

**Stockton Borough Council**

**Council Plan**

**2009-2012**

## **Council Plan 2009 – 2012**

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## **Foreword**

The Sustainable Community Strategy sets out the joint vision of the local public, private and voluntary sector partners for the local area. The Council Plan sets out the overall ambition and priorities for Stockton Borough Council for the next three years to support delivery of the Sustainable Community Strategy. The plan has been developed in a context in which Local Authorities and other public sector providers face challenging times as we seek to respond to global and national issues, reflected locally, such as the current economic climate and the impact on our local communities and the services we provide. The current climate will place increasing demands on many services, particularly for those who are the most vulnerable. We have already responded to the need to support local communities affected by early stages of the credit crunch but need to make sure we are able to continue to proactively respond to such circumstances and ensure our resources are used ever more effectively.

The Council is well placed to respond to these challenges by building on a track record of progress and high levels of achievement and performance over recent years. Strong visionary leadership, good governance, excellent use of resources and highly effective partnership working provide a firm foundation on which we can tackle the issues.

Local people remain positive about the future of the Borough and resident satisfaction with the way the Council is delivering services is higher than it has ever been\* with increasing satisfaction with service provision and the way the Council is run. We have sustained investment in the physical regeneration of the Borough, housing, public buildings, our economy, local policing and in our schools. We recognise that some of the issues and challenges we face as a borough are not unique to us and are replicated across the sub-region of Tees Valley and the wider region of the North East. We collaborate with others at both a sub-regional and regional level on tackling common issues such as transport, housing and the economy and the development of city scale facilities through the Multi Area Agreement and organisations such as Tees Valley Unlimited, a partnership of public, private and voluntary sector bodies, designed to improve the economic performance of the Tees Valley.

At the heart of the Council Plan is a programme of efficiency, improvement and transformation that seeks to continue to ensure our services are effective in meeting the changing needs of our local communities, improve resident satisfaction, respond to population and climate change, maximise the potential of partnership working and ensure high quality services are delivered within the Medium Term Financial Plan.

It is within this context that the plan sets out our key priorities and arrangements that will enable the Council, working with local people and our public, private and voluntary sector partners, to deliver the objectives set out in the Sustainable Community Strategy, support those most in need, sustain the regeneration of our communities, remain competitive and be well placed to capitalise on subsequent economic recovery.

**Leader of the Council**

**Chief Executive**

\* 2008 Ipsos MORI Survey

## SECTION 1 - PURPOSE, VISION AND PRIORITIES

### Purpose

This Council Plan sets out the overall ambitions and priorities of the Council and charts the objectives, key actions and outcomes we aim to deliver over the next three years. It forms 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 Renaissance. This Council Plan also outlines the Council's commitment for achieving its targets as set out in the Local Area Agreement (LAA), which forms the three year performance framework agreed with government for delivery of the Sustainable Community Strategy.

The Council Plan also forms the overarching framework for the Service Improvement and Business Unit Plans which set out in greater detail the contribution of Council services 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 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 for over a decade. This vision is developed in more detail by the core and supporting themes of the Sustainable Community Strategy.

### Priorities

The Council's priorities are aligned to the themes within the Sustainable Community Strategy:

#### Economic Regeneration and Transport

Our ambition is for a Stockton-on-Tees which is at the heart of an economically successful Tees Valley, offering high employment levels and improved facilities for shopping, recreation, business and leisure. Key priorities are to:

- Ensure we have vibrant and successful town centres in each of our communities, concentrating on regenerating Stockton, Billingham and Thornaby but also our smaller town centres and markets across the Borough
- Increase the mix of businesses in the borough, and improve access to the Tees Valley economic drivers of the Port, and North/South Tees Industrial sector
- Support an enterprise culture generating new start-up business in conjunction with Business and Enterprise North East (BENE) and Universities
- Capitalise on the leisure and tourism opportunities created by the River Tees, Preston Park, Tees White Water Course, Billingham Forum amongst others, to create a vibrant and growing tourism economy which in turn will help to change the perceptions and image of the borough
- 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;
- 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;
- Make better use of the River Tees as a leisure facility through iconic projects such as the new footbridge and the ambitious Green Blue Heart initiative to develop excellent green space between Stockton and Middlesbrough with the Tees at its heart; and
- Improve transport networks by further developing our road network and our public transport provision to ensure that Stockton-on-Tees remains an area with low congestion, not reliant only on the private car.

