ensuring that we continue to achieve efficiencies and focus our resources on front line services.

## **Improvement Priorities**

Our key performance management objectives are to:

- Maintain Council’s “4-star” CPA rating
- Further improve Council’s performance management and programme management frameworks
- Improve ICT across the council by:
  - Develop a new ICT strategy
  - Enable employees to work flexibly through technology
  - Implement new firewall infrastructure
  - Design ICT architecture refresh
  - Build new ICT data centre
- Reduce sickness absence levels
- Strengthen approach to Information governance by:
  - Develop and implement programme of training in data quality to support data quality framework
  - Conduct a Records Management pilot project
  - Complete Records Audit to establish data baseline for developing Records Management System



## **Investment in our people**

The Council has a long history of investing in its employees and was first awarded Investors in people in 2000. More recently the Council was re-accredited with Investors in People under a new, tougher standard. The assessors said “the culture at Stockton Borough Council is one of inclusion, innovation and empowerment. People have a genuine enthusiasm for the work that they do and this is reflected in the results that are achieved”. This exemplifies our approach which includes:

- A strong member development programme focusing on skills and topics which enable Members to be effective in their roles, now being used as a model of good practice in the North East
- A new Competency framework for all employees linked to a refreshed appraisal process
- A wide ranging training programme and easy access to training organised by North East Regional Employers Organisation
- Supporting staff to seek qualifications such as NVQs at all levels, MBAs and technical qualifications such as CIPFA
- Participation in the North East Improvement Partnership including contributing to the shaping of their seminar and training programme for Members and Officers.
- A focused Diversity team providing support and guidance to services and managers on diversity policy and practice to eliminate discrimination in the workplace and in service provision.

### **Improvement Priorities**

We have set ourselves a number of key objectives to continue improving our performance in this area:

- Improve employment practices and staff involvement
- Ensure employees have knowledge, skills and tools to improve performance
- Value diversity in our people

## **Strong and embedded financial management**

Our overarching financial strategy is to ensure financial stability over the medium to long term. We introduced medium term financial planning in 1997/98 using a system of managed commitments and surpluses. (This allows financial resources to be managed flexibly over 3 years, instead of being constrained to 12 monthly accounts, which do not necessarily fit with operational and service requirements). The strategy aligns resources to priority areas within the Council Plan and encapsulates the need to deliver value for money. Key aspects of the strategy are:

- To maintain an appropriate level of balances and reserves;
- To ensure that Health & Social Care services receive an increase each year equivalent to the previous system of Full Spending Shares;
- All other services receive a 1% cash increase (including support services). This requires an increased focus on efficiency, which together with the drive to improve council services has contributed to improved value for money in these areas;
- Generation of a Development fund derived from only allocating 1% increase to services, enabling a planned approach to investment in priorities and services requiring improvement. Since 2000/01, this has enabled the following investment:
  - Improvements in 'Care for Your Area' £19m;
  - Improving Local Economy and Jobs £4.5m;
  - Community Safety £2.1m;
  - Leisure, Parks etc. £7.2m;
  - Improving Library Standards £1.4; and
  - Additional Resources allocated to Health and Social Care £8.5m.
- The flexibility for services to carry forward surpluses (or managed overspends).

We have limited capital funds and a strategy of maximising external funding and grants to deliver on areas of priority such as regeneration. All schemes are subject to detailed appraisals, which consider full life costs and are subject to a detailed prioritisation mechanism which considers links to strategic objectives.

At service level, the budget process is fully integrated with service planning and includes identification of efficiencies (and any impact on service users) and areas where investment is required. Managers are clear on their responsibilities and accountabilities with regard to budgets and are well supported by finance staff. Cabinet receives quarterly reports on the medium term financial plan position and the budget setting process includes consultation with all members via a seminar,

drop in sessions and group meetings, prior to the relevant Cabinet and Council meetings. There have been lower levels of Council Tax increases in comparison with similar councils (27% since 2000/01 compared to a nearest neighbour average of 33.2%).

### **Improvement Priorities**

Whilst our performance is already excellent in this area, we are committed to continually improving. As such we have set the following objective

- Improve operational efficiency by:
  - Achieving efficiency targets highlighted by the Gershon review of public service efficiency
  - Developing the Stockton – Darlington partnership
  - Reviewing Medium Term Financial Plan (MTFP) in light of Comprehensive Spending Review 07
  - Undertaking Value for Money Reviews
  - Improving our approach to asset management

## **Customer First**

The Council's Customer First programme was introduced in 2003-4 with a focus on "striving for excellence in customer service". This was a formalisation of the council's customer focus and built on numerous customer service awards across the council such as Charter Mark.

The Customer First Programme included the development of corporate customer service standards, improved complaint handling, consulting local people and employees, planning and performance management, valuing staff, access to services and innovation. It also embraced Equality and Diversity issues embedding them within the framework.

Customer First has successfully promoted a stronger focus on service users as customers across the Authority. This has contributed to a cultural shift away from the traditional "do it our way" approach to service provision towards meeting customers needs. This has led to the development of our access to services strategy which will further increase our focus on the quality of our customers experiences of interacting with the council.

### **Improvement Priorities**

We have identified the following objective as part of the Council Plan

- Improve access to services by:
  - Completing Phase 1 of the Access to Services Programme
  - Developing and launching stage 2 of the Customer First Programme

## Section 8 – Medium Term Financial Plan

### Financial Summary

For a number of years the Council has operated a medium term financial planning (MTFP) process. The MTFP supports the Council's corporate planning processes and indicates the resource issues and principles which will shape the Council's financial strategy and annual budgets.

The MTFP sets out the overall shape of the Council's budget by establishing how available resources will be allocated between services, reflecting Council and community priorities, and therefore providing a framework for the preparation of annual budgets.

A profile of the Council's expenditure supporting the Plan is shown below:-

	<b>2007/08</b> £	<b>2008/09</b> £	<b>2009/10</b> £
CESC	75,104,619	77,599,971	80,425,461
DNS	43,494,664	43,410,335	43,984,920
Resources	16,814,796	14,755,951	15,921,404
<b>TOTAL</b>	<b>135,414,079</b>	<b>135,766,256</b>	<b>140,331,785</b>
Less use of balances	4,038,106	0	0
Budget Requirement	131,375,973	135,766,256	140,331,785

There are two principal ways in which resources are realigned to priorities: firstly in the case of Health & Social Care, the Council has recognised the increasing demands placed locally on this service and has allocated additional resources accordingly; and secondly, through the use of a specific Development Fund which allows the Council to address local priorities and fund pressures. Sums are introduced for either a fixed period or included on an ongoing basis.

The table below shows Development Fund resources applied over the period of the current MTFP. These reflect decisions taken since 1996/97 and are shown on a cumulative basis, reflecting both time limited and ongoing funding.

	<b>2007/08</b> £'000	<b>2008/09</b> £'000	<b>2009/10</b> £'000
Development Fund applied in the MTFP above	24,460	21,314	21,962

In 2007/08 the Council has agreed to invest an additional £14.1m of revenue spending over the period of the current plan to meet strategic and service priorities. The Council has earmarked £2m for preparation costs for the Governments Building Schools for the Future programme which will result in significant capital investment in the Council's secondary schools. Similarly the Council is investing just short of £750,000 to transform and improve the way it delivers services to the public. Every two years the Council undertakes a MORI Survey, the latest one being undertaken in June/July 2006. This survey revealed that crime, and more pertinently anti-social behaviour was a prime concern for residents. The Council has taken notice of this by allocating extra resources to fund (in conjunction with Cleveland Police) Police Community Support Officers as well as improving the facilities for teenagers/children by providing a Youth Bus and extra money for Arlington Park/Castlegate Quay and Stockton International Riverside Festival.

The Council's capital strategy has recently been updated to reflect the Council's priorities. All capital schemes are appraised and prioritised to ensure they reflect the key investment requirements in the strategy.

The following table shows a high level summary of the approved three-year capital programme.

	<b>2007/08 Estimate £'000</b>	<b>2008/09 Estimate £'000</b>	<b>2009/10 Estimate £'000</b>
Children Services	16,030	1,129	0
Adult Services	964	250	0
Housing General Fund	13,361	6,656	3,888
Development & Neighbourhood	15,409	16,103	2,152
Leisure & Cultural Resources	3,600	2,400	1,000
	1,539	424	299
<b>Total Non-HRA</b>	<b>50,903</b>	<b>26,962</b>	<b>7,339</b>
HRA	16,916	9,812	11,125
<b>Total Capital Expenditure</b>	<b>67,819</b>	<b>36,774</b>	<b>18,464</b>

These sums include significant funds for regeneration and housing renewal in the Borough as well as money for improving the way the Council provides its services, and improvements to its leisure facilities.

