

Council Plan 2008-2011

Foreword

In Stockton Borough there is a level of optimism about the local area which has not been seen for many years. Local people are more positive about the future of the borough than ever before. Public services are improving, and there is a sustained investment in the physical regeneration of the borough which is beginning to transform quality of life for local people. Investment in our housing, our economy, in local policing and in our schools is at record levels. We can see the results of this investment: optimism about the future of the local economy is a record high, and satisfaction with the Council's services is in the top 10% of national results. In service terms, there are many notable successes. Our children are achieving record levels of GCSE passes. Overall levels of crime are at a 10-year low. The Borough is also one of the cleanest in the country.

The challenge now is for the Council, working in partnership with the local community and our public, private and voluntary sector partners, to sustain this improvement. Our Sustainable Community Strategy sets out our joint vision and priorities for the local area, and this Council Plan focuses on Stockton Borough Council's contribution to our shared vision. For the next three years a number of goals are of particular importance.

Our Children and Young People are the future of our borough, and a sustained focus for the last 10 years has been to improve their aspirations and achievement. It is important that this focus on achievement is maintained and is supported by the Building Schools for the Future programme which will modernise our secondary school provision over the next 10 years. Equally important is that we continue to strengthen our engagement and inclusion of children and young people and enhance facilities and opportunities for them within the wider community. The development of integrated services for children and young people is a significant change project which will improve services with a focus in particular on preventative support.

Regeneration remains a key priority, and we have seen significant improvements to Stockton Borough Town Centre, major economic development through business parks on the South side of the Tees and the Wynyard area, and the continuing development of Durham University Stockton Borough Campus with close links into the town. Priorities moving forward are to improve all town centres in the borough, and work on Thornaby is beginning whilst plans for Billingham are moving forward. The development of the North Shore site adjacent to Stockton Borough Town Centre with a new iconic footbridge will also continue the transformation of the riverside area and contribute to local employment, housing, and quality of life.

Linked to regeneration, we have noted the increasing concerns of local people regarding public transport in the borough and more widely across the Tees Valley. We are actively working to develop plans to strengthen our bus and rail infrastructures and are working in partnership to secure national and

regional funding for these plans. We are also working to influence the local bus operators to ensure services meet people's needs.

We are prioritising work to improve our care and health services for adults. The Tees Valley has a relatively poor health record compared to other parts of the country, and we now have an aging population with increasing numbers of adults with long term health and care needs. We will continue to work in partnership to improve services in this important area, building on our strong relationship with local health providers.

2008 will see a continued focus on reducing crime and fear of crime through close working between the Council's Neighbourhood Enforcement Service and Cleveland Police. We will continue our focus on local communities, continuing with housing renewal in Hardwick, Parkfield and Mandale, continuing with improvements in housing services through Tristar homes and maintaining high standards of cleanliness within local neighbourhoods. We will also work with our partners to develop stronger, more cohesive communities, embrace arts and culture to improve quality of life and place more of a focus on older adults.

This plan sets out the key improvements we want to make over the next three years. At its heart of is a programme of cultural change, 'Planning for the Future', which has been running for six years. It includes comprehensive leadership and management development which supports a series of organisational improvement projects. Particularly important is the development of improved access to services and customer care. Our 'Access to Services' and 'Customer First' strategies, and the implementation of electronic service delivery options through our internet site www.StocktonBorough.gov.uk will enable step change improvements in how we engage with local people. These programmes will ensure that Stockton Borough Council is an organisation that is fit to deliver the challenging improvement agenda we have set ourselves.

Leader of the Council

Chief Executive

SECTION 1

Purpose, Vision and Priorities

This Council Plan sets out the overall ambitions and priorities of the Council, describes progress, and charts the way ahead as a series of specific objectives and targets we aim to deliver over the next three years. It forms a business plan for achieving the Council's contribution to the Sustainable Community Strategy which is the overarching and long-term strategic vision for the borough agreed by the Council and its partners through the local strategic partnership, Stockton Borough Renaissance. This Council Plan also outlines the Council's commitment for achieving its targets as set out in the Local Area Agreement, the rolling three year delivery plan for the Sustainable Community Strategy.

The Council Plan also forms the overarching framework for delivering individual service improvement and business unit plans. These set out, in detail how the Council will provide key services and contribute to the five key and three supporting Sustainable 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 are developing as an organisation.

Vision for the Borough

The Council's vision, in partnership with Stockton Borough Renaissance and our local communities, is based on a **core theme** of: **'Promoting achievement and tackling disadvantage'**. We have maintained this as our consistent focus over for over a decade. This is developed in more detail by the core and supporting themes of the Sustainable Community Strategy:

Economic Regeneration and Transport

Our ambition is for a Stockton Borough-on-Tees which is at the heart of an economically successful Tees Valley, which offers high employment levels and improved facilities for shopping, recreation and leisure. One of our key targets is to ensure we have **vibrant and successful town centres** in each of our communities, concentrating on regenerating Stockton Borough, Billingham and Thornaby but also our smaller town centres and markets across the borough. We will have a **strong local economy with better jobs and improved employability** through

further developing our existing employment base as well as attracting new employers to the borough making sure our residents have the necessary skills and qualifications to secure the new jobs created. We will develop **improved city-scale facilities** across the Tees Valley to ensure that we have shopping, leisure and residential facilities in the area to rival any city and make **better use of the River Tees** as a leisure facility through iconic projects such as the new footbridge and ambitious Green Blue heart initiative to develop excellent green space between Stockton Borough and Middlesbrough with the Tees at its heart. Finally, we will develop **improved transport networks** by further developing our road network but also our public transport provision to ensure that Stockton Borough-on-Tees remains an area with low congestion and not one which is reliant only on the private car.

Environment and Housing

We have a vision for a cleaner, greener Stockton Borough which leads the UK in waste minimisation, has excellent parks and green spaces and the highest quality housing provision. We will have neighbourhoods in which our residents feel pride and have a real sense of belonging and ownership. We will **improve waste management** by continuing to develop our approach to waste minimisation and recycling and **create better open spaces** by further developing both our large flagship parks as well as our smaller neighbourhood green spaces and urban grey spaces, such as town and neighbourhood centres. We will **tackle climate change** by preparing for potential changes in the services we deliver and how we deliver them as well as trying to reduce our own carbon footprint. We will continue to **improve our housing** carrying on our regeneration activities to offer people the homes they want to live in through regeneration, redevelopment and having sites ready for new developments where needed. We will ensure that we **deliver design quality** in our developments and that new buildings meet the needs and aspirations of our communities.

Safer Communities

Our vision is for a safe Stockton Borough where all residents are able to live their lives in a borough free from crime and fear of crime. We will **reduce crime and fear of crime** building on the success we have already had, which makes Stockton Borough-on-Tees the Tees Valley borough with the lowest crime rate, concentrating on further reducing the violent crime and arson rates. We will **reduce anti-social behaviour** and residents concerns about it. Also we will **reduce the impact of alcohol and drugs misuse** tackling the supply and use of illegal drugs, and increase the numbers of drug users receiving treatment.

Children and Young People

Our vision across the whole borough is that no child is left behind and that all grow up in loving, stable and safe environments, having the opportunities to achieve their full potential. We will help our children and young people **be healthy** by tackling childhood obesity, reducing teenage conception rates, reducing substance misuse and helping to support and develop emotional and mental health. It is vitally important that children and young people grow up in a caring environment which ensures they **stay safe** at all times, this is particularly important for children looked after by the local authority and ensuring their long term stability is a key priority as is supporting them into education, employment or training on leaving care. Helping our young people, but particularly those from more disadvantaged areas, **enjoy and achieve** is a key priority. We will support all our young people to meet their full potential by providing a wide range of educational opportunities.

Making a positive contribution is important to our young people and we will seek to continually develop our positive activities and facilities for young people making them as accessible, challenging and enjoyable as possible. Finally we will help our young people achieve **economic well-being**, eliminating poverty for young people and helping school leavers to access further education, employment and training.

Healthier Communities and Adults

Our vision is for a healthier Stockton Borough where all residents are able to take control of their own physical and mental health and wellbeing, though living healthy and active lifestyles and having easy access to high quality health services when ill-health does occur. We will **reduce health inequalities** both between Stockton Borough and the rest of the UK but also between the most and least well off areas of our borough. We will support and **increase the independence of vulnerable people**, helping older people remain in their own homes longer by making adaptations and tackling social isolation. We will also seek to develop our support for carers, recognising the important role they play. **Increased choice and voice for service users** is also important and we will ensure people have a choice in the care they receive and how it is delivered, capitalising on new initiatives such as direct payments. The future of health will be both prevention and cure, as such we will work to **improve access to health facilities** as well as **promote healthy living**.

Stronger Communities

Our vision is for a stronger and more cohesive society where there is a common sense of belonging for all communities and one where the diversity of people's backgrounds is appreciated and positively valued, where there is **strong community involvement** in public life and where

there is a strong and vibrant community and voluntary sector. We will seek to **increase community pride, promote equality of opportunity and reduce tension and myth bust** to help all our communities to continue living peacefully. Also we will ensure **financial inclusion** for all residents to ensure they are not denied any of the opportunities our increasingly vibrant borough is offering.

Older Adults

Our vision is that older people In Stockton Borough grow older with dignity and maintain a high quality and independent lifestyle. This includes ensuring **older adults are at the heart of community leadership and development** exercising **real choice, control and having easy access to facilities and services** within a warm and **welcoming community**. we will also help older people look after and **improve their personal wellbeing** through the provision of high quality health and social care, lifelong learning, leisure and cultural activities.

Arts and Culture

Our vision is of culture supporting all aspects of life in our borough. We will use the arts, music, theatre, film and sport to promote quality of life, aspiration and pride in our borough. We will **promote our festivals, the performing and visual arts, sport and leisure and raise the profile of our heritage** to celebrate the unique history of Stockton Borough and our people.

Improvement objectives

Section 9 sets out key objectives and targets to 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 and consultation work with residents.
- The views of Elected Members on Council priorities
- The changing demographic make up of the borough
- National policy priorities such as responding to the Discrimination Law Review and report of the Commission on Integration and Cohesion as well as the Building Schools for the Future programme
- Regional and Tees Valley policy frameworks, such as the Regional Spatial Strategy and Tees Valley Unlimited.
- Systematic review of performance through quarterly corporate performance reports and improvement clinics.

SECTION 2

Partnership Planning Framework

The Borough vision and eight priority improvement themes 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, described in the City Region Development Plan and developed through Tees Valley Unlimited and the Stockton Borough-Middlesbrough Initiative. There are also strong links to regional level development strategies, in particular the Regional Economic Strategy, Regional Spatial Strategy and the Northern Way.

The Community Strategy underwent comprehensive consultation and engagement throughout the summer of 2007 through our Local Strategic Partnership, Stockton Borough Renaissance. The Sustainable Community Strategy, now a long term strategic plan for the area, provides a single overarching co-ordination framework for community planning, within which other geographic and thematic partnerships can operate effectively. Consultation with partners and communities ensures it leads delivery and monitoring of progress against Sustainable Community Strategy objectives to improve the quality of life within the Borough.

In 2005 Renaissance signed a Local Area Agreement (LAA) with central government. Our new LAA for 2008-11 forms the three year delivery plan for the Sustainable Community Strategy. The Local Public Services Board will continue to support the Renaissance Board in developing and driving forward the improvement agenda for the area. As it brings together key senior officers from within public services in the Stockton Borough area it is supporting Renaissance in developing shared approaches to cross cutting public policy challenges.