## **Environment and Housing**

We have a vision for a cleaner, greener Stockton which leads the UK in waste minimisation, has excellent parks and green spaces and the highest quality housing provision. Key priorities are to:

- Continue to improve our housing to offer people the homes they want to live in, through regeneration, redevelopment and having sites ready for new developments where needed;
- Continue with housing renewal in Hardwick, Parkfield and Mandale
- Have neighbourhoods in which our residents feel pride and have a real sense of belonging and ownership;
- Ensure that we deliver design quality in our developments and that new buildings meet the needs and aspirations of our communities;
- 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;
- Improve waste management by continuing to develop our approach to waste minimisation and recycling; and
- Tackle climate change by preparing for potential changes in the services we deliver and trying to reduce our own carbon footprint.

## **Safer Communities**

Our vision is for a safe Stockton where all residents are able to live their lives in a Borough free from crime, fear of crime and anti-social behaviour.

Key priorities are to:

- Continue the focus on further reducing crime and fear of crime, building on the success we have already had (Stockton-on-Tees has the lowest crime rate in the Tees Valley), with a focus on further reducing the violent crime and arson rates;
- Reduce anti-social behaviour and residents' concerns about it; and
- Reduce the impact of alcohol and drugs misuse, tackling the supply and use of illegal drugs, and increasing the numbers of drug users receiving treatment.
- Supporting the delivery of the National Counter Terrorism Strategy.
- Ensuring our residents are safe through promoting a fair and equitable market place providing protection for consumers.

## **Children and Young People**

Our vision is 'Every Child Matters; No Child Left Behind'. Key to achieving this vision are a focus on outcomes for all children, through access to integrated services providing early intervention, targeted support for children and families in need, and specialist services for more vulnerable groups: and a strong culture of engagement with children and young people and their families/carers in the development of services. Key priorities are to:

- promote healthier lifestyles and reduce risk-taking behaviours;
- improve support for families with disabled children and young people;
- improve safety in the family and community for all children and young people and ensure the most vulnerable are safeguarded effectively;
- improve attainment and achievement across all phases of learning, for all children and in particular for vulnerable and hard to reach groups;
- further develop access to a range of enrichment opportunities within schools and through extended services;
- reduce levels of youth offending and anti-social behaviour;
- improve participation, retention and achievement in further education, employment and training;
- seek to reduce the impact of poverty on families;
- implement major capital programmes to improve quality of learning and school buildings; and
- continue the focus on developing preventative support through the implementation of the Integrated Service Areas.

## **Health and Wellbeing**

Our vision is for a healthier Stockton where all residents are able to take control of their own physical and mental health and wellbeing, through healthy and active lifestyles, supported by accessible and integrated health and care facilities. Key priorities are to:

- improve access to high quality health services and personalised care provision when needed;
- reduce health inequalities both between Stockton and the rest of the UK and between the most and least well off areas of our Borough;
- support the independence of vulnerable people, help older people remain in their own homes longer, and tackle social isolation;
- further develop our support for carers, recognising the important role they play;
- ensure people have a choice in the care they receive and how it is delivered; and
- continue to develop a preventative approach to health and well-being.

### **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. Key priorities are to:

- increase community pride;
- promote equality of opportunity;
- reduce tensions and dispel myths; and
- remove financial barriers to participation in community activities.
- strengthen our Voluntary and Community Sector relationships.
- support the development of increasing the capacity of the Voluntary and Community Sector.

### **Older Adults**

The changing demography of the Borough will result in an increasingly ageing population, requiring planning across services and partner agencies to meet the needs of more residents with longer term health and care needs, as well as providing opportunities for those of all ages to participate in a range of social, leisure and cultural activities. Our vision is that older people in Stockton grow older with dignity and maintain a high quality and independent lifestyle. Key priorities are to ensure older adults:

- have more opportunities to be involved in community leadership and development;
- have easier access to facilities and services within welcoming communities;
- can improve their personal wellbeing through the provision of high quality health and social care, lifelong learning, leisure and cultural activities; and
- can access services that meet their specific needs and requirements.

### **Arts, Leisure and Culture**

The core purpose of Arts, Culture & Leisure Services is to extend the range, quality, and number of opportunities for people to experience and participate in sporting and cultural activity. Key priorities are:

- to provide opportunities for individuals and groups to explore their creativity and to express and celebrate a sense of identity and belonging;

- to care for and interpret the heritage and history of the area;
- to promote and develop the skills and joy of reading, and provide a trusted community resource for essential information, learning opportunities and knowledge at all stages of life; and
- to help people of all ages stay fit and active, helping individuals achieve personal goals and bringing groups together.