The Council has also devolved a significant sum of money to ward councillors to be used for environmental improvements. Currently the Council is part way through a review of its accommodation needs. By identifying any under utilised assets the Council hopes to generate capital receipts that will be used to supplement future capital programmes.

DRAFT

## Section 9 – Improvement Action Plan

### Draft key improvement priorities 2007-2010

The priorities and objectives set out below are the key change and improvement areas for the council to deliver in relation to the policy platforms contained in the Community Strategy.

#### Children and Young People

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
1	Reduce inequalities in health outcomes for children and young people.	<ul style="list-style-type: none"> <li>▪ Reduce the under 18 conception rate through implementation of the Teenage Pregnancy Action Plan.</li> <li>▪ Increase the number of schools achieving the Healthy Schools Standard.</li> <li>▪ Reduce the impact of substance misuse through implementation of the Children and Young People Substance Misuse Action Plan</li> <li>▪ Finalise the Transforming School Meals &amp; Healthy Eating Strategy by April 2007 and implement 2007/09 action plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ BVPI 197 – Under 18 conception rate – reduce 1998 baseline of 48.3 per 1,000 by 50% by 2010.</li> <li>▪ All schools to achieve the Healthy School Standard by December 2009 (75% by summer 2007).</li> <li>▪ Increase the number of schools to achieve the Drugs Education Team Award: target of 80% by summer 2007</li> <li>▪ Halt the year on year rise in obesity among children under 11 by 2010.</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>



No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
2	Further improve the quality of support for the welfare and development of children in care.	<ul style="list-style-type: none"> <li>▪ Increase access to more specialist foster care placements and develop fostering support services.</li> <li>▪ Support the development of regional commissioning arrangements for specialist placements.</li> <li>▪ Develop procedures to support Implementation of the new Special Guardianship policy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ % children in care with 3 or more placements during the year – achieve &lt;10% 2007/08 and sustain at that level 2008-2010.</li> <li>▪ % children under 16 yrs in care for more than 2.5 years living in the same placement for at least 2 years – improve to 70% by 2008/09.</li> <li>▪ Procedures developed and in use to support new 'special guardianship' arrangements by 2007/08</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>
		<ul style="list-style-type: none"> <li>▪ Develop the Virtual School to raise achievement and standards for young people in care.</li> </ul>	<ul style="list-style-type: none"> <li>▪ BV 50 - % care leavers aged 16+ to have at least 1 GCSE or equivalent - improve to 70%+ during 2007-2009.</li> <li>▪ % children in care missing 25 + school days per year – sustain below 10%.</li> <li>▪ % young people in care, as ratio to % of all young people, in education, training or employment – 0.9 by 2008/09</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
			<ul style="list-style-type: none"> <li>▪ % children in care, as ratio to % of all children, given final warnings, reprimands and convictions - improve to &lt;2.0 for 2008/09.</li> <li>▪ % 16 yr old looked after children to achieve L2 threshold at Key Stage 4. – target of 16% for 2006/07 school year; 24% for 2007/08</li> <li>▪ % 11 yr old looked after children to achieve national expectations (L4+) in English and Maths. Target 37% for the 2006/07 school year; 18% for 2007/08</li> </ul>	CESC CCYP CESC CCYP CESC CCYP	CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's
3	Enhance safeguarding arrangements for children and young people, with a focus on preventative strategies.	<ul style="list-style-type: none"> <li>▪ Implement Information Sharing and Assessment projects (Information Sharing Index; Common Assessment Framework; Integrated Children's System) in line with national timescales and local project plans.</li> <li>• Develop and implement a Parenting Support strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information Sharing Index project to be completed by 2009.</li> <li>▪ Integrated Children's System to go live from April 2007.</li> <li>▪ Common Assessment Framework roll-out to commence April 2007; project completion by end of 2008 (current national deadline).</li> <li>▪ Parenting Support Strategy and action plan agreed by December 2007</li> </ul>	CESC CCYP CESC CCYP CESC CCYP CESC CCYP	CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's



No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
4	Continue to raise standards in schools and improve levels of attainment and achievement across key stages for all children.	<ul style="list-style-type: none"> <li>▪ Deliver the Building Schools for the Future (BSF) programme.</li> <li>▪ Sustain focus on improving achievement and standards across early years, primary and secondary and post 16 phases</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wave 6 of the national BSF programme has the following timeline anticipated: Strategy for change developed by summer 2008; Outline Business Case by spring 2009; contracts agreed in 2011/12 and first school open in 2012/13.</li> <li>▪ Foundation Stage. Achievement in Early Learning goals in Personal, Social &amp; Emotional Development 59% in 2007 60% in 2008</li> <li>▪ Key Stage 2 (KS2) level 4 or above: <ul style="list-style-type: none"> <li>- BV 40 - English 85% in 2007, 86% in 2008.</li> <li>- BV 41 - Maths 83% in 2007 and 86% in 2008</li> </ul> </li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>
		<ul style="list-style-type: none"> <li>▪ Continue focus on improving value added at Key Stage 3 through the LPSA2 target and the impact of the Secondary National Strategy.</li> <li>▪ Continue to review school organisation arrangements to secure sufficient school and nursery places.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Key Stage 3 Level 5 or above: <ul style="list-style-type: none"> <li>- BV 181a English 78% in 2007, 82% in 2008.</li> <li>- BV 181b - Maths 79% in 2007, 82% in 2008.</li> <li>- BV 181c - Science 76% in 2007, 80% in 2008.</li> <li>- BV 181d - ICT 76% in 2007 and maintain in 2008.</li> </ul> </li> <li>▪ Key Stage 3 average points score across the 3 core subjects 34.9 by summer 2007.( LPSA Target)</li> <li>▪ Key Stage 4 Level 2 Threshold: 58.8% in 2007, 61.9% in 2008.</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
			<ul style="list-style-type: none"> <li>▪ KS4 average point Score 364.4 in 2007, 378.4 in 2008.</li> <li>▪ BV 45 - Pupil absence (% half days missed): Primary - 4.74 % in 06/07 school year 4.79% in 07/08.</li> <li>▪ BV 46 - Pupil Absence (% half days missed) Secondary 6.65% in 06/07 school year. And 6.60% in 07/08.</li> <li>▪ Pupil Absence (% half days missed) Special Schools. 9.00% in 06/07 school year and 8.70% in 07/08</li> <li>▪ Maintain at 0 the number of LA maintained schools moving from level 3 of SRAS (Schools Requiring Additional Support) to an Ofsted inspection designation</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>
		<ul style="list-style-type: none"> <li>▪ Implement and manage the School Improvement Partner function within the context of Stockton's school improvement framework as part of the national third wave roll out.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain or reduce the number of permanent exclusions at no more than 23 per year.</li> <li>▪ School Improvement Partner function to be implemented in Primary and Special Schools from April 2008.</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Implement e-learning strategy across primary and secondary schools.</li>   <li>▪ Revised school admissions arrangements to take account of 'fair access' requirements of the 2006 Education Act.</li> </ul>	<ul style="list-style-type: none"> <li>▪ From April 2007, implement e-learning strategy across primary and secondary schools.</li>   <li>▪ The proportion of parents receiving first choice school place for their child to be sustained at a minimum of 98% in 2007/8 (Targets to be reviewed for 2009 onwards following implementation of new equal ranking arrangements.)</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>
5	<p>Improve outcomes for vulnerable groups through improved access to local integrated support and services.</p>	<ul style="list-style-type: none"> <li>▪ Roll out phases 1, 2 &amp; 3 of the strategy for Integrated Children's Services.</li>   <li>▪ Undertake review of Services for Children with Complex Needs</li>   <li>▪ Continue the programme for increased access to Children's Centres.</li>   <li>▪ Complete the roll out of Extended School Programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Phase 1 to be implemented by end of 2007. Phase 2 and 3 to be implemented by 2009.</li>   <li>▪ Complex Needs Review completed and recommendations agreed by Children's Trust board by December 2007, with action plan to be implemented from April 2008 onwards.</li>   <li>▪ Access to Children's Centres available for the 30% most disadvantaged areas by March 2008, and for the whole Borough by 2010.</li>   <li>▪ All schools to meet the 'full core offer' required for extended schools by 2010.</li> </ul>	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
6	Develop the range of support, guidance and positive activities available to young people.	<ul style="list-style-type: none"> <li>• Establish an integrated Youth Support service, as part of the rollout of integrated services programme.</li> <li>• Further develop outreach facilities including youth cafes and a youth bus.</li> <li>• Develop a new play strategy and action plan.</li> <li>• Develop a multi agency Young Persons Homeless Strategy</li> <li>• Review current Youth Information and Advice services to inform future commissioning decisions.</li> <li>• Improve facilities at playing pitches for youths and young people.</li> </ul>	<ul style="list-style-type: none"> <li>• % 16 – 18 yr olds NEETs (not in employment, education and training) to be reduced to a target of 7.9% by 2010.</li> <li>• 70% of vulnerable young people reaching statutory school leaving age between June 2004 and June 2007 to be engaged in education, employment or training for at least 16 hours in any week during 2007.</li> <li>• Play Strategy and action plan agreed by Summer 2007 with implementation during 2008.</li> <li>• Increase junior visits to leisure centres by at least 2% by March 2008 ( baseline 41,000 in 2005/6)</li> <li>• Young Persons Homelessness Strategy developed and agreed by December 2008.</li> <li>• Cease the use of Bed and Breakfast Accommodation for 16 and 17 year olds by 2010.</li> <li>• A 5 year improvement plan for playing pitches is developed in conjunction with friends groups, clubs and associations by June 2008.</li> </ul>	<p>CCYP</p> <p>CESC CCYP</p> <p>CESC CCYP</p> <p>DNS CALC</p> <p>CESC/DNS CCYP</p> <p>DNS CALC</p>	<p>SIP: Children's</p> <p>CYPP SIP: Children's</p> <p>CYPP SIP: Children's</p> <p>Leisure Strategy</p> <p>CYPP Homeless Strategy SIP: Children's Housing</p> <p>SIP: Direct Services</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
7	Ensure parents, carers (incl. young carers), children and young people are actively engaged in service development and review.	<ul style="list-style-type: none"> <li data-bbox="495 280 1068 416">▪ Embed the PIC network in service planning, consultation and review systems, annually as part of the Corporate Consultation strategy.</li> <li data-bbox="495 453 1068 517">▪ Extend direct payments for children and young people with a disability.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1090 280 1762 416">▪ All partnership groups linked to the CTB are able to demonstrate engagement with parents, carers, children and young people as appropriate.</li> <li data-bbox="1090 453 1762 588">▪ The number of direct payments to families and carers of children and young people will increase from the 2006 baseline of 29 to 50 by 2008.</li> </ul>	<p data-bbox="1845 280 1928 304">CESC</p> <p data-bbox="1845 344 1928 368">CCYP</p> <p data-bbox="1845 453 1928 477">CESC</p> <p data-bbox="1845 517 1928 541">CCYP</p>	<p data-bbox="2072 280 2154 304">CYPP</p> <p data-bbox="2018 344 2213 368">SIP: Children's</p> <p data-bbox="2072 453 2154 477">CYPP</p> <p data-bbox="2018 517 2213 541">SIP: Children's</p>