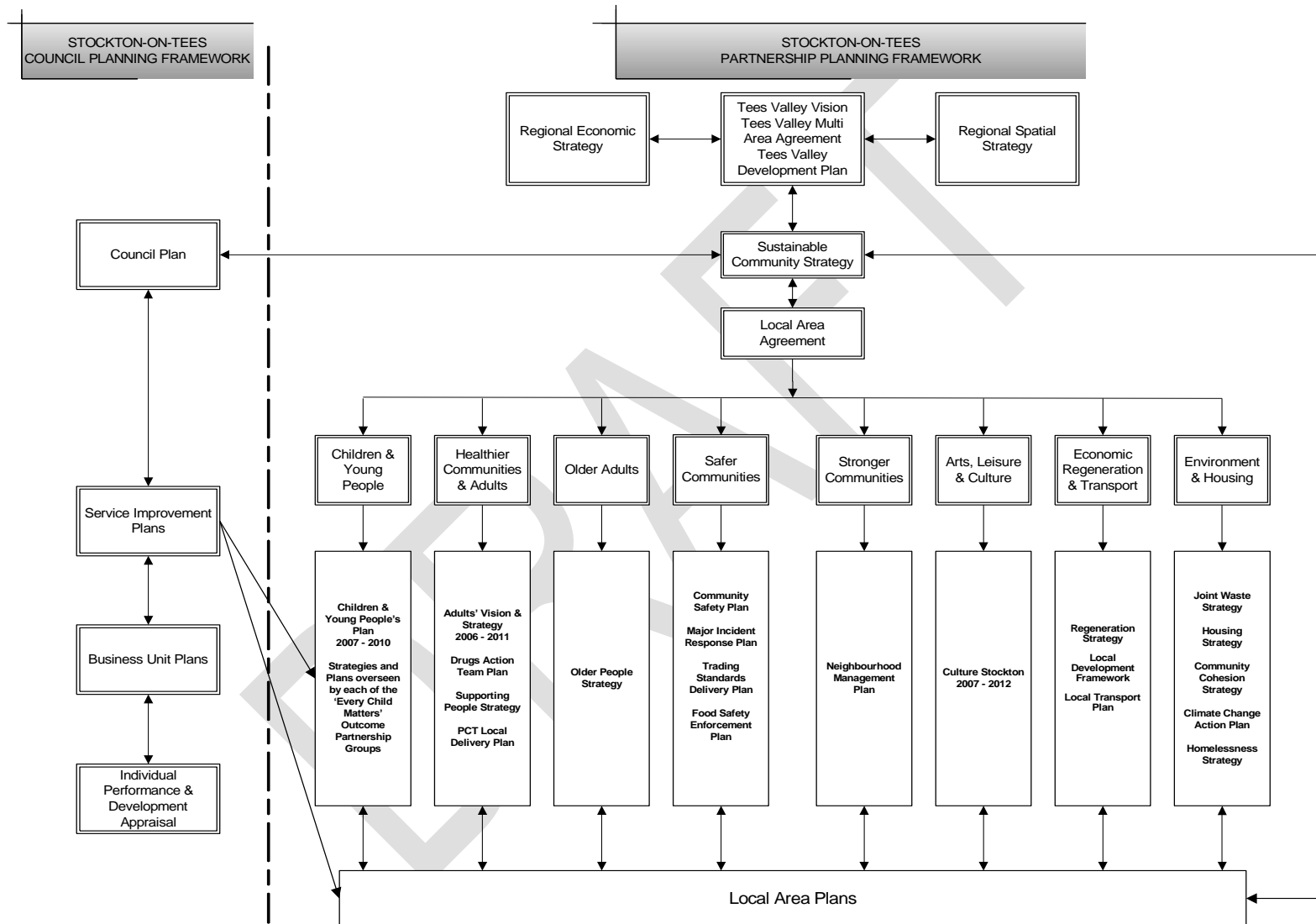
Sitting underneath the Community Strategy and LAA Outcome Framework, are a series of thematic strategies and plans relating to the delivery objectives of each priority improvement theme (diagram 1 page 9). The Council Plan also links in and sets out the Local Authority's change priorities to deliver its contribution to the Sustainable 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). The Council's Cabinet and Senior Management Team will lead delivery and monitoring.

Council Planning Framework

Delivery is underpinned by a comprehensive service planning framework, which integrates with thematic strategies and plans. The Council is involved in extremely wide ranging services, not all of which feature in the Sustainable 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.

We will deliver our objectives by driving our vision and values through our organisation, using our new competency framework. This aligns to the Council's values and applies to all staff and forms the bottom layer of our planning framework.

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SECTION 3

Understanding the Borough

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 **189,100**¹. The residents live in 76,900 households. Population density is **927** people per square kilometre. The population within Stockton-on-Tees has risen by **7.9%** since the 1991 Census, compared with the North East average of a **1.8%** fall.

Age Breakdown (rounded)

Age Group	Males	Females	Persons
Under 5	5,550	5,200	10,700
5 to 14	12,600	11,700	24,200
15 to 19	6,900	6,400	13,300
20 to 24	6,300	6,000	12,300
25 to 44	25,400	26,800	52,300
45 to 64	23,900	24,300	48,200
65 and over	12,200	16,000	28,200
Total	92,700	96,400	189,100

Source: Registrar General's Population Estimates for Mid-2006, Office for National Statistics.

Resident Population

	Stockton Borough-on-Tees (numbers)	North East (numbers)	England and Wales (numbers)
All people	189,100	2,555,700	53,728,800
Males	92,700	1,247,400	26,371,200
Females	96,400	1,308,300	27,357,700

Source: Registrar General's Population Estimates for Mid-2006, Office for National Statistics.

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 (2007), 33 of our 117 Super Output Areas (SOAs) are amongst the worst 20% nationally, 12 within the most deprived 10% in England. Whilst 26 of our SOAs fall within the top 20% of most affluent wards nationally, 6 are within the top 10% in England. Encouragingly, 7 less of the 117 LSOAs in the 20% most deprived nationally (-6%) compared to the 2004 Index and 9 more of the 117 LSOAs in the 20% most affluent nationally (+7%), showing a real reduction in the levels of deprivation across the borough.

¹ All population figures are based on mid 2006 estimates provided by The Office for National Statistics.

The 2004 revision of the Community Strategy identified 36 indicators for measuring quality of life and progress against the long term vision that the Council has for the local area. Stockton on Tees Borough is improving across the environment sector, the community safety and wellbeing aspect, health, economic regeneration, education and lifelong learning and arts and culture in comparison to the regional averages and against the national picture. Also the gap has narrowed both in terms of across the most deprived and affluent parts of the community and this shows that targeted service provision by the Council is improving the quality of life more rapidly for the most disadvantaged residents.

Despite these levels of deprivation, a survey carried out in 2006 showed residents were more satisfied with the Borough as a place to live than they had been since 1998 (84% satisfied in 2006). 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 Borough, and how the council services will adapt to the differing needs.

Recent increases are projected to continue, moreover, the profile of the population will change dramatically. Projected figures from the Office of National Statistics show that by 2029 -

- The total population will grow to over 209,900
- The number of children will fall by 4% to 46,100
- The number of people of working age (16-retirement) will increase by 3%
- There will be a large increase of 64% of older people (retirement age)
- 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.
- There will be a shift in population towards the south of the Borough.

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 Borough 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 Borough 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). Key priorities among residents are consistent with those identified in 2004 and concentrating on issues around crime and anti-social behaviour 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.

Residents views on most important improvements (combining top 10 general priorities and top 5 for the local economy)	Link to Community Strategy Priority themes
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	Economic Regeneration & Transportation
6. Improved town centre facilities	
7. Creation of jobs	
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 and addressing their concerns 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 Oxbridge and Stockton Borough Town Centre areas where 12 % of the population are non-white, 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 388 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. 59% of residents think that ethnic differences between people are respected, and this figure only drops slightly to 54% 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

Between 1992 and 2000 the number of births in the borough declined sharply from over 2,400 to under 2,000 a year. As a result, the number of children in our primary schools fell from 16,194 in spring 2003 to 14,620 in spring 2007. This fall of almost 10% has been matched by a net reduction of 1,414 in the number of primary school places in the borough. We have proactively managed the implications of these changes on school places while ensuring that our children and young people continue to receive high quality education in a cost effective manner.

Two additional primary schools have been opened since 2003 to meet growing need in the south of the borough and an 8% reduction in overall capacity has been achieved by the removal of temporary classrooms, creation of foundation units and ICT suites, amalgamation of infant and junior schools, and by adapting surplus accommodation for other uses. Further action over the next two years will ensure that the level of empty places remains within the Council's target of 10%. Since 2002, birth rates have shown a small annual rise. The primary school population is likely to remain stable at the present level for the next five years.

The historic decline in primary pupil numbers will affect secondary school populations over the next five years. In anticipation of this, 232 places (net)

have been removed since 2003, keeping the level of empty places below the Council's 10% target. In the same period one additional 600-place secondary school has been opened in the south of the borough. Further changes in secondary capacity are likely as the borough enters the national Building Schools for the Future programme in 2010.

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 Borough'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 Borough is already seeing some positive results in education with 60% of 15 year olds achieving five or more GCSEs at grades A*-C in 2007 (an improvement of 5% points from 2006). The average points score for 16-18 year olds gaining qualifications at level three (A level and equivalent) was 698.5 in 2007 which is 9.1 points higher than the North East. Results are not comparable to previous years because the points system changed.

Healthier Communities and Adults

Overall, Stockton-on-Tees Borough 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 Borough 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. Alongside these improvements the borough is recording increases in the number of swims and visits to pools and sports centres, as well as a larger number of adults participating in 30 minutes of exercise on 5 or more days per week. Recent consultation shows that 18% of adults now frequent sports and leisure facilities more than once a week. Moreover, the IPSOS MORI Active People Survey in 2006 shows that In Stockton Borough 24.4% of adults participate in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week; this is top quartile performance.

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 6 years (53% in 2006 compared to 43% in 2000) and in satisfaction with libraries (now 73%). However, satisfaction with museums and theatres has declined (to 39% and 40% respectively): whilst not key priorities, nevertheless we are working to modernise our services.

Safer Communities

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 Borough moving from being 20% above the average for its family of Crime and Disorder Reduction Partnerships to being 10% below average for dwelling burglaries.

Overall, crime for 2006/07 shows a 4% reduction compared to 2004/05. Almost all crime categories are down year-on-year (robbery – 29.2%, vehicle crime – 13.5% and violent crime – 13.1%) but we have a continuing increase in recorded levels of other burglary and criminal damage. The increase in criminal damage 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 economy in Stockton Borough is getting stronger. The Borough is benefiting from major new shopping (Wellington Square), Leisure (Splash), and Transport (1825 Way and Millennium Footbridge infrastructure). Office rental values are regionally now second only to those in Newcastle, while retail zone yields are comparable to the sub region shopping centre in Middlesbrough. More major new development proposals are coming forward for the Town Centres in Billingham, Thornaby and Stockton Borough where we will see a mixture of redevelopment and refurbishment providing modern shopping facilities for residents throughout the Borough. Along the riverside in Stockton Borough, the North Shore Development Scheme will bring forward a mixture of office, residential and leisure use, linking through to the Town Centre, and also providing a major iconic footbridge to link the North Shore site to the existing University Campus on the southern side of the river.

Further riverside developments are planned at the Southern end of Stockton Borough Town Centre, focussed on the new Southern Gateway proposals. Over the next 10 years this will provide a mixture of office, retail and residential uses, and most importantly a significant new entrance to the town centre when approached from the South.

As a result of the developments planned around Stockton Borough Town Centre, there will be an additional 2,000 homes, and a million square feet of commercial development over the next 10 years. As new homes are being provided, the Council is reviewing the quality of its existing housing stock and looking to extend housing choice for local people. Part of this agenda involves the demolition of large social housing estates at Mandale and Hardwick, and their replacement with new mixed tenure homes and community facilities. Similarly, at Parkfield, an area of older private housing is being regenerated with selective demolition and rebuild and environmental enhancements.

Supporting the change in the physical fabric of the Borough, the Council is also working to support new business, training, bringing in external funding, and developing opportunities for our most deprived communities.

Our medium and long term goals for the regeneration of the borough are to:

- Be the top business location in the Tees Valley
- Increase GVA by 15% by 2012
- Increase employment levels to 75% by 2012 thus narrowing the gap between Stockton Borough and the national average
- Increase occupied office space by one million square feet by 2017
- Create a vibrant mixed tenure local housing market including targeted remodelling of older housing areas
- Grow North Tees chemicals cluster and renewables industries to maintain world class status and growth in manufacturing employment
- Deliver a city scale riverside environment to the urban core of the Tees Valley through cutting edge design, integrated transport and a mixture of city scale facilities
- Develop quality, accessible shopping centres in all our towns with Stockton Borough town centre in the top 100 retail destinations nationally by 2020
- Maintain a quality rural environment providing a balance between urban and rural areas that complement the development of the urban core

Part of regenerating the Borough is ensuring that the economy is improved further. Unemployment in the Borough is 3.6% compared to a national average of 2.1%. In one ward, (Stockton Borough Town Centre), unemployment is as high as 9.6%; whilst in another, (The Northern Parishes) it is as low as 0.4% (figures for December 2007). Proportionally, there are the same number of people of working age in Stockton Borough with no qualifications as there are nationally but less than there are in the North East. The proportion of Stockton Borough's working age population in receipt of 'key

state benefits' is significantly less than the Tees Valley level at 16.1%, compared to 19.4%, although it is still more than the national average of 13.3% (May 2006).

Developing our transport infrastructure is another key aspect of regeneration, including both public transport options and the road network. Our aim is to take advantage of our excellent logistics location and ensure that economic growth is not strangled or slowed by congestion, and to improve choice and quality of public transport.