### **Organisational and Operational Effectiveness**

In order to deliver high quality, customer-focused services that meet the changing needs of local communities within the available resources the Council needs to ensure it has the right organisational capacity, governance arrangements and continues to develop as a learning, responsive organisation. The objectives in this part of the Council Plan are those that require the most significant leadership and senior management focus over the coming three years. Key priorities are to:

- deliver the Efficiency, Improvement and Transformation programme;
- reduce sickness absence levels;
- respond to the new national performance framework;
- develop an approach to modern ways of working, maximising technology, assets and people;
- build organisational leadership and capacity through the delivery of the Workforce Development Plan;
- implement the Customer Excellence Project; and
- enhance local democracy.



## SECTION 2 - ASSESSMENT OF NEED

The priorities and actions within the Council Plan were shaped through an assessment of need based on building on achievements to date and identified areas for continued improvement from:

- National policy, legislative and performance frameworks
- Outcomes from consultation with residents, members and key stakeholders
- Analysis of local demographics
- Systematic analysis of performance data
- Outcomes from regulatory inspections and peer assessments
- Links to other key strategic plans and policies
- The Joint Strategic Needs Assessment.

### Achievements

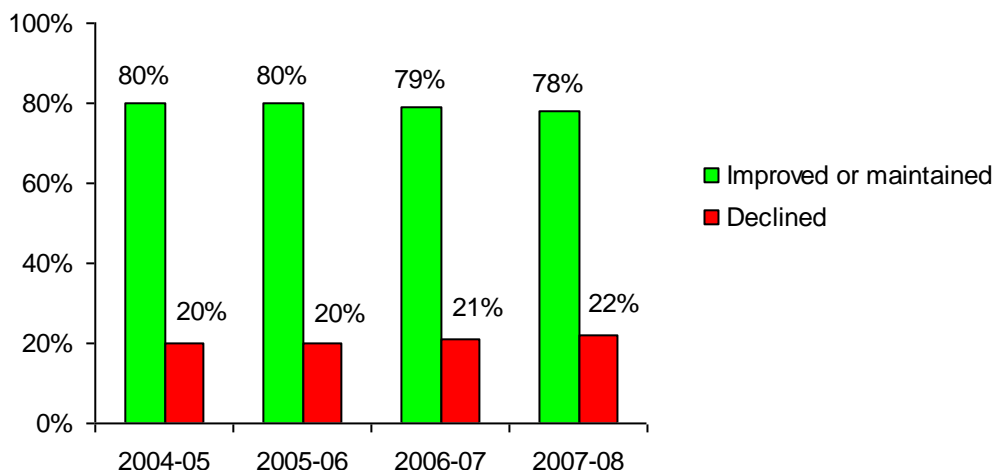
#### Overall performance achievement

The overall achievement of the Council has been assessed through the Comprehensive Performance Assessment (CPA) since its launch in December 2001. In the first year of CPA Stockton Borough Council was judged to be 'good' with subsequent assessments judging the Council as 4 star – the highest possible level, including the 2008 assessment judging the Council as 4 star – improving well.

This is a significant achievement that reflects the hard work and commitment of members and officers in working to meet the needs and aspirations of local people. In addition to these overall results, the Council was again one of two to achieve top marks for all parts of the Use of Resources assessment in 2008 reflecting our strong financial management and value for money.