DRAFT



## Healthier Communities and Adults

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
8	Enable a greater proportion of vulnerable groups, including older people, those with learning disability and those with long-term needs, to maintain independence	<ul style="list-style-type: none"> <li>▪ Further develop access to assistive technology including telecare and remodelled community alarms.</li> <li>▪ Commission a broader range of services to support independent living.</li> <li>▪ Implement Falls Strategy and linked action plan 2007/09</li> <li>• Commission independent living services and specialist support packages for those with learning disability.</li> <li>▪ Improve response times for assessments and delivery of care packages.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase homes with assistive technology: target of 100 by April 2008.</li> <li>▪ BV 54 - Proportion of older people aged 65+ helped to live at home: increase to 100+ per 1,000 population by 07/08 and 105+ by 2009/10</li> <li>▪ Proportion of adults with learning disabilities helped to live at home to increase to 3.0+ per 1,000 population in 2008/09 and sustain at this level 0.</li> <li>▪ Scoping for Home improvement Agency to be completed by April 2008</li> <li>▪ Proportion of older people aged 65+ admitted permanently to residential or nursing care: reduce to less than 90 per 10,000 population in 07/08 and sustain.</li> <li>▪ Assessments completed within acceptable time limits to increase to 80%+ during 2007/08. (PAF D55)</li> </ul>	<p>CECSC</p> <p>CASH</p> <p>CECSC</p> <p>CASH</p> <p>CECSC</p> <p>CASH</p> <p>CECSC</p> <p>CASH</p> <p>CECSC</p> <p>CASH</p>	<p>SPP</p> <p>SIP: Adults</p> <p>SPP VA</p> <p>SIP: Adults</p> <p>SPP VA</p> <p>SIP: Adults</p> <p>SPP VA</p> <p>SIP: Adults</p> <p>SPP VA</p> <p>SIP: Adults</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Further develop the Carers Strategy to increase access to a range of support for carers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carers receiving services as % of clients receiving community based services: increase to min 9% during 2007/08 with target of 12% by 2009/10.</li> <li>▪ Care packages provided within 4 weeks from completion of assessment: achieve min 85% 2007/08 and improve to 90%+ by 2009/10.</li> <li>▪ Reduction of emergency bed days by 5% from 2005 to 2008.</li> </ul>	CESC CASH CESC CASH CESC CASH	VA / Carers Strategy SIP: Adults SPP VA SIP: Adults SPP VA SIP: Adults
9	Enable service users to make more informed choices about, and exercise greater control over, the services they receive.	<ul style="list-style-type: none"> <li>▪ Develop use of direct payments / personalised budgets across all users groups.</li> <li>▪ Commission a broader range of advocacy services, particularly for those with learning disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ BV 201 - Increase uptake of adults and older people receiving direct payments to 125+ 2007/08 and 135+ 2008/09.</li> <li>▪ Increase the proportion of clients with a learning disability with Person Centred Plans to 50% by March 2008 and 75% by 2010.</li> <li>▪ People receiving a statement of needs and how they will be met: sustain at 95%+ 2007-08 with target of 98%+ for 2009/10.</li> </ul>	CESC CASH CESC CASH CESC CASH	SPP VA SIP: Adults SPP VA/ Valuing People Frameworks/ LD Improvement Plan SIP: Adults SPP VA SIP: Adults

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Enhance the arrangements for engaging service users in the delivery, review and monitoring of services.</li> <li>▪ Improve transition arrangements for young people with complex needs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clients receiving a review: improve to 78%+ 2007/08 and sustain within 78% to 85%.</li> <li>▪ Transition plans to be in place for all those with complex needs transferring to adult services by the end of 2008/09.</li> </ul>	CESC CASH CESC CASH	SPP VA SIP: Adults SPP VA SIP: Adults
10	Reduce inequalities through improved access to housing, training and employment support and learning opportunities.	<ul style="list-style-type: none"> <li>▪ Agree and implement the Supporting People post inspection Improvement Plan.</li> <li>▪ Improve access to supported living for vulnerable groups, including Extra Care provision.</li> <li>▪ Increase the number of people supported through the WORKSTEP contract, particularly within NR areas.</li> <li>▪ Provide more training and employment places for vulnerable groups.</li> <li>▪ Develop skills in key services to promote good practice in supporting people into employment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supporting People improvement plan to be agreed and implemented from June 2007</li> <li>▪ 50 more Extra Care places to be available by 2010.</li> <li>▪ Increase the proportion of learning disabled people aged 18 – 64 in paid work to 0.6 per 1,000 by 2008</li> <li>▪ A minimum of 12 people from the 'STEPS team' and/or from 'Day Services team' to receive the Systematic Instruction training by the end of 2007/08.</li> </ul>	CESC CASH CESC CASH CESC CASH CESC CASH	SPP SIP: Adults SPP SIP: Adults SPP VA SIP: Adults SPP VA SIP: Adults