A key strand of our integrated transport strategy is working in partnership across the sub region to strengthen our bus and rail infrastructures. In 2006 we completed a review of the Tees Valley bus network and developed proposals for rail improvements. Planned improvements to the bus network include providing real time information, maximising patronage and accessibility, investing in better interchange facilities and developing a hierarchical structure of bus routes serving both core commuter routes and rural communities. Rail improvements are set out in the Tees Valley Metro proposals – a Tees Valley light rail transit system which integrates with the bus network and includes more stops at key employment sites.

Environment and Housing

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 Borough'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 risen sharply in recent years, increasing from 39% in 2000/01 to 73% in 2006/07. (BVPI General User Satisfaction Survey). Satisfaction with parks and open spaces has also increased, from 59% in 2000 to 73% in 2006 (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 Borough'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. In particular work is underway on regenerating housing within the Hardwick, Mandale, and Parkfield/Mill Lane areas and is showing real improvements in quality and resident satisfaction, satisfaction with the area as a place to live has increased in the central areas of the borough by 11% since 2004 (ISPOS MORI 2006).

SECTION 4

Understanding the Council

Stockton-on-Tees Borough Council was formed 12 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. Running across this programme has been an ongoing commitment to national, regional and sub-regional working, to get the voice of Stockton Borough and the sub-region heard, and hard work and significant input into regional and sub-regional strategy and policy development. We view this as an essential element of our community leadership role – this area has historically been underrepresented, under promoted and underestimated on a regional and national stage, and we believe that we have gone some way to address this historic imbalance and get a better deal for our local communities.

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 went through two cycles of review to ensure that the priorities remained 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.

During 2007 the Council led the development of a new Sustainable Community Strategy for the Borough. Extensive consultation led to a revised priority framework with five core priorities and three supporting priorities as outlined in section 1.

During this time we also picked up our leadership role on the regional and sub-regional stage with key contributions including:

- Our leader chaired the Association of North East Councils
- Active membership of the Northern Way steering group, getting the Tees Valley city-region on the policy map
- Leadership of the regional Chief Executives group between 2002 and 2005
- Chair of the North East Improvement and Efficiency Partnership, a programme aimed at improving the working of councils across the North East
- In 2006-8, leading on preparation and presentation of the Tees Valley Development Plan business case to Central Government, and proposals for a Multi-Area Agreement.

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
- an enhanced Member Learning and Development Strategy with a focus on achieving chartered status.
- 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.

Planning for the Future 3 is underway incorporating a review of pay and grading for senior officers (linked to the Single Status Agreement) and a review of how we work including accommodation, culture, and technology.

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 integrated customer services centres and a call centre.
- 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.
- 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. In 2007 we were one of only two councils nationally to achieve the top marks possible in the Audit Commission's Use of Resources assessment which covers value for money, financial management, financial planning, financial standing and internal control.

This improved organisational capacity and culture, linked to our strong community leadership, clear drive and focus towards service outcomes means that Stockton Borough 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.

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SECTION 5

Achievements

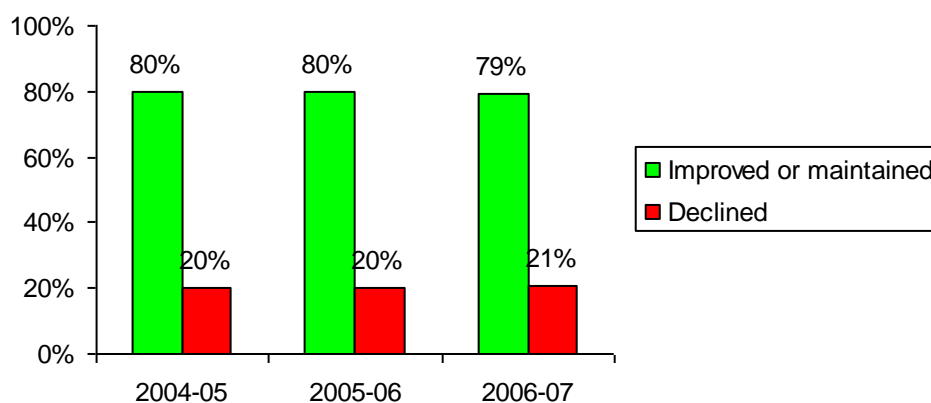
Full CPA results to be inserted once Direction of Travel is finalised

This Comprehensive Performance Assessment rating is made up of a series of service scores. We continue to have the highest number of top rated services of any local authority in England..

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 – 2003 assessment)	4
Adults' Care Services	3
Culture	3
Environment	3

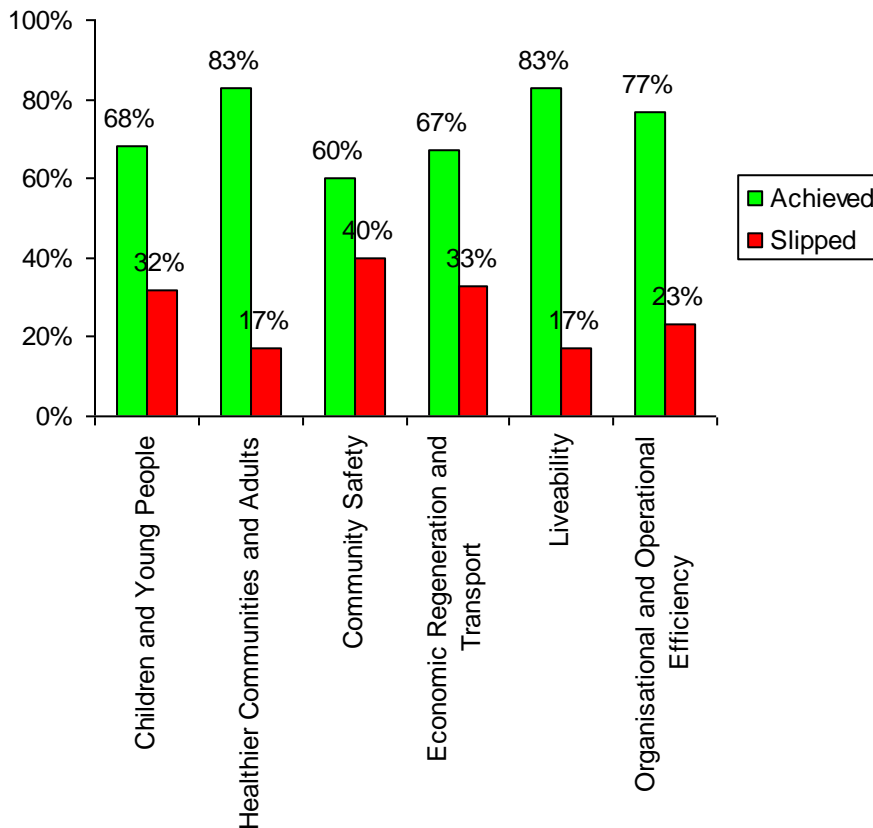
The Council has consistently improved its services over the last three years with over three times as many of its key performance measures improving as deteriorating. In 2006/07 79% of our key 'corporate basket' of performance measures improved. This also included strong achievement on 12 key stretched targets within our Local Public Service Agreement where we achieved 67% of the challenging performance stretch that we set in partnership with Central Government.

Corporate basket PIs improvement trend



We are also achieving strongly on our Council Plan and consistently across our priority themes. In 2006/07 we achieved 73% of our service improvement objectives and 77% of our organisational objectives. This strong improvement trend is continuing in 2007/08.

Council Plan Improvements 2006/07



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

- Significant improvements in educational attainment with 2007 GCSE (5 x A*-C) results our best ever at 60% compared to 41.3% in 1999, narrowing the gap between local and national performance.
- Lowest crime rate in the Tees Valley in 2007. Significant reductions in crime levels especially in robberies and dwelling burglaries. The total number of dwelling burglaries In Stockton Borough last year was the lowest number for at least 15 years.

- Winner of Best City in Northumbria in Bloom four years running and Best City in Britain in Bloom 2007.
- Transforming the cleanliness of the Borough from one of the dirtiest in 2001 to one of the cleanest and best presented in 2006 and 2007.
- Massive reduction in unemployment from 6% in 1998 to 3.1% in 2007 (August) compared with a national reduction of 1.5%, outperforming the Tees Valley and the rest of the North East.
- Beacon status for Cleveland Emergency Planning Service in 2007.
- Winner of 2007 Best Cultural Event North East and Best Event Tees Valley for the Stockton Borough International Riverside Festival.
- Improved town centre facilities in Stockton Borough, with schemes under way in Billingham and Thornaby; three major housing regeneration schemes underway in Mandale, Parkfield and Hardwick.
- Safer Stockton Borough Partnership in Home Office top 10%; top rated Drugs Action Team 2007; 'Most valued contribution to Arson Prevention' in Fire Brigade Community Safety Awards 2007.
- In the National Performance Framework results for 2006-07, the Trading Standards service improved or maintained performance in all the indicators and is above the national average for all the service areas measured.
- A top rated Youth Offending Service. One of only 8 nationally to achieve the top level 5 for overall performance in the national framework.

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 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 libraries
Satisfaction with civic amenity waste disposal sites
Percentage of all council tenants stating that they are satisfied with the overall service provided by their landlord
Third Quartile
Satisfaction with sports and leisure facilities
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:

- Inspectors commenting in their 2007 Annual Audit and Inspection Letter that 'the council makes a strong contribution to wider community outcomes.'
- Strong scrutiny arrangements focusing on policy development and performance improvement.
- 'A strong commitment to ethical standards....' IDeA Peer Review of Ethical Governance 2007.
- Establishing the Stockton Darlington Partnership to jointly provide a range of corporate and transactional services to Stockton Borough and Darlington councils to address increasing customer and government expectations and financial pressures.

SECTION 6

Service Priorities

Children and Young People

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, in fact in 2007 we were above national averages in all subjects. 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 have been significant improvements in the quality of school teaching: in 2005/06 school inspections the quality of teaching was judged satisfactory or better in 96% of lessons; in 2006/07 inspections this was achieved in 100% of lessons.

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).

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 3 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.

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.

Users of Education Services in Stockton-on-Tees Borough 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 head teachers 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.

Our key priorities for 2008-2011 remain focused around the Every Child Matters 5 outcome framework as well as improving access to Integrated Services which need the attention of senior councillors and officers to drive forward:

1	Be healthy
2	Stay Safe
3	Enjoy and achieve
4	Make a positive contribution
5	Achieve economic well-being
6	Improve access to integrated services

Healthier Communities and Adults

Our healthier communities and adults performance shows improvement in priority areas, whilst remaining a challenging agenda for Stockton Borough 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 34,500 more visits during 2006/07). 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.

Our key priorities for 2008-2011 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 Borough.

1	Improve health
2	Improve quality of life
3	Make a positive contribution
4	Increase control and choice
5	Freedom from discrimination and harrassment
6	Economic well being
7	Maintain personal dignity and respect
8	Leadership
9	Commissioning and use of resources

Safer Communities

The Council continues to work in partnership with the police and other partners, via the Beacon status winning Safer Stockton Borough Partnership and 'green light' Stockton Borough 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.

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.

Our key priorities for 2008-2011 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

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 Borough and across the Tees Valley.

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

- The continued development of the Stockton /Middlesbrough Initiative, including an iconic bridge scheme.
- 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.
- 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.
- Tees Valley Living secured £19million of funding from CLG for housing market restructuring across the Tees Valley including in Parkfield, and Stockton Borough 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.
- Economic optimism is exceptionally strong and far above England average levels (28% of those surveyed in Stockton Borough expect improvement compared to an English average of 11%).

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.

Equally important in 2008 is our emerging focus on transport. The borough has some significant strength 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 Borough 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.

Our key priorities for 2008-2011 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 Borough-Middlesbrough (City-Region) initiative
5	A sustainable transport infrastructure for the Borough
6	High quality sustainable design and planning

Environment and Housing

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 Borough's Horticultural Services won the LGC Management Team of the Year award in 2006.
- Stockton Borough 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. In 2007 Stockton Borough won the Best City category in Britain in Bloom.

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.

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.