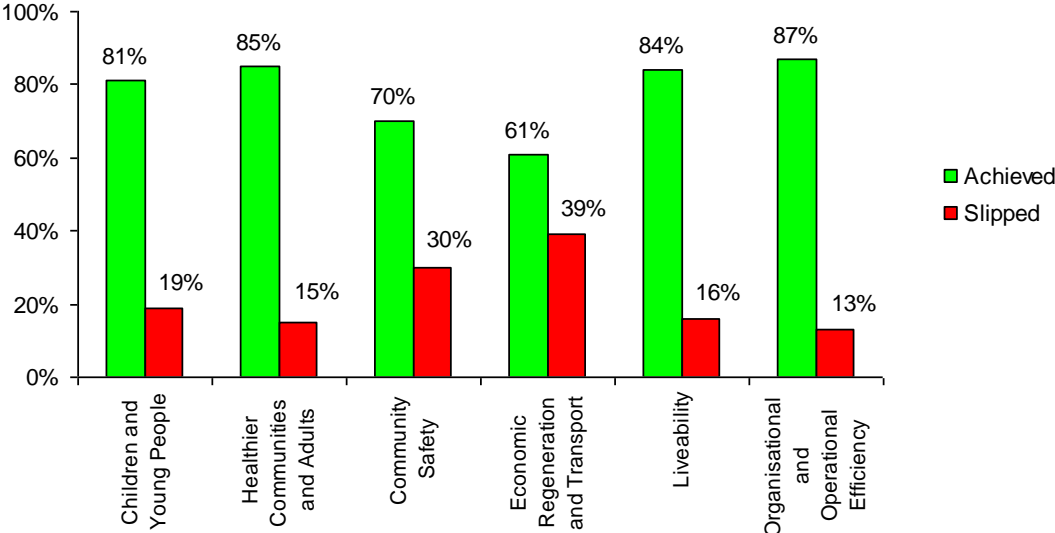
The Council has consistently improved its services over the last three years with over three times as many of its key performance measures improving as deteriorating. In 2007/08 78% of our key 'corporate basket' of performance measures improved.

#### Corporate Basket PIs Improvement Trend



We are achieving strongly against the actions in our previous Council Plan and consistently across the priority themes. In 2007/8 we achieved 78% of our service improvement objectives and 87% of our organisational objectives. This strong improvement trend is continuing in 2008/9.

**Council Plan Improvements 2007/08**



**Achievements relating to our key priority areas**

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. There have been a significant number of key achievements which are presented below within the Sustainable Community Strategy themes. A considerable number of these achievements have a wider impact than the specific themes to which they relate, for example, progress in relation to many of the physical regeneration achievements has a positive impact on other aspects such as health, education, leisure and the economy. Achievements since the publication of the last Council Plan, many of which have been externally recognised and acknowledged through awards, include:

**Economic Regeneration and Transport**

- Communities Fund:
  - £7.2m to tackle worklessness and improve skill levels in the most disadvantaged areas
  - £2m + (£645K ERDF) – to encourage more enterprise amongst young people and in disadvantaged areas and support the growth of small businesses
- Over 60 new and existing businesses supported through the Council’s grant scheme and NRF
- Additional Highway Improvements: Environmental Improvements - £400,000
- Free Bus Travel for all our over 60s – over 30,000 passes issued

- First redeveloped shops opened at Thornaby Town Centre in November 2008 , with official full opening in April 2009
- The Infinity Bridge has been lifted into place linking the North Shore development site with Teesdale.
- Major economic development through the Business Parks to the South side of the River Tees and the Wynyard area

### **Environment and Housing**

- Refurbishment of John Whitehead Park - £1.1m.
- Improvements to Cemeteries - £250,000 investment secured.
- Development of Romano Park - £1m project and additional funding being sought.
- £400,000 minor environmental improvement schemes across the Borough.
- Roll out of Recycling at your Doorstep – Borough wide plastic and cardboard collections.
- Britain in Bloom schemes across the Borough. Winner of 20 awards at Northumbria in Bloom 2008 including Best City for the fifth year running, Best Park, Best Conservation Project and Best Innovation in Parks. Also achieved the highest mark of 5 blooms representing Britain at the International Communities in Bloom awards in Canada.
- Improvements to Harewood Pleasure Gardens in Thornaby.
- Green Flag awards for countryside sites.
- 81% of residents satisfied with street cleaning services.
- New housing schemes in Parkfield, Mandale and Hardwick.
- Council homes modernised to decent standard – completing nearly 10,000 since 2003/04, leading to an increase in tenants' satisfaction with Council housing in 2008.
- Aspen Gardens Extra Care Scheme in Hardwick, carried out by Endeavour Housing Association, in partnership with Stockton Council, won Community Benefit Category at the 2008 Royal Institute of Chartered Surveyors Awards.

### **Safer Communities**

- Continuous reduction in crime levels in the Borough, the lowest for five years with Stockton remaining the safest place in the Tees Valley.
- Neighbourhood Policing – PCSO and enforcement services across the Borough.
- Reduction in incidents of arson.
- High levels of food establishments meeting hygiene regulations.
- Launch of Retired and Senior Volunteer Programme (RSVP) in Stockton after receiving lottery funding, aimed at cutting doorstep crime.