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Establish the Adult Learning Partnership</li> <li>▪ Increase the participation and achievement of disabled learners in adult education courses.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adult Learning Partnership in place by July 2007</li> <li>▪ Targets in Adult Education Service Development Plan are achieved.</li> </ul>	<p>CEC CASH CEC CASH</p>	<p>LDP SIP: Adults LDP SIP: Adults</p>
11	Support measures to improve the health and wellbeing of adults and older people.	<ul style="list-style-type: none"> <li>▪ Implement Health projects in targeted neighbourhood renewal areas.</li> <li>▪ Increase the numbers of people who access the smoking cessation service.</li> <li>▪ Increase access to opportunities for sport and physical activity.</li> <li>▪ Improve access to support services relating to substance misuse.</li> <li>▪ Improve access to social, leisure and cultural activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase the numbers of people using the smoking cessation service and who are still 'quitters' after 4 weeks to 62% in 2007/08.</li> <li>▪ Reduce the gap in standard mortality rate between NR areas and the rest by 10% by 2010.</li> <li>▪ Increase the % of adults participating in at least 30 minutes of moderately intensity sport and physical activity on 5 or more days each week on average over a year to 30% in 2007 ( LPSA Target )</li> <li>▪ Increase the participation of problem drug users in drug treatment programmes from 380 ( 1998 baseline) to 1020 ( target for 07/08)</li> <li>▪ Increase year on year the proportion of problem drug users sustaining or successfully completing treatment programmes, from 47% ( baseline for 2003/04) to 55% (target for 07/08)</li> <li>▪ Provide a minimum of 3 low or nil cost events per year.</li> <li>▪ Increase attendance at leisure centres by 2% each year.</li> </ul>	<p>CEC CASH CEC CASH CEC CASH CEC CASH DNS DNS</p>	<p>DAT Plan SIP; Adults SIP: Adults SIP: Adults DAT Plan SIP Adults DAT Plan SIP: Adults Leisure Strategy SIP: Arts and Culture</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
12	Develop the Partnership arrangements to support implementation of the Adults Vision and the Health and Wellbeing requirements of the White Paper 'Strong and Prosperous Communities'	<ul style="list-style-type: none"> <li>▪ Implement recommendations from review of Adult Care Planning Group undertaken in spring 2007.</li> <li>▪ Develop and consult on a strategy for establishing improved local access to integrated services.</li> <li>▪ Work on the Integrated Services Profiles Project to be completed during 2007/08 to support the IS strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Governance and accountability arrangements for the Partnership and its sub-groups are clarified and agreed by December 2007</li> <li>▪ The role and remit of the Partnership is successfully developed during 2007/08 to take account of requirements emerging from the White Paper.</li> <li>▪ An integrated performance management framework for the Partnership is agreed by April 2008</li> <li>▪ An Integrated Services Area strategy is agreed during 2007 for phased implementation of any recommendations from 2008.</li> </ul>	<p>CESC</p> <p>CASH</p> <p>CESC</p> <p>CASH</p> <p>CESC</p> <p>CASH</p>	<p>VA</p> <p>SIP: Adults</p> <p>VA</p> <p>SIP: Adults</p> <p>VA</p> <p>SIP: Adults</p> <p>VA</p> <p>SIP: Adults</p>
13	Extend access to a range of cultural experiences	<ul style="list-style-type: none"> <li>▪ Continue to develop SIRF as a leading international festival.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustain SIRF visitor satisfaction above 90% each year.</li> <li>▪ Increase SIRF carnival participation by: 1000 in 2007, 1100 in 2008, and 1200 in 2009.</li> </ul>	<p>CESC</p> <p>CALC</p> <p>CESC</p> <p>CALC</p>	<p>Leisure Strategy</p> <p>SIP: Arts &amp; Culture</p> <p>Leisure Strategy</p> <p>SIP: Arts &amp; Culture</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li data-bbox="495 280 1068 344">▪ Establish Centre for International Street Arts as a permanent local facility.</li>   <li data-bbox="495 485 1068 580">▪ Further development of the Cultural Quarter to strengthen the arts infrastructure.</li>   <li data-bbox="495 721 1068 849">▪ Develop the strategy for the future development of the Library Service and sustain progress on Public Library Service Standards.</li>   <li data-bbox="495 970 1068 1034">▪ Complete work on improvements to Preston Hall Museum by 2008/09</li>   <li data-bbox="495 1098 1068 1193">▪ Further develop the 'Museum on the move' to support a community programme.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1090 280 1762 344">▪ Permanent Street Arts Centre established by 2009.</li>   <li data-bbox="1090 485 1762 549">▪ Advice, support and training provided for 50 Art businesses by 2010.</li>   <li data-bbox="1090 721 1762 785">▪ Library Review completed and strategy agreed by December 2007.</li>   <li data-bbox="1090 849 1762 912">▪ Sustain 9 out of 10 Public Library Standards in 2007/08.</li>   <li data-bbox="1090 1034 1762 1129">▪ BV 170a - Number of visits to and usage of museums to increase to 630 per 1,000 population in 2007/08.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1807 280 1942 312">CESC</li> <li data-bbox="1807 344 1942 376">CALC</li>   <li data-bbox="1807 485 1942 517">CESC</li> <li data-bbox="1807 549 1942 580">CALC</li>   <li data-bbox="1807 721 1942 753">CESC</li> <li data-bbox="1807 785 1942 817">CALC</li>   <li data-bbox="1807 970 1942 1002">CESC</li> <li data-bbox="1807 1034 1942 1066">CALC</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="2036 280 2192 344">Leisure Strategy</li> <li data-bbox="2036 376 2192 440">SIP: Arts &amp; Culture</li>   <li data-bbox="2036 485 2192 549">Leisure Strategy</li> <li data-bbox="2036 580 2192 644">SIP: Arts &amp; Culture</li>   <li data-bbox="2036 721 2192 785">Leisure Strategy</li> <li data-bbox="2036 817 2192 880">SIP: Arts &amp; Culture</li>   <li data-bbox="2036 970 2192 1034">Leisure Strategy</li> <li data-bbox="2036 1066 2192 1129">SIP: Arts &amp; Culture</li> </ul>

## Community Safety

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
14	Reduce Crime and the fear of Crime	<ul style="list-style-type: none"> <li>▪ Deliver Community safety priorities in partnership with Safer Stockton partnership</li> <li>▪ Develop policies to design out crime in new planning developments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduce total crime by 15% from the 2003/04 baseline by March 2008</li> <li>▪ Achieve 80% of targets in the community safety plan by March 2008</li> <li>▪ Policies included in the Core Strategy Local Development Framework adopted by October 2009 and Residential Design Guide SPD adopted and implemented by January 2009</li> <li>▪ BV 215a - Non-DNO street light faults repaired in 4.5 days</li> </ul>	<p>DNS</p> <p>CCSP</p> <p>CSIN</p> <p>DNS</p> <p>CCSP</p> <p>CSIN</p> <p>DNS</p> <p>CCSP</p> <p>CSIN</p>	<p>CS Plan</p> <p>SIP: Community Protection</p> <p>LDF</p> <p>SIP: Planning</p> <p>CS Plan</p> <p>SIP: Technical Services</p>
15	Reduce anti-social behaviour and offensive incidents	<ul style="list-style-type: none"> <li>• Tackle and prevent anti-social behaviour and offensive incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce re-offending rates amongst young offenders (LPSA 4)</li> <li>• BV 174 – The number of racial incidents recorded by the Authority per 100,000 population</li> </ul>	<p>CESC</p> <p>CCYP</p> <p>CSIN</p> <p>DNS</p> <p>CCSP</p> <p>CSIN</p>	<p>CS Plan</p> <p>SIP: Children's</p> <p>CS Plan</p> <p>SIP: Community Protection</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Develop Domestic Violence Strategy.</li> <li>▪ Deliver the Respect Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• BV 175 – The percentage of racial incidents that resulted in further action</li> <li>• Domestic Violence Strategy to be in place by March 2008.</li> <li>• Maintain satisfaction rating of anti-social behaviour service as excellent or good service at 88%.</li> <li>• Increase number of assisted arrests arising from CCTV monitoring by 5% per year from baseline of 156 by March 2008 (181 in 2007/08)</li> </ul>	DNS CCSP CSIN DNS CCSP CSIN DNS CCSP CSIN	CS Plan SIP: Community Protection CS Plan SIP: Community Protection CS Plan SIP: Community Protection CS Plan SIP: Community Protection