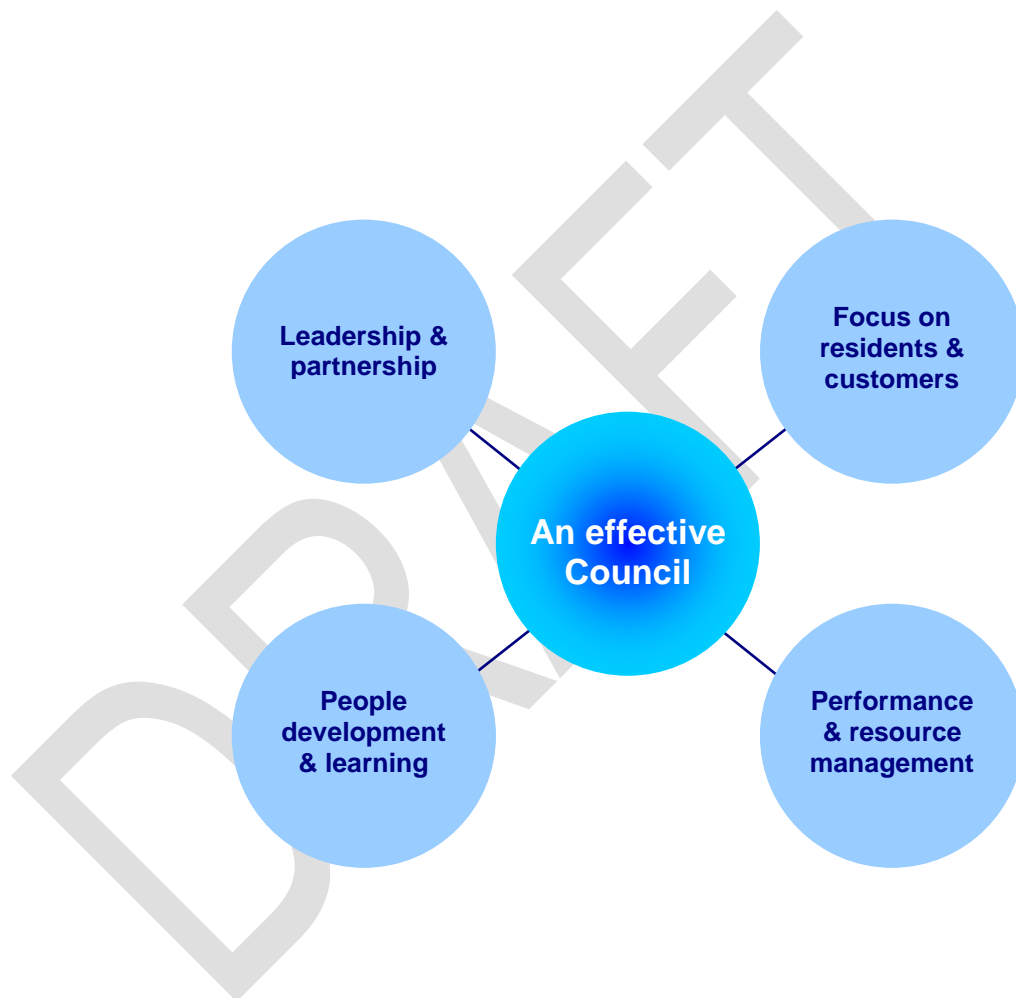
Our key priorities for 2008-2011 focus on a number of continuing areas such as improvements in housing, waste management, cleanliness and parks and open spaces, but there are two emerging priority objectives. The first, tackling climate change is a response to the overwhelming evidence of adverse impacts of CO2 emissions on our global environment. The Council will continue 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

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 four key organisational effectiveness themes:



Leadership and effective partnerships

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 2008/09. The reviews conducted in 2007/08 were:

Committee	Completed reviews	Ongoing reviews
Adults, Leisure and Culture		
Corporate Policy		
Children and Young People		
Environment and Regeneration		
Health		
Housing and Community Safety		

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

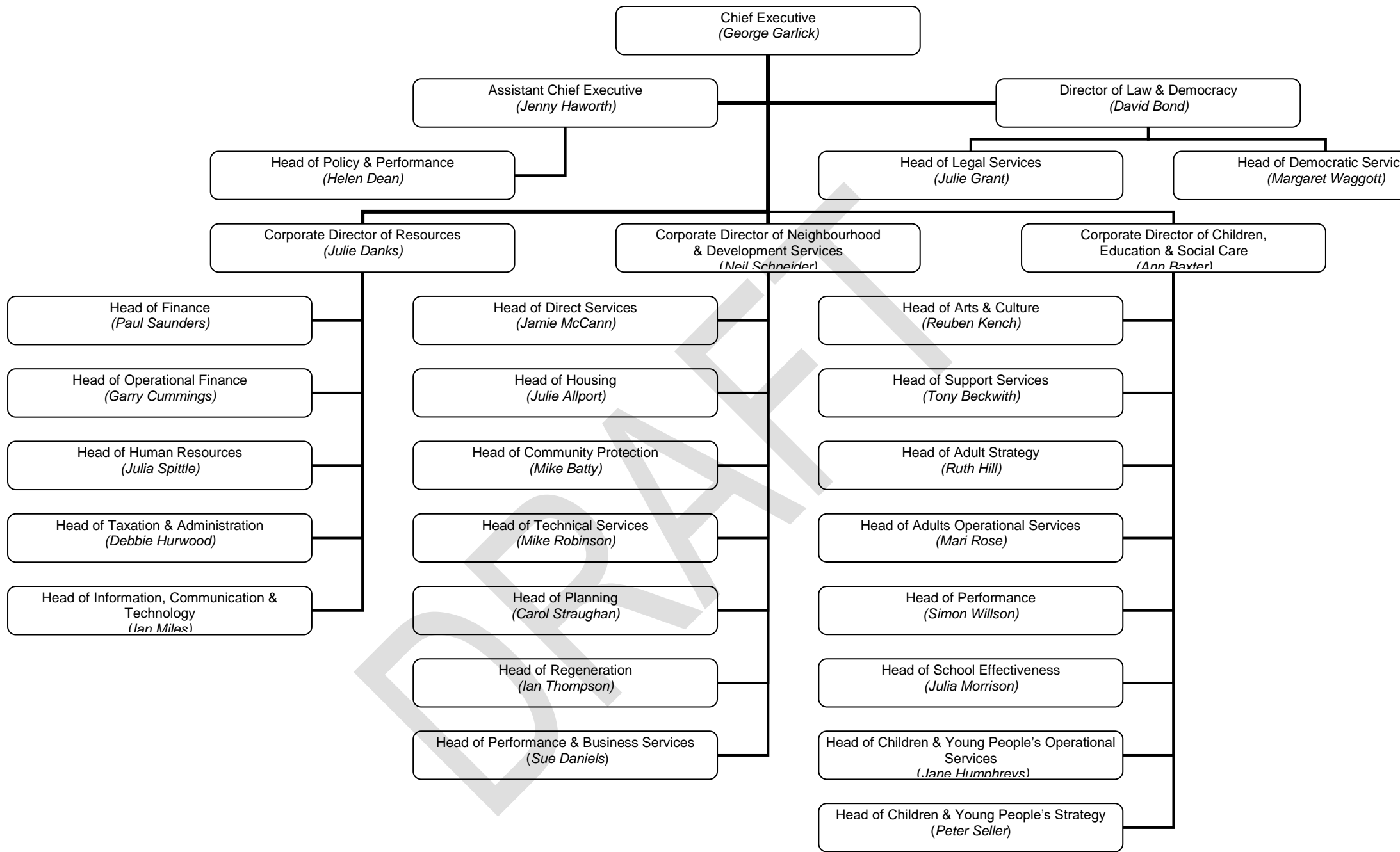
Managerially the council operates a distributed leadership model with a small Corporate Management Team focused on supporting Cabinet, developing corporate strategy and contributing to national, regional and sub regional policy. Heads of Service are responsible for the development and delivery of services 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. (Structure chart page 38)

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)
- 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)
- Workwise – chaired by the Head of Operational Finance

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. Details of each Corporate Working group's achievements and work plans for 2008/09 can be found in annex 1.



Effective partnerships

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 Borough 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” (being ranked as the best performing DAT in England in 2007) 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.

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 2003 and focused on moving the organisation up the next improvement curve through a streamlined management team, new Heads of Service roles and increasing delegation to the new Heads of Service and organisational leadership from this tier. A Development Network for Heads of Service was set up which then led to a programme of organisational development to embed the new model, including a matrix of respective first and second tier roles, 360 degree appraisal for all Heads of Service and the set up of a Management Development Programme.

Planning for the Future 2 continued this change process, being completed in 2005. It focused on further developing the distributed leadership model between first and second tier officers outlined above. The Corporate Management Team was reshaped to include three Corporate Director posts, with the Heads of Service layer being reviewed to form a new Extended Management Team for the Council with a strengthened leadership and strategy development role, including 7 EMT-led corporate working groups (see Section 7 ‘Leadership’ for further details).

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 forms part of the broad organisational development 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

We have identified the following key objectives:

To be inserted from action plans

Focus on residents and customers

Engaging local people

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.

Understanding needs

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. In 2007 we launched Stats@Stockton which brings together our data and mapping systems. The data profile and Stats@Stockton 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.

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 customer's experiences of interacting with the council.

Services are working towards achieving level 2 of Customer First by April 2009.

Improvement Priorities

To be inserted from action plans

Performance and Resource Management

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 9
- 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.

Strong and embedded resource 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, that 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 to enable a planned approach to investment in priorities and services requiring improvement.
- 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

- To be inserted from action plans

People development and learning

People development

The Council has a long history of investing in its employees and was first awarded council wide 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.
- Equalities training provided to all first, second and third tier officers as well as ten per cent of all staff during 2008.

Learning

The Council has a strong learning culture, sharing and seeking good practice both internally and externally. Our participation in the Beacon Council awards scheme, participation in voluntary peer reviews, and our partnerships with other councils and public sector bodies all demonstrate this. This learning culture has its foundation in the empowering of employees at all levels to seek good practice and to innovate in service delivery.

Improvement Priorities

- TO be inserted from action plans

SECTION 8
Medium Term Financial Plan

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:-

	2008/09 £	2009/10 £	2010/11 £
CESC	77,333,709	82,327,714	85,224,692
DNS	40,796,716	42,860,053	43,781,703
Law & Democracy, Policy and Resources	19,882,811	22,133,380	23,947,558
TOTAL	140,013,236	147,321,147	152,953,953
Use of balances	531,951	(1,622,871)	(2,344,080)
Budget Requirement	140,545,187	145,698,276	150,609,873

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.

	2008/09 £'000	2009/10 £'000	2010/11 £'000
Development Fund applied in the MTFP above	28,558	31,189	32,190

In 2008/09 the Council has agreed to invest an additional £15.6m of revenue spending over the period of the current plan to continue improvements in key services to meet resident's needs. The Council has earmarked £1.9m for additional care packages for people with complex and additional needs. Similarly the Council is investing just short of £1m in pest control, food safety and other environment health services. Anti-social behaviour remains a prime concern for residents. The Council has taken notice of this by continuing support for neighbourhood enforcement services to tackle this and environmental crime.

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.

	2008/09 Estimate £'000	2009/10 Estimate £'000	2010/11 Estimate £'000
Children Services	12,549	8,452	8,109
Adult Services	519	456	456
Housing General Fund	13,676	8,466	8,561
Development & Neighbourhood	28,433	18,452	7,148
Leisure & Cultural	45	1,001	0
Resources	1,491	299	0
Total Non-HRA	56,713	37,126	24,274
HRA	9,600	9,600	10,311
Total Capital Expenditure	66,313	46,726	34,585

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 extended funding to continue home adaptations for sick and disabled people, cemeteries inspection, repairs and maintenance of council buildings and additional alley gate security. 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.