### **Children and Young People**

- New locality based Integrated Service Area teams in place – inspection acknowledged “the prospects for securing significant further improvement through the development of integrated area-based services are very good.”
- Sustained improvements in achievements for school pupils, with outcomes for primary age children continuing above national averages; and record levels of GCSE passes (64.3% with 5 or more A\* to C grades) further reducing the gap to the national average.
- Improved rating for the 14-19 Partnership, with collaboration supporting very positive outcomes e.g. high levels of school leavers staying in learning

and a rising trend in the overall FE success rate, ahead of regional and national averages.

- Positive inspection outcomes for Fostering, Adoption and Children's homes.
- New and Improved Play Areas across the borough - £1m of investment.
- Primary Capital Programme - £3.5m next year (over next 14 years - £40m) to modernise and upgrade.
- 2 New Primary Schools opening this year:
  - Rosebrook Primary School in Roseworth estate (replacement of Redbrook and Roseworth Schools) and
  - Hardwick Green Primary (brand new school built on old English Martyrs School Site) – part of Hardwick's regeneration
- BSF – £150 million proposals to transform secondary education through the Building Schools for the Future (BSF) programme. Strategy for Change part 2 submitted to Council.
- New Youth Cafes established, providing a range of activities for Young People.
- Successful bid under the national 'myplace' scheme - £5m awarded to develop a state of the art youth facility (the ICE - Inspiration, Creativity and Entertainment – Centre), one of only 40 successful bids nationally.

## **Health and Wellbeing**

- New ways of delivering social care and health services established, through Adult Integrated Service Areas, with formal joint working arrangements operating under one clear governance structure.
- Strong performance in relation to services for drug misusers has seen the Drug Action Team receive a top rating from the National Treatment Agency.
- The council's Rapid Response Team in Adult Services now provides a 7-day a week service that enables weekend hospital discharges to be supported.
- A new North Tees Carers Centre has been opened, providing information about all adult services.
- Integrated Health Facility in Billingham - provisional approval to develop a £30m health facility, extra care housing scheme (50 units) and multi Service Centre.
- Joint investment with the PCT has provided over 300 homes with assistive technology, through the Telecare programme, providing service users and their carers with greater independence, safety and security. Our approach to Telecare has received national recognition through evaluations and case study material being publicised nationally.
- A Healthy Communities Peer Review confirmed the positive direction of work in this area, highlighting key strengths in joint working, partnership arrangements that "clearly deliver" and the embedded nature of the healthy communities agenda.
- A range of support has been delivered to promote healthy lifestyles and to help address health inequalities, including Health 4 Life, a cardiovascular disease risk screening project that has reached some 8,000 people; Lite for Life courses, with 400+ clients p.a. following an active obesity programme in community settings; and the Health Trainer Programme targeting residents who do not normally access services, to support them in making healthy lifestyle behaviour changes

- 10 Children's Centres established, extending healthy lifestyle support and advice to families through a combination of midwives, midwifery assistants, health visitors, nursery nurses, home visitors and public health practitioners

### **Stronger Communities**

- Re-launched the Offensive Incident Scheme.
- Made significant progress in delivering the Community Cohesion Strategy.
- Faith network established.
- Stockton Community Residents Group Association (SCRGA) coordinated the Equality Impact Assessment external scrutiny group.

### **Older Adults**

- Services for older people with mental health problems have improved with co-location of health and social care services and quicker waiting times.
- An increasing proportion of older people are actively helped to live at home, without a reliance on high levels of intensive home care.
- 50 places provided in a new Extra Care provision, developed through a partnership of the council, the PCT, and a registered social landlord, helping people to retain their independence.
- A new Home Improvement Agency has been established to support older and vulnerable residents living independently at home.

### **Arts, Leisure and Culture**

- Secured funding for the redevelopment and refurbishment of Thornaby Pavilion and Thornaby Library (£1/2m).
- Approval for £5.5m redevelopment of Preston Hall.
- Billingham Forum – £15m redevelopment planned including new ice rink, improvements to the Theatre and improved sports facilities starts July 2009.
- Splash - £3m extension underway delivering better and more facilities.
- Tees Barrage £5m White Water Course upgrade– making it up to Olympic standard – ready to host World Class events.
- £700,000 Townscape Heritage Initiative for works in Stockton
- Free swimming for Under 16s and Over 60s throughout the Borough starting 1<sup>st</sup> April 2009.
- Winter Festival – first ever event held in Dec 2008, includes Xmas market, an events programme in the town centre and family activities.
- Full programme of festival and cultural events – most free to attend.
- Biggest free firework display in Tees Valley (rated 2<sup>nd</sup> in National Survey).