No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
16	Reduce the impact of drug and alcohol misuse on our communities	<ul style="list-style-type: none"> <li data-bbox="495 280 1068 344">▪ Reduce alcohol-related anti social behaviour by children and young people</li>   <li data-bbox="495 480 1068 544">▪ Increase effective action against supply of drugs and alcohol.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1090 280 1762 312">▪ Undertake at least 10 test purchases a year</li>   <li data-bbox="1090 480 1762 544">▪ Number of arrests increased by 5% per year from baseline of 139.</li> </ul>	DNS CASH  DNS CCSP	DAT Plan  SIP: Adults, Community Protection  DAT Plan  SIP: Community Protection
17	Ensure our residents are safe	<ul style="list-style-type: none"> <li data-bbox="495 691 1068 786">▪ Promote a fair and equitable market place providing protection for consumers</li>   <li data-bbox="495 1169 1068 1233">▪ Reduce Road Casualties through road safety schemes</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1090 691 1762 754">▪ Carry out 100% of inspections of high risk premises.</li>   <li data-bbox="1090 898 1762 962">▪ Deliver Trading Standards Delivery Plan by March 2008</li>   <li data-bbox="1090 1026 1762 1090">▪ Deliver Food Safety enforcement Plan by March 2008</li>   <li data-bbox="1090 1169 1762 1233">▪ 98% of programmed LTP schemes are delivered.</li> </ul>	DNS CCSP  DNS CCSP  DNS CCSP  DNS CRT	SIP: Community Protection  SIP: Community Protection  SIP: Community Protection  Local Transport Plan  SIP: Technical Services



## Economic Regeneration and Transport

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
18	Support an economy which attracts investment and promotes business growth	<ul style="list-style-type: none"> <li>▪ Work with key stakeholders to attract visitors to Stockton Town Centre as lively and safe destination to shop and visit.</li> <li>▪ Encourage and support residents to start their own business</li> <li>▪ Develop a comprehensive Development Strategy for the Borough</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase number of visitors/enquiries to Stockton Tourist Information Centre by 500 per year</li> <li>▪ Increase satisfaction with Stockton Markets from the 2005 baseline of 52% to 57% by March 2008</li> <li>▪ Develop a programme of events on and around the high street by March 2008</li> <li>▪ Increase number of VAT registrations from 3130 (in 2005) to 3165 by April 2008</li> <li>▪ Guidance updated and included in Local Development Framework Core Strategy by October 2009</li> </ul>	<p>DNS CALC</p> <p>DNS CALC</p> <p>DNS CALC</p> <p>DNS CRT</p> <p>DNS CRT</p>	<p>SIP: Regeneration &amp; Economic Development</p> <p>SIP: Regeneration &amp; Economic Development</p> <p>SIP: Regeneration &amp; Economic Development</p> <p>SIP: Regeneration &amp; Economic Development</p> <p>LDF SIP: Planning</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
19	Tackle worklessness by removing barriers to employment and enterprise	<ul style="list-style-type: none"> <li>Reduce the gap in employment rates between the Borough average and regeneration areas, whilst maintaining Borough average</li> </ul>	<ul style="list-style-type: none"> <li>Employment opportunities to increase from 7 in 2004/05 to 100 by March 2009.</li> </ul>	DNS CRT CSIN	SIP: Regeneration & Economic Development
			1% reduction by March 2008 from baselines <ul style="list-style-type: none"> <li>Stockton Average 72.45</li> <li>Regeneration Areas 53%</li> </ul>	DNS CRT CSIN	SIP: Regeneration & Economic Development
		<ul style="list-style-type: none"> <li>Provide training and employment opportunities for young people in Housing Regeneration areas through construction skills programme.</li> </ul>	<ul style="list-style-type: none"> <li>12 young people to benefit each year from training and employment opportunities.</li> </ul>	DNS CRT CSIN	SIP: Regeneration & Economic Development, Housing
20	Revitalise the Borough's Town Centres	Develop Stockton Town Centre Southern Gateway development	Re-alignment of Riverside Road and Food store developed by March 2010	DNS CRT	LDF Local Transport Plan
		<ul style="list-style-type: none"> <li>Thornaby Town Centre Regeneration Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Thornaby town Centre development completed by March 2009</li> </ul>	DNS CRT	LDF Local Transport Plan
		<ul style="list-style-type: none"> <li>Billingham Town Centre regeneration scheme</li> </ul>	<ul style="list-style-type: none"> <li>Regeneration Scheme agreed by May 2008</li> </ul>	DNS CRT	LDF Local Transport Plan

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
21	Contribute to the Regeneration of the Tees Valley Urban Core through the Stockton Middlesbrough initiative	<ul style="list-style-type: none"> <li>▪ Deliver a city scale riverside environment at the urban core of the Tees Valley</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement SMI Promotion and Marketing plan by March 2010</li> <li>▪ Environmental and Core 'Green, Blue Heart' feasibility study complete by March 2010</li> <li>▪ Facilitate implementation of the North Shore development scheme by March 2010</li> </ul>	DNS CRT DNS CRT DNS CRT	SIP: Regeneration and Economic Development LDF SIP: Regeneration and Economic Development SIP: Regeneration and Economic Development
22	Provide a sustainable and effective transport framework to support economic regeneration	<ul style="list-style-type: none"> <li>▪ Develop Area transport model in partnership with Joint Strategy unit</li> </ul>	<ul style="list-style-type: none"> <li>▪ North shore footbridge Complete by Dec 2008</li> <li>▪ Area transport model developed by March 2008</li> </ul>	DNS CRT DNS CRT	Local Transport Plan SIP: Regeneration and Economic Development, Technical Services Local Transport Plan SIP: Technical Services

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li data-bbox="504 486 1059 550">▪ Develop Stockton Middlesbrough Initiative Road Network Action Plan</li>   <li data-bbox="504 893 1059 1029">▪ Improve accessibility for work, leisure, retail and health via transport links, through development of Tees Valley Bus Network review.</li> </ul>	<p data-bbox="1099 284 1731 316">Transport Action Plan developed by March 2008</p> <ul style="list-style-type: none"> <li data-bbox="1099 486 1731 582">▪ BV224b – un-classified roads requiring maintenance to be at 7% or below by March 2008</li>   <li data-bbox="1099 694 1731 790">▪ BV223– Principal Roads requiring structural maintenance to be at 12% or below by March 2008</li>   <li data-bbox="1099 893 1731 965">▪ Tees Valley bus network bid to be submitted to GONE/DfT for programme entry by July 2007.</li> </ul>	<p data-bbox="1854 284 1921 316">DNS</p> <p data-bbox="1854 351 1921 383">CRT</p> <p data-bbox="1854 486 1921 518">DNS</p> <p data-bbox="1854 553 1921 585">CRT</p> <p data-bbox="1854 694 1921 726">DNS</p> <p data-bbox="1854 761 1921 793">CRT</p> <p data-bbox="1854 893 1921 925">DNS</p> <p data-bbox="1854 960 1921 992">CRT</p>	<p data-bbox="2020 284 2204 347">Local Transport Plan</p> <p data-bbox="2020 383 2204 446">SIP: Technical Services</p> <p data-bbox="2020 486 2204 550">Local Transport Plan</p> <p data-bbox="2020 585 2204 649">SIP: Technical Services</p> <p data-bbox="2020 694 2204 758">Local Transport Plan</p> <p data-bbox="2020 793 2204 857">SIP: Technical Services</p> <p data-bbox="2020 893 2204 957">Local Transport Plan</p> <p data-bbox="2020 992 2204 1056">SIP: Technical Services</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
23	Ensure good and sustainable design in regeneration schemes and new developments	<ul style="list-style-type: none"> <li>▪ Section 106 agreements support sustainable developments and transport network.</li>   <li>▪ Introduce Urban Design Challenge process for schemes by July 2007</li>   <li>▪ Improve guidance available to residents and developers in submitting applications.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% of major planning applications considered for traffic impact.</li>   <li>▪ Meet government targets in determining Planning applications (BV 109) <ul style="list-style-type: none"> <li>– Majors 60%</li> <li>– Minors 65%</li> <li>– Others 80%</li> </ul> </li>   <li>▪ On-line applications increased from 1% to 20% by 2010</li> </ul>	<p style="text-align: center;">DNS  CRT   DNS  CRT</p>	<p style="text-align: center;">Local Transport Plan  SIP: Planning, Technical Services  SIP: Planning</p>