Section 9 - Objectives

Theme: <i>Economic Regeneration and Transport</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
1	Support an economy which attracts investment and promotes business growth	<p>Achieve more business start-ups in the borough</p> <p>Support the growth and survival of existing businesses and inward investment</p>	<p>Increase the number of VAT registered businesses per 10,000 adults in the area by x% (NI 171)</p> <p>Reduction in the proportion of working age people claiming out of work benefits in the worst performing neighbourhoods by x (NI 153)</p> <p>Environment for a thriving third sector (NI 7)</p> <p><i>(annual targets are being developed for these indicators as part of the LAA development process)</i></p>	CD DNS	SIP: Regeneration and Economic Development
2	Tackle worklessness by removing barriers to employment and enterprise	<p>Increase training and employment opportunities for residents from regeneration areas</p> <p>Support more residents to move from benefit into employment in partnership with Jobcentre Plus and other agencies</p> <p>Support the Employability Consortium in the development of an Employability Strategy for the borough</p>	<p>Increase the percentage of working age population who are in employment by x% (NI 151)</p> <p>Learners achieving an Entry Level 3 qualification in numeracy (NI 162) target?</p> <p><i>(annual targets are being developed for these indicators as part of the LAA development process)</i></p>	CD DNS	SIP: Regeneration and Economic Development

Theme: Economic Regeneration and Transport					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
3	Revitalise the Borough's town centres	<p>Stockton Borough Town Centre Regeneration</p> <p>Thornaby Town Centre Regeneration</p> <p>Billingham Town Centre Regeneration</p>	<p>Completion of the economic appraisal of the Riverside site by April 2009</p> <p>All phases of Thornaby Town Centre regeneration completed by July 2009</p> <p>Billingham Town Centre Regeneration Scheme agreed by July 2009</p>	CD DNS	SIP: Regeneration and Economic Development

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Theme: Economic Regeneration and Transport					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
4	Contribute to the regeneration of the Tees Valley Urban Core through the Stockton Middlesbrough Initiative	Deliver a city scale riverside environment at the urban core of the Tees Valley	Commence implementation of projects as identified in the SMI Strategic Plan by April 2010 Stockton Borough Middlesbrough Initiative Road Network Action Plan developed by September 2008 Facilitate the commencement of North Shore Phase 1 by April 2009	CD DNS	SIP: Regeneration and Economic Development SIP: Technical Services
5	Provide a sustainable and effective transport framework to support economic regeneration	Facilitate the development of the Durham Tees Valley Airport Southside Business Park Develop Area Transport Model in partnership with the Joint Strategy Unit Support the development of the Tees Valley Improve accessibility for work, leisure, retail and health via transport links through development of Tees Valley Bus Network review	Tees Valley bus network bid submitted to GONE/DfT for programme entry in accordance with timetable Reduction in the percentage of principal roads where maintenance should be considered by x% (NI 168) Reduction in the percentage of non-principal roads where maintenance should be considered by x% (NI 169) Working age population with access to employment by public transport (and other specified modes) (NI 176)	CD DNS	SIP: Technical Services SIP: Regeneration and Economic Development

Theme: <i>Economic Regeneration and Transport</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
6	Ensure good and sustainable design in regeneration schemes and new developments	<p>Section 106 agreements support sustainable developments and transport network</p> <p>Improve guidance available to residents and developers in submitting planning applications</p> <p>Strengthen strategic planning through the Local Development Framework</p>	<p>100% of major planning applications considered for traffic impact</p> <p>Increase in the percentage of each type of planning application determined within timescale to x% above national targets by 2009/10 (NI 157)</p> <p>Increase in the supply of ready to develop housing sites by x% (NI 159)</p> <p>Online applications increased to 20% by 2010</p> <p>Local Development Framework documents produced in accordance with Government timetable</p> <p><i>(annual targets are being developed for these indicators as part of the LAA development process)</i></p>	CD DNS	<p>SIP: Technical Services</p> <p>SIP: Planning</p>

Theme: <i>Environment and Housing</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
7	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> <p>Implement Carbon Management Programme and Climate Change Action Plan</p> <p>Reduce consumption of non-renewable energy and pollution emission by Council staff</p> <p>Reduce the amount of environmental pollution through seeking viable alternative and sustainable fuels for council vehicles</p> <p>Develop strategies to reduce the authority's energy consumption and examine renewable energy options</p>	<p>Local Development Framework (LDF) Core Strategy developed by October 2009</p> <p>Reduction in the borough's carbon emissions by a minimum of 25% from 2005/06 levels by 2013</p> <p>Reduction in the amount of carbon dioxide produced by local authority operations by x% (NI 185)</p> <p>Increase in the level of attainment on adapting to climate change through the UK Climate Impact Programme to Level x (NI 188)</p> <p><i>(annual targets are being developed for these indicators as part of the LAA development process)</i></p> <p>Reduction in staff business travel by 5% by March 2011</p> <p>Increase to 90% of all council vehicles to be operating on bio-diesel by March 2010</p> <p>Children travelling to school – mode of transport usually used (NI 198) Target?</p>	CD DNS	<p>SIP: Planning</p> <p>SIP: Technical Services</p> <p>SIP: Direct Services</p>

Theme: Environment and Housing					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
8	Make Stockton Borough a cleaner, greener place to live, work and visit	<p>Maintain the excellent standard of cleanliness in the borough</p> <p>Deliver the Environmental Select Committee's recommendations on waste management</p> <p>Develop Planning policies and guidance to promote waste reduction and recycling via improved waste storage facilities and design guides by March 2010</p>	<p>Performance on litter, detritus, graffiti and fly-posting at less than 5% of sampled areas not at acceptable standard (NI 195)</p> <p>Waste management action plan developed and implemented (in line with timescales) by April 2011</p> <p>All reported incidents of fly tipping removed within average of 1 day of reporting (NI 196)</p> <p>Increase recycling and composting activity to achieve the national combined target of over 40% by 2010 (NI 192)</p> <p>Increase in the recovery of municipal waste (including recycling, composting and energy from waste) to achieve the national target of 53% by 2010 (NI 193)</p>	CD DNS	<p>SIP: Direct Services</p> <p>SIP: Planning</p>

Theme: <i>Environment and Housing</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
9	Provide attractive and safe parks, open spaces and cemeteries	<p>Develop a strategic vision for parks and green space management through the Tees Valley Greenspace Strategy by September 2008</p> <p>Deliver the improvement plan for the Borough's cemeteries and closed churchyards</p> <p>Prepare and adopt the Open Space and Landscaping supplementary planning document by January 2009 to provide guidance and standards for the provision and maintenance of open spaces, recreational facilities and landscaping in new developments</p>	<p>Green Flag status to be held by five parks, and one or more cemeteries, by March 2009</p> <p>Improved customer satisfaction levels of visitors to facilities and residents as a whole (measured through Place Survey and Residents Survey)</p>	CD DNS	<p>SIP: Direct Services</p> <p>SIP: Performance and Business Services</p> <p>SIP: Planning</p>

Theme: <i>Environment and Housing</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
10	Deliver quality and choice in the housing market and address housing market failure	<p>Continue progress of prioritised Housing Market Renewal schemes at Hardwick, Parkfield and Mandale</p> <p>Undertake options appraisal for investment into and delivery of housing management services by September 2008</p> <p>Introduce a Home Improvement Agency (HIA) to assist elderly and vulnerable households maintain safe and independent living by April 2008</p> <p>Introduce a sub-regional Choice Based Lettings scheme with a common allocations policy across the Tees Valley by September 2008</p> <p>Develop housing policies in Local Development Framework Core Strategy and Regeneration Development Plan Documents to encourage affordable and special needs housing</p>	<p>Reduction in the proportion of non-decent council owned properties to 0% by 2010/11 (NI 158)</p> <p>Reduction in the average number of days taken to process Housing and Council Tax Benefit new claims and change events (NI 181) <i>target? – not yet set</i></p> <p>133 properties demolished in Hardwick, Parkfield and Mandale by March 2009</p> <p>200 clients per year provided with advice and assistance through the Home Improvement Agency</p> <p>Tackling fuel poverty – x people receiving income based benefits living in homes with a low energy efficiency rating (NI 187)</p>	CD DNS	SIP: Housing

Theme: <i>Environment and Housing</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
11	Prevent homelessness	<p>Undertake strategic review of homelessness in the Borough, and produce strategic action plan by July 2008</p> <p>Develop a range of temporary accommodation that is appropriate for all client groups, aiming to reduce the usage of temporary accommodation by 50% by 2010 (government target)</p>	<p>Reduction in the average length of stay in hostel accommodation of households which include dependent children or a pregnant woman to 7 weeks by 2008/09</p> <p>Eradicate the use of bed and breakfast accommodation for homeless households by 2010 (NI 156)</p>	CD DNS	SIP: Housing

Theme: Safer Communities					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
12	Reduce crime and the fear of crime	<p>Prepare and deliver the 2008-11 Community Safety Plan in partnership with the Safer Stockton Partnership</p> <p>Develop policies to design out crime in new planning developments</p>	<p>Reduce total crime by x% (in line with CSP targets) <i>(annual targets being developed as part of the 2008-11 Community Safety Plan development process)</i></p> <p>Reduction in serious violent crime rate by x% (NI 15) <i>(annual targets being developed as part of the LAA development process)</i></p> <p>Policies included in the Core Strategy Local Development Framework adopted by October 2009</p>	CD DNS	<p>SIP: Community Protection</p> <p>SIP: Planning</p>
13	Reduce anti-social behaviour and offensive incidents	<p>Tackle and prevent anti-social behaviour and offensive incidents</p> <p>Deliver the Respect Action Plan</p>	<p>Reduction in the percentage of people that perceive Stockton Borough to have a high level of anti-social behaviour by x% (NI 17)</p> <p>Reduction in the number of deliberate fires by 10,000 population by x (NI 33)</p> <p><i>(annual targets being developed on these indicators as part of the LAA development process)</i></p>	CD DNS	SIP: Community Protection

Theme: Safer Communities					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
14	Reduce the impact of drug and alcohol misuse on our communities	<p>Increase effective action against alcohol related anti-social behaviour</p> <p>Increase effective action against supply of drugs and alcohol</p>	<p>Reduction in the average offending rate by those identified as Class A drug misusers in the course of their contact with the criminal justice system by x% (NI 38)</p> <p>Increase in the number of drug users in effective treatment by x (NI 40)</p> <p>Reduction in the percentage of people who perceive Stockton Borough to have a high level of drug use or drug dealing by x% (NI 42)</p> <p><i>(annual targets being developed on these indicators as part of the LAA development process)</i></p>	CD DNS	SIP: Community Protection

Theme: Safer Communities					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
15	Ensure our residents are safe	<p>Promote a fair and equitable market place providing protection for consumers</p> <p>Reduce road casualties through effective road safety schemes</p> <p>Provide targeted cycling, walking, driver and motorcycling training programmes</p> <p>Undertake review of the Road Casualty Reduction Service and develop improvement plan by September 2008</p> <p>Develop street lighting improvement and replacement plan</p>	<p>Increase in the percentage of businesses satisfied with local authority regulation services by x% (NI 182)</p> <p>Increase in the impact of local authority regulatory services on the fair trading environment (NI 183) target?</p> <p>Reduction in the number of people killed or seriously injured in road collisions by x% from 2007/08 to 2008/09 (NI 47)</p> <p>Reduction in the number of children killed or seriously injured in road collisions by x% from 2007/08 to 2008/09 (NI 48)</p> <p>Plan in place by October 2008.</p>	CD DNS	<p>SIP: Community Protection</p> <p>SIP: Technical Services</p>

Theme: Children and Young People					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
16	Be Healthy	<p>Promote positive sexual health and reduce the level of conceptions in under 18 year olds.</p> <p>Implement Children and Young People Substance Misuse Plan</p> <p>Deliver programmes to address levels of obesity in children and young people.</p> <p>Reduce health inequalities for children and young people across the Borough.</p> <p>Further develop services to address the mental health and emotional well-being of children and young people.</p>	<p>Under 18 conception rate – reduce 1998 baseline of 48.3 per 1,000 by 50% by 2010 (NI 112)</p> <p>Substance misuse by young people. (NI 115) Target to be determined</p> <p>Halt the year on year rise in obesity in children under 11 years by 2010 (NI 55 & NI 56)</p> <p>Prevalence of breastfeeding at 6-8 weeks from birth. (NI 53) Target to be determined</p> <p>Effectiveness of Child and Adolescent Mental Health Services (CAMHS) – Improve rating in annual self-assessment from current position of 12 to 14 by April 2011 (NI 51)</p> <p>Emotional health of children (NI 50) Target to be determined</p>	<p>CESC</p> <p>CCYP</p>	<p>Children and Young People's Plan</p> <p>SIP: Children & Young People</p>

Theme: Children and Young People					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
17	Stay Safe	<p>Improve outcomes for children in our care through implementation of 'Care Matters: Time for Change'</p> <p>Develop improved safeguarding training programme for staff.</p> <p>Implement new procedures for serious case / child death reviews.</p> <p>Improve arrangements for quality assurance of casework, to ensure more consistent practice</p> <p>Develop fostering and adoption services to further improve the long-term stability of placements for children looked after.</p> <p>Implement system for monitoring incidents of bullying.</p> <p>Implement national Improving Information Sharing and Management (IISaM) programme.</p>	<p>Initial assessments for children's social care carried out within 7 days – improve to 90%+ by 2011 (NI 59)</p> <p>Maintain at 0 the number of child protection plans lasting 2 years or more</p> <p>The proportion of children becoming the subject of a child protection plan for a second or subsequent time to be maintained within a range of 5 to 10%</p> <p>Percentage of 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. (NI 63)</p> <p>Proportion of looked after children being adopted – Target of 9.5% for 2008/09 (NI 61)</p> <p>ContactPoint implemented in line with national timetable (currently April 2009)</p> <p>e-CAF implemented in line with national timetable (currently mid 2009)</p>	<p>CESC</p> <p>CCYP</p>	<p>Children and Young People's Plan</p> <p>SIP: Children & Young People</p>

Theme: <i>Children and Young People</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
18	Enjoy and Achieve.	<p>Further improve educational achievement across key stages for all children; in particular at Key Stage 3; for pupils from Pakistani communities and for other vulnerable groups</p> <p>Increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase.</p> <p>Improve the quality of strategic leadership, management and governance in schools and settings across the borough across phase.</p> <p>Increase the range of accessible culture, leisure, sporting activities for children and young people by developing services across statutory, voluntary and independent sectors.</p> <p>Develop strategy for meeting requirements of new Early Years Outcomes Duties (EYOD).</p>	<p>Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest – 2009 target 32.6% (NI 92)</p> <p>KS4 Level 2 Threshold (5+ A*-C grades at GCSE or equivalent) including English and Maths. 2009 target 53.2% (NI 76)</p> <p>Progression by 2 levels in English and in Maths between Key Stage 3 and Key Stage 4. 2009 target English 63.8% and Maths 33% (NI 97 & NI 98)</p> <p>Percentage care leavers aged 16+ to have at least 1 GCSE or equivalent - improve to 75% and sustain during 2008-11.</p> <p>The SEN/non-SEN gap –5+ A*-C GCSE inc. English and Maths. Target to be determined</p> <p>Reduce the percentage of persistent absentee secondary school pupils (those missing 20% or more of the school year) - 2009 target 5.45% (NI 87).</p> <p>Maintain number of permanent exclusions at max 23 per year</p> <p>LA schools moving from SRAS (Schools Requiring Additional Support) to an Ofsted inspection designation Target of 0.</p>	<p>CESC</p> <p>CCYP</p>	<p>Children and Young People's Plan</p> <p>SIP: Children & Young People</p>

Theme: <i>Children and Young People</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
		<p>Deliver the Building Schools for the Future (BSF) programme.</p> <p>Deliver the Primary Capital Programme (PCP).</p> <p>Implement Play Strategy action plan.</p>	<p>BSF outline business case submitted in Spring 2009.</p> <p>PCP Strategy for Change agreed with DCSF by September 2008.</p> <p>All schools to meet the 'full core offer' required for extended schools by 2010.</p> <p>Improve or maintain performance in 16 statutory DCSF indicators</p>	<p>CESC</p> <p>CCYP</p>	<p>Children and Young People's Plan</p> <p>SIP: Children & Young People</p>
19	Make a Positive Contribution	<p>Continue to develop the involvement and participation of children and young people, parents and carers in developing services that more closely meet their needs.</p> <p>Support, encourage and celebrate the involvement and participation of children and young people in community life.</p> <p>Reduce levels of youth offending and anti-social behaviour.</p>	<p>100% of looked after children communicate their views for each of their statutory reviews.</p> <p>The number of direct payment agreements will increase to 70 by end of March 2009.</p> <p>Young people's participation in positive activities: (NI 110) target to be determined</p> <p>Reduce re-offending rate by young offenders. (NI 19) Target to be determined when revised baseline data available</p> <p>Reduce the percentage of children in care, as a ratio to the percentage of all children, given final warnings, reprimands and convictions – improve to <3.0 for 08/09.</p>	<p>CESC</p> <p>CCYP</p>	<p>Children and Young People's Plan</p> <p>SIP: Children & Young People</p>

Theme: <i>Children and Young People</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
20	Achieve Economic Wellbeing	<p>Improve the proportion of young people leaving school who access further education, employment or training.</p> <p>Reduce the level of homelessness of young people.</p> <p>Seek to reduce poverty and the impact of poverty on children, young people and their families.</p> <p>Implement Child Care Sufficiency Audit action plan.</p>	<p>The proportion of 16-18 year olds who are Not in Employment, Education or Training (NEET) will be reduced to 7.9% or below by November 2010. (NI 117) This target still based on residency not place of learning.</p> <p>Care leavers in employment, education or training improve to 75% in 2008/09 (NI 148)</p> <p>Cease the use of unsuitable accommodation for 16 and 17 year olds by 2010</p> <p>Proportion of children in poverty (NI 116) Target to be determined</p> <p>All areas of the Borough will have access to local Children's Centre provision by 2010.</p> <p>There will be sufficient childcare to meet the needs of families in the Borough.</p>	<p>CECSC</p> <p>CCYP</p>	<p>Children and Young People's Plan</p> <p>SIP: Children & Young People</p> <p>SIP: Housing</p>

Theme: Children and Young People					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
21	Improve access to integrated services, with a focus on early intervention and support.	<p>Roll out of Integrated Services / Integrated Service Areas.</p> <p>Implement the 5 year strategy for children and young people with complex needs.</p> <p>Develop and implement Children's Workforce Development Strategy</p> <p>Implement Parenting Strategy action plan.</p> <p>Develop improved transition arrangements for young people moving to Adults Services.</p> <p>Review arrangements for delivery of services for young carers.</p>	<p>New structures in place for delivery of integrated services from April 2008.</p> <p>Improved care pathways for complex and additional needs services developed and agreed by April 2010.</p> <p>Children's Workforce Development Strategy agreed by September 2008 and action plan implemented from January 2009</p> <p>Parenting Strategy action plan implemented from April 2008.</p> <p>Transition plans in place for all relevant young people by April 2009.</p> <p>Proposals for future services to young carers developed and agreed by April 2009.</p> <p>13 Sure Start Children Centres to be in place by 2009 (NI 109)</p>	<p>CESC</p> <p>CCYP</p>	<p>Children and Young People's Plan</p> <p>SIP: Children & Young People</p>

Theme: <i>Healthier Communities and Adults</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
22	Improved Health and Emotional Well-Being.	<p>Support delivery of health projects to targeted areas including additional services for hard to reach groups, ie floating support for new alcohol services; books on prescription; new domestic violence services</p> <p>Improve access to substance misuse support services</p> <p>Implement recommendations of Scrutiny Review of alcohol services</p> <p>Implement Falls Strategy</p> <p>Develop & implement Long Term Care Strategy and Action Plan, including expansion of Community Matron scheme</p> <p>Review FACS bandings (criteria for access to services) to assess impact on well being and prevention</p>	<p>Reduce the mortality rate from all circulatory diseases at ages under 75 (NI 121) target to be determined</p> <p>16+ smoking prevalence rate - Increase the number of people using the Smoking Cessation service and who are still 'quitters' after four weeks (NI 123) target to be determined</p> <p>Increase the number of drug users in effective treatment by 150, by the end of March 2009, from current baseline of 1279 (NI 40)</p> <p>14 community matrons to be in place by the end of 2008.</p> <p>Maintain at '0' the number of delayed transfers of care for which the Council is responsible</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>Drugs Action Team Plan</p> <p>SIP: Adults</p>

Theme: <i>Healthier Communities and Adults</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
23	Improved Quality of Life	<p>Further develop access to assistive technology including telecare and remodelled community alarms</p> <p>Commission a broader range of services to support independent living, and de-commission services, in link with recommendations of the Service Review Group</p> <p>Develop the Supporting People programme in line with post inspection improvement plan and revised SP key lines of enquiry.</p> <p>Improve access to supported living for vulnerable groups, including Extra Care provision.</p> <p>Review current arrangements for the community equipment service and agree model for future service delivery</p> <p>Review Learning Disability (LD) strategy, following national consultation on 'Valuing People Now'</p>	<p>Increase the proportion of people (18-64 / 65+) supported to live independently through social services (NI 136) – target of 4300 people by April 2009</p> <p>Increase the number of homes with assistive technology to 300 by April 2009</p> <p>Home Improvement Agency to be available from April 2009</p> <p>Items of equipment and adaptations delivered within 7 working days: increase to 90% by April 2009</p> <p>120 Extra Care places to be available by 2010.</p> <p>Sustain at 95%+ the number of vulnerable people who are supported to maintain independent living (NI 142)</p> <p>Increase to 100 the number of LD service users receiving short term breaks, by April 2009.</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p> <p>Supporting People Strategy</p>

Theme: <i>Healthier Communities and Adults</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
24	Making a Positive Contribution	<p>Implement and embed the Carers Strategy to increase access to a range of support for carers</p> <p>Establish the LINK (Local Involvement Network) in line with new statutory programme</p> <p>Further develop service user consultation mechanisms, including the Over 50s Assembly and 'Are You Being Served' event</p>	<p>Carers Strategy developed and agreed by June 2008</p> <p>Increase the proportion of carers receiving needs assessment or review and a specific carer's service, or advice and information – target of 15% for 2008/09 (NI 135)</p> <p>LINK established by September 2008</p> <p>Terms of reference for Over 50s Assembly agreed by July 2008.</p> <p>Golden Guide reviewed and published by October 2008</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p>

Theme: <i>Healthier Communities and Adults</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
25	Increased Choice and Control	<p>Improve processes for managing care pathways in line with outcomes for Care Services Efficiency Delivery (CSED) project</p> <p>Embed personalisation of care across all user groups via direct payments and an 'In Control' strategy</p> <p>Develop business case for respiratory beds in conjunction with health partners at Rosedale, to provide alternative to hospital admission</p> <p>Commission a broader range of information and advice services, particularly for learning disabilities and mental health needs; and for independent living and preventative services</p> <p>Develop a Transitions Strategy to support improvements in arrangements for transition of young people with complex needs to Adult Services.</p>	<p>Timeliness of social care assessments - Assessments completed within 4 weeks – target of 85% for 08/09 (NI 132)</p> <p>Care packages provided within 4 weeks from completion of assessment – target of 87% for 08/09 (NI 133).</p> <p>Increase the proportion of older people achieving independence through rehabilitation / intermediate care (NI 125) target to be determined.</p> <p>Increase the proportion of social care clients receiving self-directed support (direct payments and individual budgets) – target of 200 clients per 100,000 by April 2009 (NI 130)</p> <p>In Control Strategy to be developed by April 2009</p> <p>Learning Disabled service users with Person Centred Plans: increase to 50% by April 2009.</p> <p>Transition plans will be in place for all those with complex needs transferring to adult services by the end of 2008-09</p> <p>Independent Living website to be in place from January 2009.</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p>

Theme: Healthier Communities and Adults					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
26	Freedom from Discrimination and Harassment	<p>Develop and implement programme of Equality Impact Assessments</p> <p>Review and update website information to support access to services, linked to roll-out of Integrated Services project</p> <p>Review Diversity Profile data relating to age, race and disability, to clarify proportionality of assessments and services for BME groups</p>	<p>Equality Impact Assessment Action plan monitored and reviewed annually</p> <p>Council to achieve Level 3 of the Equality Standard by April 2009.</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p>
27	Economic Well Being	<p>Increase the number of training and employment places for vulnerable groups</p> <p>Deliver 'Brighter Futures' community Learning Disability services</p> <p>Increase the participation and achievement of disabled learners in adult education courses</p> <p>Further develop Independent Living Fund initiative and Welfare Rights campaigns</p> <p>Develop Working Neighbourhoods Fund (WNF) bids for projects to support access to employment and training</p>	<p>Increase to 60 the number of adults with learning disabilities in employment by April 2009 (NI 146).</p> <p>Targets in the Adult Education Service Development Plan, for disabled learner participation, are achieved</p> <p>Increase the number of older people accessing benefit advice and support target to be determined.</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p>

Theme: <i>Healthier Communities and Adults</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
28	Maintaining Personal Dignity and Respect	<p>Implement 'Dignity in Care' principles across all services</p> <p>Further develop joint work between Contracts Team, Protection of Vulnerable Adults (POVA) lead and service providers to ensure appropriate safeguarding arrangements and training provision are in place</p>	Maintain the proportion of Protection of Vulnerable Adults referrals at target to be determined.	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p>

Theme: Healthier Communities and Adults					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
29	Leadership	<p>Review and update the Adults Vision to reflect the personalisation agenda</p> <p>Implement the Integrated Services (IS) strategy.</p> <p>Develop phase 2 of ISA (Integrated Service Area) Profiles project to support the IS strategy.</p> <p>Complete scoping of new IT system to enable implementation of ESCR, alongside implementation of Council's CRM solution.</p> <p>Implement revised governance and performance management framework for the Health & Well Being Partnership.</p> <p>Implement the Older People's Strategy Action Plan</p> <p>Complete Care Services Efficiency Delivery project and implement action plan to achieve improved efficiencies in care management processes.</p>	<p>Adults Vision revised and agreed by September 2008.</p> <p>Full implementation of IS strategy by April 2009</p> <p>ISA profiles linked with Stats@Stockton Borough by April 2009</p> <p>ESCR IT system scoped by September 2008</p> <p>New Health and Wellbeing Strategy agreed by July 2008</p> <p>The Health and Well Being requirements of the White Paper 'Strong and Prosperous Communities' are implemented successfully</p> <p>Older People Strategy is delivered in line with the agreed action plan.</p> <p>Project complete by March 2009</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p>