## Liveability (including environment, housing and civic renewal)

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
24	Tackle climate change and improve the quality and security of the environment for current and future generations	<p>Develop planning policies for sustainable developments in energy efficiency, production and use and sustainable building materials and techniques</p> <ul style="list-style-type: none"> <li>▪ Reduce negative impact and maximise improvements to the Environment through our Environmental Policy</li> <li>▪ Implement Climate Change Action Plan for the Borough</li> <li>▪ Reduce consumption of non-renewable energy and pollution emission by Council staff</li> </ul> <p>Develop strategies to reduce energy consumption and examine renewable energy options</p>	<ul style="list-style-type: none"> <li>▪ LDF Core Strategy developed by October 2009</li> <li>▪ Eco-footprinting methodology is in place by September 2007</li> <li>▪ Environmental Policy adopted by April 2007</li> <li>▪ 10% Improvement in energy efficiency of council buildings from 2005 levels</li> <li>▪ Reduce total carbon emissions in the Borough by 8.75% from 2000 levels by 2012</li> <li>▪ Reduce business miles travelled by 5% from 2005 baseline by March 2010</li> </ul> <p>Strategy produced by December 2007</p>	<p>DNS CE</p> <p>DNS CE</p> <p>DNS CE</p> <p>DNS CE</p> <p>DNS CE CMT</p> <p>DNS CE</p>	<p>SIP: Planning</p> <p>SIP: Technical Services</p> <p>SIP: Technical Services</p> <p>SIP: Technical Services</p> <p>SIP: Technical Services</p> <p>SIP: Technical Services</p>



No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Develop Street lighting improvement plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Street lighting improvement plan developed by October 2007 and approved by November 2007.</li> </ul>	DNS CE	SIP: Technical Services
25	Make Stockton a cleaner, greener place to live, work and visit	<ul style="list-style-type: none"> <li>▪ Maintain the cleanliness of the Borough</li> <li>▪ Reduce impact of waste on the environment through promotion of re-use, reduction and recycling initiatives</li> <li>▪ Develop Planning policies and guidance which encourage sustainable production and promote reduction and recycling of waste</li> </ul>	<ul style="list-style-type: none"> <li>▪ Missed bin performance to be maintained within top 10% of local authority comparator level.</li> <li>▪ Reported incidents of Fly tipping removed within 1 day of reporting.</li> <li>▪ BV 199a 5% maximum of relevant land and highways that is assessed as having combined levels of litter and detritus that fall below an acceptable level</li> <li>▪ Increase recycling and composting levels to 30% by 2010</li> <li>▪ Extension of Green waste household collection scheme to all houses with a garden by April 2007</li> </ul>	DNS CE DNS CE DNS CE DNS CE	SIP: Direct Services SIP: Direct Services SIP: Direct Services JWS SIP: Direct Services JWS SIP: Direct Services, Planning

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
26	Provide attractive and safe parks, open spaces and cemeteries	<ul style="list-style-type: none"> <li data-bbox="501 280 1061 344">▪ Develop a strategic vision for parks and green space management</li>   <li data-bbox="501 552 1061 647">▪ Develop 5-year improvement plan for the Borough's cemeteries and closed churchyards</li>   <li data-bbox="501 895 1061 1126">▪ Prepare and adopt Open Space and Landscaping SPD to provide guidance and standards for the provision and maintenance of open spaces, recreational facilities and landscaping in new developments to meet local needs and aspirations</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1097 280 1749 312">▪ Strategy developed By March 2008</li>   <li data-bbox="1097 416 1749 480">▪ Achieve 'green flag' standard in 5 of our parks by March 2009</li>   <li data-bbox="1097 552 1749 616">▪ Cemetery policies reviewed and action plan developed by March 2008.</li>   <li data-bbox="1097 759 1749 823">▪ Memorial Safety inspection programme in place by September 2007</li>   <li data-bbox="1097 895 1749 927">▪ SPD Adopted By January 2009</li> </ul>	<p data-bbox="1850 280 1921 312">DNS</p> <p data-bbox="1850 344 1921 376">CE</p> <p data-bbox="1850 416 1921 448">DNS</p> <p data-bbox="1850 480 1921 512">CE</p> <p data-bbox="1850 552 1921 584">DNS</p> <p data-bbox="1850 616 1921 647">CE</p> <p data-bbox="1850 759 1921 791">DNS</p> <p data-bbox="1850 823 1921 855">CE</p> <p data-bbox="1850 895 1921 927">DNS</p> <p data-bbox="1850 959 1921 991">CE</p>	<p data-bbox="2018 280 2197 344">SIP: Direct Services</p> <p data-bbox="2018 416 2197 480">SIP: Direct Services</p> <p data-bbox="2018 552 2197 711">SIP: Direct Services, Performance and Business Services</p> <p data-bbox="2018 759 2197 823">SIP: Direct Services</p> <p data-bbox="2018 895 2197 991">SIP: Direct Services, Planning</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
27	Deliver quality and choice in the housing market and address housing market failure	<ul style="list-style-type: none"> <li data-bbox="501 280 1061 443">▪ Increase access to quality and affordable accommodation through: provision of decent council properties and advice and assistance on housing benefit issues</li>   <li data-bbox="501 1018 1021 1078">▪ Progress Regeneration of Hardwick, Parkfield and Mandale</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1097 280 1711 379">▪ BV 184a - Reduce number of non-decent council owned properties to 23% by March 2008 and 0% by 2010/11</li>   <li data-bbox="1097 587 1756 686">▪ BVPI 78 a - Average time taken for all Housing Benefit and Council Tax Claims (HB &amp; CTC) submitted reduced to 29 days in 2007/08.</li>   <li data-bbox="1097 762 1765 893">▪ BVPI 78 b - Average processing time taken for all written notifications of changes to a HB/CTC claimants circumstance that require a new decision reduced to 9 days in 2007/08.</li>   <li data-bbox="1097 922 1715 983">▪ Implement choice based lettings scheme by 2010</li>   <li data-bbox="1097 1018 1747 1078">▪ At least 44 homeowners in regeneration areas benefit from home ownership schemes</li>   <li data-bbox="1097 1114 1715 1174">▪ Demolish 677 obsolete houses in Hardwick, Parkfield and Mandale by March 2010.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1854 280 1917 309">DNS</li> <li data-bbox="1863 344 1908 373">CH</li>   <li data-bbox="1854 587 1917 616">DNS</li> <li data-bbox="1863 651 1908 679">CH</li>   <li data-bbox="1854 762 1917 791">DNS</li> <li data-bbox="1863 826 1908 855">CH</li>   <li data-bbox="1854 922 1917 951">DNS</li> <li data-bbox="1863 986 1908 1015">CH</li>   <li data-bbox="1854 1114 1917 1142">DNS</li> <li data-bbox="1863 1177 1908 1206">CH</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="2016 280 2172 341">Housing Strategy</li> <li data-bbox="2016 376 2213 437">Tristar Business Plan</li> <li data-bbox="2016 472 2204 501">SIP: Housing</li>   <li data-bbox="2016 587 2172 647">Housing Strategy</li> <li data-bbox="2016 683 2204 711">SIP: Housing</li>   <li data-bbox="2016 762 2172 823">Housing Strategy</li> <li data-bbox="2016 858 2204 887">SIP: Housing</li>   <li data-bbox="2016 922 2172 983">Housing Strategy</li> <li data-bbox="2016 1018 2204 1046">SIP: Housing</li>   <li data-bbox="2016 1114 2172 1174">Housing Strategy</li> <li data-bbox="2016 1209 2204 1238">SIP: Housing</li> </ul>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Develop housing policies in Local Development Framework Core Strategy and Regeneration DPD's to encourage affordable and special needs housing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase the % of voluntary and community governance agreements to 75% by 2010.</li> <li>▪ Core Strategy adopted by October 2009,</li> <li>▪ Regeneration DPD by April 2010</li> </ul>	DNS CH DNS CH DNS CRT	Housing Strategy SIP: Regeneration and Economic Development Housing Strategy SIP: Housing Housing Strategy SIP: Planning
28	Prevent homelessness.	<ul style="list-style-type: none"> <li>▪ Undertake strategic review of Homelessness in the Borough, including preventative measures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Homelessness strategic action plan in place by April 2008</li> <li>• BVPI 213 - no. of households who consider themselves homeless who approached LA council advice and for whom housing advice casework intervention resolved their situation – 105 by March 2008.</li> </ul>	DNS CH DNS CH	Homelessness Strategy SIP: Housing Homelessness Strategy SIP: Housing