Theme: Healthier Communities and Adults					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
30	Commissioning and Use of Resources.	<p>Further develop capacity and expertise for the effective commissioning of services</p> <p>Continue the Service Reviews programme, to shape future service provision, inform commissioning plans, and identify opportunities for savings to be re-invested in targeted support services.</p> <p>Complete the revision of the Service Level Agreement (SLA) with Tees, Esk and Wear Valleys Mental Health NHS Trust (TEWV), and review the approach to commissioning of mental health provision.</p> <p>Develop role of the Local Services Group, to work with local providers for people with a learning disability as an alternative to high cost placements out of area.</p> <p>Implement new systems / tools for assessing the effectiveness of care services</p>	<p>Implementation of the Adults Vision and Strategy is underpinned by the effective use of resources, in line with Gershon efficiencies</p> <p>Revised mental health commissioning arrangements in place by March 2009</p> <p>Improved local access to care packages for service users with complex needs is available by 2010</p> <p>Improved information on value for money of placements supports more effective commissioning</p>	<p>CESC</p> <p>CASH</p>	<p>Adults Vision</p> <p>SIP: Adults</p>

Theme: Stronger Communities					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
31	Promote opportunities for public involvement in democratic processes	<p>Implement an inclusive community engagement strategy for Democratic Service targeting specific groups within the community</p> <p>Implement the Community Cohesion Strategy</p>	<p>Increase civic participation</p> <p>Increased percentage of people who feel they can influence decisions in their locality to 28.5% by 2009/10 (NI 4)</p> <p>Increased percentage of people registered to vote to 97% by end of 2008/09</p> <p>Develop and deliver a communications strategy to promote equality and community cohesion</p> <p>Implement all PPC actions in Community Cohesion Strategy</p> <p>Support partners across LSP to implement the Community Cohesion Strategy – monitoring its delivery</p> <p>Develop community reference arrangements for the LSP around community cohesion issues</p> <p>Percentage of people who believe people from different backgrounds get on well together in their local area (NI 1) target?</p> <p>Overall / general satisfaction with local area (NI 5) target?</p>	<p>LD</p> <p>PPC</p>	<p>SIP: LD</p> <p>SIP: PPC</p>

Theme: Older Adults					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
32	Community Leadership and Development	<p>Development of Community Empowerment Network</p> <p>Compact with Third Sector and the development of Catalyst</p> <p>Enhance family learning activities and intergenerational programmes</p>	<p>Older people are represented on all Area Partnerships / Thematic groups</p> <p>Evidence of engagement in intergenerational projects by 2009.</p> <p>Civic participation in the local area (NI 3) target to be determined</p> <p>Percentage of older people who feel they can influence decisions in their local area (NI 4) target to be determined</p>	<p>CESC</p> <p>CASH</p>	Older People Strategy

Theme: Older Adults					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
33	The welcoming community	<p>Investment and improvement of social housing stock</p> <p>Secure National Affordable Housing Programme (NAHP) funding to improve the provision of quality older persons accommodation</p> <p>Improve the take up of home fire and general safety checks</p> <p>Prevent people being the victims of commercial crime in their own home</p> <p>Develop the Community Safety Plan 2008-11 addressing the needs of older people, including focusing on anti-social behaviour, drug related offending and diverting young people from offending</p> <p>Develop an understanding of the range of services / activities in place within communities and support their development</p> <p>To take forward the recommendations coming from the Local Housing Assessment, specifically on key issues for older people</p>	<p>Decent Homes standard met by March 2010</p> <p>NAHP funding secured during 2008-11</p> <p>Increase the number of checks by 5% year on year</p> <p>Percentage of older people who feel they belong to their neighbourhood (NI 2) Target to be determined</p> <p>Understanding of local concerns about anti-social behaviour and crime by the local council and police (NI 27) Target to be determined</p> <p>Reduce the fear of crime. Improve the rating for older people in addressing fear of waling alone outside (Residents Survey) by 2008.</p> <p>Assessment information available Spring 2008 and action plan will be developed following this.</p>	<p>CESC</p> <p>CASH</p>	Older People Strategy

Theme: Older Adults					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
34	Real choice, control and equitable access	<p>Increase the uptake of free bus passes</p> <p>Improve public transport information</p> <p>Support and improve access to Community Transport Service</p> <p>Use accessibility planning software to monitor older people's level of access to key services by public transport</p> <p>Estates Review of Council buildings in line with the Disability Discrimination Act</p>	<p>Increase bus pass uptake from 24,000 to 28,000 by March 2008.</p> <p>New bus travel guides and improved shelters on specific routes by June 2008.</p> <p>Increase the number of non-statutory journeys carried by the Community Transport System in line with the trajectory (by 2011)</p> <p>Maintain 2007/08 baseline accessibility level over the period up to and including 2010/11</p> <p>Council buildings enable physical access to key reception areas or provide alternative accessible routes by 2010.</p>	<p>CESC</p> <p>CASH</p>	Older People Strategy

Theme: Older Adults					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
35	Improving personal well being	<p>Support older people into employment and enterprise, targeting over 50s as part of the Government's New Deal programmes and other area based initiatives for employability</p> <p>Support a range of activities to enhance active ageing</p> <p>Work with pension service to improve the uptake of benefits</p>	<p>Maintain Employment rate for people over 50 at above the Regional and Tees Valley rates. Baseline 2005: Stockton Borough 33.2%, Tees Valley 31.2%, North East 31.7% (NOMIS APS)</p> <p>Older people self report an improved measure of health and wellbeing (NI 119 – target to be determined).</p> <p>Gain a baseline of activities available for older people by 2009</p> <p>Increase the number of older people accessing benefit advice and support year on year</p>	<p>CESC</p> <p>CASH</p>	<p>Vision for Adults</p> <p>Older People Strategy</p> <p>SIP: Adults</p>

Theme: Arts, Leisure and Culture					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
36	Continue revitalisation of the Museums Service and develop community-based outreach activity	<p>Open refurbished Winter Garden at Preston Hall</p> <p>Coordination of all work on Preston Park redevelopment plan for Park Stage 1 bid Progress Stage 2 bid for Hall in anticipation of Stage 1 success</p> <p>Further develop the 'Museums on the Move' initiative to deliver a community programme</p> <p>Implement Collections Rationalisation Strategy</p>	<p>Success at Heritage Lottery Stage 1 for the Preston Hall redevelopment bid</p> <p>Submitted BIG lottery Stage 1 bid for Preston Park redevelopment</p>	<p>CESC</p> <p>CALC</p>	<p>Culture Strategy</p> <p>SIP: Culture</p>
37	Strengthen the arts infrastructure and support cultural business growth, in particular through the Stockton Borough Cultural Quarter development	<p>Complete the test phase for the Centre for International Street Arts, testing demand for a permanent local facility by September 2009</p> <p>Produce a new three year business plan for SPARK young children's arts centre, broadening use of the facility by March 2009</p> <p>Cultural business support and growth; advice, support and training provided for 50 arts businesses by March 2009.</p>	<p>A thriving Cultural Quarter, sustaining a vibrant mix of commercial and non-commercial activity, which contributes to town centre regeneration and wider economic growth</p> <p>ARC, SPARK and Tees Music Alliance facilities well-used and financially secure, contributing to raising aspirations</p> <p>Cultural business support and growth; advice, support and training provided for arts businesses</p> <p>Engagement in the Arts (NI 11) Target to be determined</p>	<p>CESC</p> <p>CALC</p>	<p>Culture Strategy</p> <p>SIP: Culture</p>

Theme: Arts, Leisure and Culture					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
38	Raise the profile of Stockton Borough International Riverside Festival (SIRF) and maintain the growth of Carnival participation	<p>Continue to develop SIRF as a leading international festival</p> <p>Complete the Beijing Chaoyang Flying Dragon Circus co-commission and European tour by February 2009</p>	<p>Sustain SIRF visitor satisfaction above 90% each year</p> <p>Increase SIRF carnival participation: 1,100 in 2008; 1,200 in 2009</p> <p>Attract national media coverage for the event, or for individual commissions / performances</p>	<p>CESC</p> <p>CALC</p>	<p>Culture Strategy</p> <p>SIP: Culture</p>
39	Implement Library recommendations for future development of the Library Service and sustain progress on Public Library Service Standards	<p>Implement recommendations from Strategic Review of Library Service in relation to:</p> <ul style="list-style-type: none"> ▪ Buildings ▪ Marketing and Branding ▪ Staffing structure ▪ Opening hours ▪ ICT 	<p>Sustain 9 out of 10 of the Public Library Service Standards in 2008/09</p> <p>More people to use libraries in more diverse ways</p> <p>Libraries to become an integral part of the 'Access to Services' provision</p>	<p>CESC</p> <p>CALC</p>	<p>Culture Strategy</p> <p>SIP: Culture</p>

Theme: Arts, Leisure and Culture					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
40	Develop the Sport and Leisure Strategy and strengthen the commissioning of leisure service provision	<p>Consult on the draft Leisure Strategy and develop the action plan</p> <p>Support and monitor Tees Active toward the achievement of agreed targets for attendance and participation</p> <p>Support leisure facility improvement initiatives for Billingham, Thornaby and Stockton Borough in accordance with relevant project plans for each facility</p> <p>Contribute to the planning for Building Schools for the Future in relation to sports facility provision</p> <p>Advise and support training and coaching to improve standards of participation in sports.</p>	<p>A widely endorsed and authoritative Leisure Strategy for the district, connecting public, private and voluntary sector provision by September 2008.</p> <p>New, extended or refurbished leisure facilities in Billingham, Thornaby and Stockton Borough, supporting the revitalisation of our Town Centres</p> <p>Increased participation in physical activity, amongst children and adults, contributing to achieving targets for improving public health</p>	<p>CESC</p> <p>CALC</p>	<p>Culture Strategy</p> <p>SIP: Culture</p>

Theme: Organisational and Operational Effectiveness – Performance and Resource Management					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
41	Improve Operational Efficiency through delivery of new Shared Services arrangements – Stockton Borough Darlington Partnership	Implement the delivery of shared services at Stockton Borough and Darlington councils	<p>ICT Infrastructure to be developed by July 2008.</p> <p>Partnership to go live by September 2008.</p> <p>Post Implementation Review to be undertaken by September 2009.</p>	Resources	SIP: Resources
42	Delivery of the ICT strategy	Build a consolidated and robust ICT Architecture on which to implement the ICT Strategy.	<p>Develop a Business Case for investment in workflow and mobile technologies by March 2009.</p> <p>Develop and deliver a business change programme methodology, incorporating enterprise wide technologies by June 2010.</p>	Resources	<p>SIP: Resources</p> <p>ICT Strategy</p>

Theme: Organisational and Operational Effectiveness – Performance and Resource Management					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
43	Respond to the new National Indicator framework	<p>Improve Data Quality arrangements</p> <p>New performance framework across the Council and its partners</p> <p>Strengthen Performance Management approach within the authority and partners</p> <p>Stats@Stockton Borough</p>	<p>Improve data quality through the implementation of actions within the Data Quality Strategy</p> <p>Improve the Council and partners' planning frameworks through the integration of the LAA into planning and monitoring process by March 2009</p> <p>Improve the performance management approach for the Local Strategic partnership to support the enhanced role of the LSP, the LPSB and in preparation for the new Comprehensive Area Assessment Framework by March 2009</p> <p>Ensure collection methodologies and systems and in place to collect new 198 indicators set. Including working with partner organisations to ensure data collection and quality by June 2008.</p> <p>Continue to develop the Stats@Stockton Borough project</p>	PPC	SIP: PPC

Theme: Organisational and Operational Effectiveness – People Development and Learning					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
44	Develop an approach to modern ways of working, maximising technology, assets and people (Workwise Project)	<p>Development and implementation of policies and procedures for flexible working</p> <p>Investigate rationalisation of accommodation.</p>	<p>Policies, working procedures and facilities developed by December 2008.</p> <p>Flexible working environment pilot developed and implemented by December 2008.</p> <p>Business case developed for rationalising accommodation by March 2009.</p>	Resources	SIP: Resources
45	Implement modern and fair recruitment processes, improve recruitment & retention and become an employer of choice	<p>Improve recruitment from hard to reach groups and in respect of hard to fill posts</p> <p>Improve employer branding.</p>	<p>Develop a strategy to recruit from hard to March 2009.</p> <p>Continue to modernise the recruitment process and improve employer branding by March 2009.</p>	Resources	<p>SIP: Resources</p> <p>People Strategy</p>

Theme: Organisational and Operational Effectiveness – People Development and Learning					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
46	Build organisational, leadership and management capacity	<p>Extended Management Team</p> <p>Setting the Standard (STS)</p> <p>Carry out the employee census survey</p> <p>Appraisal process</p> <p>Improve recruitment and retention to senior posts</p> <p>Improve qualitative measures to assess improvements in identified skills gaps</p>	<p>Run the Extended Management Team programme for the Council</p> <p>Run STS organisational development events for top 3 tiers of the Council</p> <p>Staff attitude survey carried out by April 2009</p> <p>Rerun the 360 degree appraisal, or equivalent, for EMT by summer 2008.</p> <p>Complete a review of senior organisational structure by June 2008.</p> <p>Develop a management development plan by June 2008.</p> <p>Commence delivery of Management Development Programme by December 2008.</p>	<p>PPC</p> <p>Resources</p>	<p>SIP: PPC</p> <p>SIP: Resources People Strategy</p>