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Review temporary accommodation provision in the Borough and develop action plan.</li> </ul>	<ul style="list-style-type: none"> <li>• BVPI 183a - reduce average length of stay in B&amp;B accommodation of households which include dependent children or a pregnant woman to 1.5 weeks in 2007/08.</li> <li>• BVPI 183b - Average length of stay in hostel accommodation of households which include dependant children or a pregnant woman to 8 weeks in 2007/08.</li> </ul>	DNS CH DNS CH	Homelessness Strategy SIP: Housing Homelessness Strategy SIP: Housing

DRAFT

## Organisational and operational effectiveness – Focus on Residents and Customers

No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
29	Improve Access to Services	<ul style="list-style-type: none"> <li>▪ Complete phase 1 of the Access to Services programme</li> <li>▪ Develop and launch stage two of the Customer First programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appoint Customer Services Management Team by June 2007</li> <li>▪ Open Telephone Contact Centre by January 2008</li> <li>▪ Open Thornaby Multi-service Centre by December 2008</li> <li>▪ Stage 2 of Customer First Programme launched June 2007</li> </ul>	<p>Resources; All</p> <p>Resources; DNS; All</p> <p>Resources; DNS; All</p> <p>DNS; All</p>	<p>ASS SIP: Resources</p> <p>ASS SIP: Resources</p> <p>SIP: Resources</p> <p>SIP: Performance and Business Services</p>

## Organisational and operational effectiveness – Leadership and effective partnerships

No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
30	Build organisational leadership and management capacity	<ul style="list-style-type: none"> <li>▪ Deliver Extended Management Team and Setting the Standard programmes for 2007/08</li> <li>▪ Review the Management Development Programme in light of the work undertaken by the Improvement Partnership and Planning for the Future 3.</li> <li>▪ Planning for the future 3 (review management and leadership requirements and structures)</li> <li>▪ Develop/source training for managers in political sensitivity, harnessing innovation and business process re-engineering to enhance efficiency of organisation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 Setting the Standards and 8 Extended Management Team meetings in 2007/08.</li> <li>▪ New Management Development Programme in place by March 2008</li> <li>▪ Complete by March 2008</li> <li>▪ Training developed/sourced by June 2007.</li> </ul>	PPC CDL Resources CDL Resources; PPC Resources; PPC POG CDL	SIP: Resources SIP: Resources
31	Enhance member development	<ul style="list-style-type: none"> <li>▪ Achieve Chartered Status for Member Learning and Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve Chartered Status for Member Learning and Development by September 2007</li> </ul>	LD CDL	SIP: LD

No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
32	Enhance local democracy	<ul style="list-style-type: none"> <li>▪ Implement Local Government White Paper:               <ul style="list-style-type: none"> <li>- Community Call for Action</li> <li>- Enhanced scrutiny of partners</li> <li>- Area based scrutiny</li> <li>- New executive leadership model</li> <li>- Enhanced Standards Committee role</li> </ul> </li> <li>▪ Implement recommendations of Ethical Governance audit light touch health check</li> <li>▪ Meet the requirements of the Electoral Administration Act</li> <li>▪ To meet the Electoral Commission performance standards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation completed within government deadlines yet to be set</li> <li>▪ Recommendations implemented by May 2008</li> <li>▪ May 2007 Election results declared and new administration formed by 23rd May</li> <li>▪ Subject to confirmation of final standards</li> </ul>	<p>LD</p> <p>CAI CDL</p> <p>LD</p> <p>CAI CDL</p> <p>CMT</p> <p>CL CDL</p> <p>LD</p> <p>CAI CDL</p>	<p>SIP: LD</p> <p>SIP: LD</p> <p>SIP: LD</p> <p>SIP: LD</p>
33	Strengthen community leadership role of Stockton Renaissance (LSP)	<ul style="list-style-type: none"> <li>▪ Develop new Community Strategy</li> <li>▪ Implement recommendations from peer review of Stockton Renaissance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Strategy agreed by Stockton Renaissance by October 2007</li> <li>▪ Renaissance peer review recommendations implemented by June 2008</li> </ul>	<p>PPCI</p> <p>CL</p> <p>All</p> <p>CL</p>	<p>SIP: PPC</p> <p>SIP: PPC</p>



No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Develop revised Local Area Agreement</li>   <li>▪ Implement changes to LSP role and remit and the “duty to cooperate”</li>   <li>▪ Develop Community Cohesion Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revised Local Area Agreement agreed by Stockton Renaissance by April 2008</li>   <li>▪ Changes implemented within government set timescales still to be determined</li>   <li>▪ Community Cohesion Strategy agreed by Stockton Renaissance by September 2007</li> </ul>	<p>All</p> <p>CL, CDL</p> <p>PPCI</p> <p>PPC CSIN CDL</p>	<p>SIP: PPC</p> <p>SIP: PPC</p> <p>SIP: PPC</p>
34	Strengthen the Council's approach to Partnership Working	<ul style="list-style-type: none"> <li>▪ Continue roll out of partnership health checks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programme of health checks to be finalised in April 2007</li>   <li>▪ Undertaken Health checks and produce action plans as per programme for 2007/08</li> </ul>	Resources All	SIP: Resources

## Organisational and operational effectiveness – Performance and Resource Management

No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
35	Maintain Council's "4 star" CPA rating	<ul style="list-style-type: none"> <li>▪ Ensure Council continues to be recognised as one of the best in the country through CPA "the harder test"</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain or improve on all service block scores in 2007</li> <li>▪ Achievement of aim of top rating for Corporate Assessment and Joint Area Review</li> <li>▪ Maintain direction of travel rating</li> <li>▪ Achieve promising or excellent prospects in all service inspections</li> </ul>	<p>All</p> <p>CAII</p> <p>All</p> <p>CAII</p> <p>All</p> <p>CAII</p> <p>All</p> <p>CAII</p>	<p>SIP: PPC</p> <p>SIP: PPC</p> <p>SIP: PPC</p> <p>SIP: PPC</p>
36	Improve operational efficiency	<ul style="list-style-type: none"> <li>• Achievement of efficiency targets highlighted by the Gershon review of public service efficiency:</li> <li>▪ Develop Stockton – Darlington partnership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gershon savings of 2.5% for 2007/08</li> <li>▪ Gershon savings to be determined following the Comprehensive Spending Review 2007</li> <li>▪ Complete detailed business case for Stockton – Darlington Partnership by Sept 2007.</li> </ul>	<p>Resources, All</p> <p>CL</p> <p>Resources, All</p> <p>CL</p> <p>Resources, All</p> <p>CL</p>	<p>SIP: All</p> <p>SIP: All</p> <p>SIP: Resources</p>
No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
		<ul style="list-style-type: none"> <li>▪ Review Medium Term Financial Plan</li> </ul>	Complete MTFP review by March 2008.	Resources, All	SIP:

		(MTFP) in light of Comprehensive Spending Review 07		CL	Resources
		<ul style="list-style-type: none"> <li>Undertake Value for Money Reviews</li> </ul>	<ul style="list-style-type: none"> <li>2007/08 programme of Value for Money reviews complete by May 2008.</li> </ul>	Resources, All	SIP: Finance, All
				CL	
37	Improve Council's performance and programme management frameworks	<ul style="list-style-type: none"> <li>Re-launch the project management framework</li> <li>Develop project management training</li> <li>Integrate project monitoring into the Council's Performance Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>Revised Project Management Framework in place May 07</li> <li>Revised training for project management developed by June 07</li> <li>Performance Management Framework updated to include monitoring of key projects by July 07</li> </ul>	Resources, PPC, CL	SIP: Resources
				Resources, PPC, CL	SIP: Resources
				Resources, PPC, All	SIP: Resources
				CL	
38	Strengthen Council's approach to information governance	<ul style="list-style-type: none"> <li>Develop and implement programme of training in data quality to support data quality framework</li> </ul>	<ul style="list-style-type: none"> <li>90% staff responsible for data quality trained</li> </ul>	POG Resources	SIP: Resources
		<ul style="list-style-type: none"> <li>Complete Records Audit to establish data baseline for developing Records</li> </ul>	<ul style="list-style-type: none"> <li>Complete audit by July 2007</li> </ul>	CDL	
				Resources, All	SIP: Resources

		<p>Management System</p> <ul style="list-style-type: none"> <li>Conduct a Records Management pilot project</li> </ul>	<ul style="list-style-type: none"> <li>Pilot Records Management project completed by July 2007</li> </ul>	<p>CDL</p> <p>Resources, All</p> <p>CDL</p>	<p>SIP:</p> <p>Resources</p>
39	Improve Council's approach to Asset Management	<ul style="list-style-type: none"> <li>Review of office accommodation / property management</li> </ul>	<ul style="list-style-type: none"> <li>Initial review complete and proposals reported to CMT by October 07</li> </ul>	<p>Resources</p> <p>All</p>	<p>SIP:</p> <p>Resources</p>
40	ICT Transformation	<ul style="list-style-type: none"> <li>Develop a new ICT strategy</li> <li>Enable employees to work flexibly through technology</li> <li>Implement new firewall infrastructure</li> <li>Design ICT architecture refresh</li> </ul>	<ul style="list-style-type: none"> <li>ICT strategy agreed by July 07</li> <li>Pilot flexible working solutions from July 2007</li> <li>New firewall infrastructure complete by June 2007</li> <li>ICT architecture design complete by March 2008</li> </ul>	<p>Resources; All</p> <p>CDL</p> <p>Resources; All</p> <p>CDL</p> <p>Resources;</p> <p>CDL</p> <p>Resources;</p> <p>CDL</p> <p>Resources;</p>	<p>SIP:</p> <p>Resources</p> <p>SIP:</p> <p>Resources</p> <p>SIP:</p> <p>Resources</p> <p>SIP:</p> <p>Resources</p>
		<ul style="list-style-type: none"> <li>Build new ICT data centre</li> </ul>	<ul style="list-style-type: none"> <li>ICT data centre built during 2008/09</li> </ul>	<p>Resources;</p>	<p>SIP:</p>

				CDL	Resources
41	Reduce sickness absence levels	<ul style="list-style-type: none"> <li>▪ Reduce sickness absence by half a day per year (per full time employee) over the next 2 years</li> </ul>	<ul style="list-style-type: none"> <li>▪ BV12:               <ul style="list-style-type: none"> <li>- 2007/8 Reduce by half a day based on out-turn 2006/7</li> <li>- 2008/9 Reduce by half a day based on out-turn 07/08</li> </ul> </li> </ul>	All CDL	SIP: All

DRAFT

**Organisational and operational effectiveness – People development and learning**

No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
42	Improve employment practices and staff involvement	<ul style="list-style-type: none"> <li>▪ Complete job evaluation and develop new pay and grading structure and review Part 3 (Single Status) terms and conditions.</li> <li>▪ Review and update People Strategy.</li> <li>▪ Review and update Council wide Workforce Development Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete pay and grading for Job Evaluation by December 2007.</li> <li>▪ People Strategy agreed by September 2007.</li> <li>▪ Workforce Development Strategy agreed by October 2007</li> </ul>	Resources All  CDL  Resources, HRSG  CDL  Resources HRSG  CDL	SIP: Resources  SIP: Resources  SIP: Resources
43	Ensure employees have knowledge, skills and tools to improve performance	<ul style="list-style-type: none"> <li>▪ Implement new competency framework and employee appraisal scheme</li> <li>▪ Develop a training and development programme to deliver core competencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competency framework and new appraisal scheme applied to over 90% of employees at all levels in 2007/08</li> <li>▪ Training and development programme in place by April 2007</li> </ul>	All  CDL  Resources  CDL	SIP: All  SIP: Resources
44	Value diversity in our people	<ul style="list-style-type: none"> <li>▪ Publish second edition of Single Equality Scheme in April 2007</li> </ul>	<ul style="list-style-type: none"> <li>▪ 90% actions within the single equality scheme for 2007/08 delivered</li> </ul>	All	SIP: Business Development
		<ul style="list-style-type: none"> <li>▪ Develop and deliver diversity training to officers and Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversity training delivered to all 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> tier officers and 10% other staff</li> </ul>	All	Single Equality Scheme

		<ul style="list-style-type: none"> <li>▪ Achieve Level 3 of Equality Standard for Local Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All new Members to receive Diversity training as part of induction by December 2007.</li> <li>▪ Ongoing diversity training programme for Members in place by April 2008.</li> <li>▪ BV 2a - Level 3 of Equality Standard achieved by 2009.</li> </ul>	<p>All</p> <p>All</p> <p>All</p>	<p>SIP: PPC</p> <p>SIP: PPC</p> <p>SIP: PPC</p> <p>SIP: PPC</p>
--	--	--	--	----------------------------------	---

DRAFT

## Annex x – Abbreviations and key terms

### Index of abbreviations

<b>ALMO</b>	Arms Length Management Organisation
<b>ASS</b>	Access to Services Strategy
<b>B&amp;B</b>	Bed and Breakfast
<b>BSF</b>	Building Schools for the Future
<b>BV</b>	Best Value
<b>CCTV</b>	Closed Circuit Television
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CFYA</b>	Care for Your Area
<b>CMT</b>	Corporate Management Team
<b>CoTY</b>	Council of the Year
<b>CPA</b>	Comprehensive Performance Assessment
<b>CRMS</b>	Customer Relationship Management Strategy
<b>CS</b>	Community Safety
<b>CSR</b>	Corporate Spending Review
<b>CTB</b>	Children's Trust Board
<b>CYPP</b>	Children and Young People Plan
<b>DAT</b>	Drugs Action Team
<b>DC</b>	District Council
<b>DCLG</b>	Department for Communities and Local Government
<b>DfT</b>	Department for Transport
<b>DPD</b>	Development Plan Documents
<b>DWP</b>	Department for Work and Pensions
<b>GCSE</b>	General Certificate of Secondary Education
<b>GONE</b>	Government Office North East
<b>HB/CTC</b>	Housing Benefit / Council Tax Credits
<b>HR</b>	Human Resources
<b>I&amp;DeA</b>	Improvement and Development Agency (for local government)
<b>IB</b>	Incapacity Benefit
<b>ICT</b>	Information and Communications Technology
<b>IIP</b>	Investors in People
<b>ISA</b>	Integrated Service Areas
<b>JWS</b>	Joint Waste Strategy
<b>KS</b>	Key Stage (1, 2, 3 or 4)
<b>LA</b>	Local Authority
<b>LAA</b>	Local Area Agreement
<b>LDF</b>	Learning Disability Framework
<b>LDF</b>	Local Development Framework
<b>LDP</b>	Local Delivery Plan (PCT)
<b>LPSA</b>	Local Public Service Agreement
<b>LSP</b>	Local Strategic Partnership
<b>LTP</b>	Local Transport Plan



<b>MTFP</b>	Medium Term Financial Plan
<b>NDO</b>	Network Distribution Operator
<b>NEET</b>	Not in Education, Employment or Training
<b>NR</b>	Neighbourhood Renewal
<b>PAF</b>	Performance Assessment Framework
<b>PCT</b>	Primary Care Trust
<b>PI</b>	Performance Indicator
<b>PIC</b>	Participation Involvement and Consultation
<b>POG</b>	Policy Officers Group
<b>SDA</b>	Sickness and Disability Allowance
<b>SIP</b>	Service Improvement Plan
<b>SIRF</b>	Stockton International Riverside Festival
<b>SMI</b>	Stockton Middlesbrough Initiative
<b>SOA</b>	Super Output Area
<b>SPD</b>	Supplementary Planning Document
<b>SPP</b>	Supporting People Plan
<b>SRAS</b>	Schools not Requiring Additional Support
<b>TIC</b>	Tourist Information Centre
<b>TS</b>	Trading Standards
<b>VA</b>	Vision for Adults
<b>VAT</b>	Value Added Tax

### **Council Service Groupings**

<b>CESC</b>	Children, Education and Social Care
<b>DNS</b>	Development and Neighbourhood Services
<b>LD</b>	Law and Democracy
<b>PPC</b>	Policy, Performance and Communications
<b>R</b>	Resources

### **Cabinet Responsibilities**

<b>CALC</b>	Cabinet Member, Arts, Leisure and Culture
<b>CAII</b>	Cabinet, all members
<b>CASH</b>	Cabinet Member, Adult Services and Health
<b>CCSP</b>	Cabinet Member, Community Safety and Protection
<b>CCYP</b>	Cabinet Member, Children and Young People
<b>CDL</b>	Cabinet, Deputy Leader
<b>CE</b>	Cabinet, Environment
<b>CH</b>	Cabinet Member, Housing
<b>CL</b>	Cabinet, Leader
<b>CRT</b>	Cabinet Member, Regeneration and Transport
<b>CSIN</b>	Cabinet Member, Social Inclusion and Neighbourhoods

DRAFT