Theme: Organisational and Operational Effectiveness – People Development and Learning					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
47	Improve workforce data and employee consultation	Provide better management information on which to base improvement initiatives Reduce number of grievances	Develop a Workforce Plan by March 2009. Develop an Employee Engagement Strategy by December 2008.	Resources	SIP: Resources People Strategy
48	Improve training and workforce development	Deliver a planned and structured approach to workforce development	Develop a Workforce Development Plan by June 2008. Undertake a skills and qualifications audit to quantify existing skills, assess required skills and appropriate resource by December 2008.	Resources	SIP: Resources People Strategy
49	Enhance Member Development	Implement Chartered Status Improvement Plan Apply for Charter Status re-assessment	Implement by March 2010. Improvement by 2009 Achieve reaccreditation by November 2010.	LD	SIP: LD

Theme: <i>Organisational and Operational Effectiveness – People Development and Learning</i>					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link

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50	Improve the Council's approach to Diversity	Continue to lead the Council's approach to Equality and Diversity	<p>Use diversity profiles to consider any diversity issues within the workforce and support HR to implement the diversity agenda (April 2008 onwards)</p> <p>Review and Improve the Council's approach to Equality Impact Assessments by September 2008</p> <p>Achieve level 3 of the Equality Standard for Local Government by March 2009</p> <p>Support and develop approaches to embedding equality and diversity in procurement:</p> <ul style="list-style-type: none"> • at regional level (March 2009) • across all SBC procurement activities (March 2010) • across Stockton Borough LPSB (March 2011) <p>Deliver actions within Single Equality Scheme version 3 by March 2011</p> <p>Roll out corporate diversity training programme across the Council by March 2011</p>	PPC	SIP: PPC
Theme: Organisational and Operational Effectiveness – Focus on Residents and Customers					

No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
51	Community Cohesion	Implement the Community Cohesion Strategy	<p>Develop and deliver a communications strategy to promote equality and community cohesion by March 2009</p> <p>Implement all PPC actions in Community Cohesion Strategy by March 2011</p> <p>Support partners across LSP to implement the Community Cohesion Strategy – monitoring its delivery</p> <p>Develop community reference arrangements for the LSP around community cohesion issues by December 2008.</p>	PPC	SIP: PPC
52	Roll out of the Access to Services Programme	Provide easier access to Council services and increase customer satisfaction	<p>Complete evaluation of trial period of extended opening hours for telephone contact centre by July 2008.</p> <p>Open Thornaby face-to-face multi service centre by March 2009.</p>	Resources	SIP: Resources
53	Customer First Programme – Stage 2	Increased quality of Customer Service to all of our customers	All services to achieve level 2 award by March 2009.	All	SIP: All
Theme: Organisational and Operational Effectiveness – Focus on Residents and Customers					

No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
54	Strengthen the Community Leadership Role and the role of Stockton Borough Renaissance	Strengthen the role of Stockton Borough Renaissance	<p>Develop and implement a partnership evaluation model with the Area Partnerships by September 2008</p> <p>Design a questionnaire to assess Area Partnerships/Resident Groups views on the effectiveness of the Area Partnerships and support arrangements for the future by September 2008</p> <p>Develop community leadership role further, through both the Community Empowerment Network (CEN) and Area Partnerships by reviewing the links and feedback mechanisms with the Area Partnership constituent groups by September 2008</p> <p>Analyse the feedback and develop improvement options for the future taking into account any implications from the anticipated published place shaping guidance and associated national policy documents by January 2009</p> <p>Take a report to Stockton Borough Renaissance and Cabinet for consideration by March 2009</p> <p>Develop a refreshed Engagement and Communication strategy and action plan for each Area Partnership by June 2009</p>	PPC	SIP: PPC

Theme: Organisational and Operational Effectiveness – Focus on Residents and Customers

No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
55	Enhance Local Democracy	Implement Local Government and Public Involvement in Health Act 2007: - Enhanced Scrutiny of Partners - Councillor Call for Action - Introduce New Executive Arrangements - Establish an Enhanced Standards Committee Role	Implementation completed within Government Deadlines Introduce the arrangements for Scrutiny of Partners by April 2008 Analyse the effectiveness of the arrangements and develop and implement an improvement plan by Dec 2009 Develop and implement procedures for managing calls for action in accordance with government deadlines Commence the operation of a new executive model by no later than May 2011 Develop procedures for handling local referrals of misconduct allegations by May 2008 Assess the effectiveness of the procedures and identify and action areas for improvement by September 2008.	LD	SIP: LD

CORPORATE WORKING GROUPS

Corporate Governance

The Corporate Governance Group supports the ongoing development of governance strategies and policies across the Council. It seeks to keep abreast of best practice and various relevant standards, assesses the Council's approach against this, develops and monitors improvement actions and generally raises awareness. It also supports the Audit and Standards Committees.

Key achievements over the last year include:

- Reviewed the Council's approach to risk
- Monitored progress against the information governance agenda
- Undertaken an independent assessment of the Internal Audit function
- Rolled out the Partnership Health check toolkit
- Linked key governance guidance, assessed the Council's approach against this and reported improvement actions to the Audit and Standards Committees
- Assessed the Council's position against governance-related Corporate Assessment KLOEs and provided the necessary evidence.

In the coming year the Group will continue to monitor progress against improvement actions as well as reviewing the work programmes of Audit and Standards Committees and the effectiveness of ethical governance. It will also maintain focus on effective risk management and the delivery of the information governance agenda particularly in the light of recent information security issues nationally.

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 work with the Head of Human Resources to

- Develop a leadership programme for Directors, Heads of Service and senior managers, to include coaching and mentoring
- Develop a total reward package to aid recruitment and retention, (including a review of PRP for Corporate Directors), initially to address difficulties in recruitment and retention at a senior level
- Develop a Management Development Plan to address management development in a more strategic way at all levels of the organisation
- Monitor the progress of Job Evaluation appeals arising out of the review

- Develop an Employee Engagement Strategy which will investigate alternative mechanisms for employees to raise concerns and build continuous improvement
- Monitor the roll out of current absence recording procedure to schools
- Develop a health and well being strategy to address high levels of absence and stress related illness

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 overseen the development of an ICT Strategy, implemented an improved means of monitoring the ICT work programme and approved a framework for web governance and strategic development.

Over the coming year the group will:

- Drive and monitor the projects resulting from the Council's ICT Strategy
- Review and revise ICT governance arrangements as defined in the Council's ICT Strategy and in response to the creation of the Stockton Borough Darlington Partnership for ICT Services
- Continue to oversee the ICT work programme and have input on significant ICT projects as and when they arise
- Continue to champion and monitor the adherence to Council ICT policies

Access to Services

The Access to Services Steering Group ceased operating as a corporate working group at the end of December 2007 because it was recognised that the group's initial remit had been achieved and that the nature of its work had changed from a strategic focus to an operational/project management approach. The group's achievements during 2007/2008 included:

- Developing and monitoring progress against the Access to Services phase 1 implementation project plan;
- Developing and monitoring progress against the CRM (Customer Relationship Management) system implementation project plan;
- The development and launch of Customer First Stage 2 and new corporate customer service standards;
- Completion of an exercise to select telephony software for the Council's new contact centre;
- A customer consultation exercise through the Council's Viewpoint Panel, followed by the production of an action plan to ensure that the views of customers are taken into account in the roll-out of the Access to Services Programme;
- Preparation of consultation and communication plans for the Access to Services Programme.

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:

- Met with the Tees Valley Voluntary and Community Sector Forum to explore procurement opportunities.
- Held a seminar for local businesses to raise awareness at the local level.
- Collected a comprehensive database regarding the use of agency staff within the authority that is regularly tested for value.
- Supported the roll out of the Carbon Management programme to include procurement options to release cash savings.
- Instigated a major review of internal recharging systems to reduce internal procurement and associated costs.
- Carried out a member training programme to raise awareness of procurement impact upon efficiency and to reinforce the Procurement Strategy.
- 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.
- Continued to reduce non-contracted spend to ensure the Council is achieving value for money.

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 and the role of the third sector, 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 focus in the last year has been the council's corporate assessment which took place in December 2007. In the coming year the group will focus on shaping the Council's response to changes in national policy, changes to the national performance framework and assessment regime and will work more closely with colleagues in partner organisations. It will also continue to lead the council's approach to planning, performance management, external assessment, business continuity, value for money and implementation of key organisation wide developments to support planning for the future 3.

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 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 Group will continue to oversee and influence the development of plans and strategies with asset implications to ensure that the Council is recognising the benefits of its asset portfolio. The Group will look to identify surplus assets and develop disposal plans.

Workwise

Workwise is a long term project to develop a strategy and plan to introduce modern ways of working and review level and utilisation of office accommodation. The review will combine:

- Consideration of flexible working methods
- Use of technology to facilitate flexible working
- A fundamental review of accommodation to consider what is required and how best it will be utilised.

The project will also:

- Consider how current accommodation links with the Councils regeneration and economic development initiatives.
- Assess the current condition, suitability of buildings and the level of investment required, along with potential capital values
- Identify opportunities for improving service delivery through changing working practice
- Incorporate changes in organisational structure and working arrangements
- Review current working arrangements

The first phase of the project, to be undertaken in 2008/9, is the development of a detailed business case and options appraisal.

Diversity Group

The main purpose of this group is to oversee the development of diversity policy and associated strategy, plans and procedures. Key achievements over the past year have been to:

- review, challenge and endorse the following new initiatives:
 - Equality Impact Assessment scheme;
 - Diversity Profiles
 - Revised training programme.
- support preparation for corporate assessment.
- monitor quarterly progress reports on the Single Equality Scheme action plan and the Equalities Standard action plan.

- review and disseminate information on national developments and their local implications, e.g. Progress on the Government's Strategy for Race Equality and Community Cohesion.

Priorities for the coming year are to:

- review implementation of the Equality Impact Assessment scheme;
- respond to any relevant issues in the Corporate Assessment and Joint Area Review reports;
- consider implications of the new Comprehensive Area Assessment arrangements and advise services as required;
- provide a greater challenge role to monitoring reports;
- review the Diversity Profiles with a view to enabling more effective analysis of the diverse needs of the Borough's communities;
- oversee the review of the Single Equality Scheme;
- determine an approach to evaluating progress against appropriate standards / criteria, having regard to the new national performance framework and indicator set;
- review and analyse workforce profiles
- Lead the Council's preparation for assessment against level 3 of the Local Government Equality Standard.

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Index of abbreviations

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

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

Council Service Groupings

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

Cabinet Responsibilities

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

Key Contact Points

ANNEX 3

Implementation of the objectives and monitoring of the outcomes listed in this plan are the responsibility of the listed Cabinet Member and Service Grouping. If you would like more information on any of the issues covered in this plan, please contact the following Council officers in the first instance:

For enquiries about **Children and Young People**

Peter Seller
Children Education and Social Care
Municipal Buildings
Church Road
Stockton Borough-on-Tees TS18 1YD
Tel 01642 527043
Email peter.seller@Stockton
Borough.gov.uk

For enquiries about **Healthier Communities and Adults**

Ruth Hill
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For enquiries about **Community Safety**

Mike Batty
Development and Neighbourhood Services
PO Box 232
16 Church Road
Stockton Borough-on-Tees TS18 1XD
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Email mike.batty@Stockton Borough.gov.uk

For enquiries about **Economic Regeneration and Transport (Economic Regeneration issues)**

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Stockton Borough-on-Tees TS18 1YD
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Email Richard.poundford@Stockton
Borough.gov.uk

For enquiries about **Regeneration and Transport (Transport Economic issues)**

Mike Robinson
Development and Neighbourhood Services
Municipal Buildings
Church Road
Stockton Borough-on-Tees TS18 1YD
Tel 01642 527028

For enquiries about **Liveability (Environmental issues)**

Jamie McCann
Development and Neighbourhood Services
Stirling House
Tedder Avenue
Thornaby TS17 9JP
Tel 01642 527071
Email Jamie.mccann@Stockton
Borough.gov.uk

Email mike.robinson@Stockton
Borough.gov.uk

For enquiries about **Liveability (Housing issues)**

Julie Allport
Development and Neighbourhood Services
16 Church Road
Stockton Borough-on-Tees TS18 1TX
Tel 01642 527072
Email julie.allport@Stockton
Borough.gov.uk

If you would like more information on the **key organisational objectives, the overall content or monitoring arrangements, or would like further copies** please contact:
Policy and Performance Standards Unit
PO Box 117, Municipal Buildings
Church Road
Stockton Borough-on-Tees TS18 1YD

Tel 01642 526087
Email corporate.performance@Stockton
Borough.gov.uk

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