### **Organisational and Operational Effectiveness**

- New Multi Service centre – within refurbished Thornaby library – (end March 2009).
- Free to use, Community Access Points in Ingleby Barwick and Durham Road Tesco.
- Delivery of a 2 year improvement programme against the Equality Standard for Local Government, raising performance from Level 1 to Level 3. This is coupled with improvements in the diversity of Stockton's workforce, particularly an increase in the percentage of disabled employees.
- Improved effectiveness and efficiency of transactional services through the development and implementation of the Stockton/Darlington Partnership

(Xentrall Shared Services) delivering transactional finance, HR and strategic and transactional ICT services through a public:public partnership.

- 28 services achieved Stage 2 Customer First award.

## SECTION 3 – UNDERSTANDING THE BOROUGH

### Stockton-on-Tees – The Place

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

Stockton-on-Tees Borough area is 20,390 Hectares (Ha) in size with a population of 190,200 (Mid Year 2007 Population Estimate)<sup>1</sup>. According to data from Census 2001 (updated in November 2004)<sup>2</sup>, there are 76,218 households across the Borough. Using Census 2001 data (updated in November 2004), it is possible to identify that the Borough's population density is 8.75 people per Ha<sup>2</sup>. With a current population of 190,200 people the Borough's population has increased by 7.8% between the 1991 Census and mid 2007. At the same time and using the same data sources <sup>1, 2</sup>, across the North East region there has been an overall 1.5% increase in the size of the population.

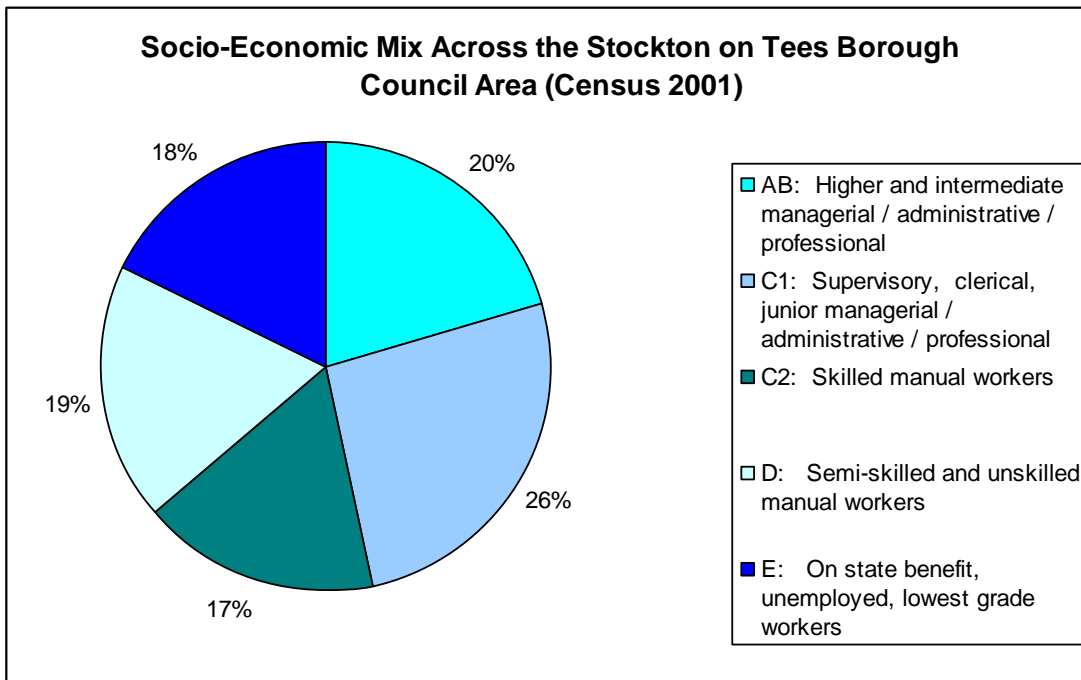
|                   | <b>Stockton-on-Tees<br/>(numbers)</b> | <b>North East<br/>(numbers)</b> | <b>England<br/>(numbers)</b> |
|-------------------|---------------------------------------|---------------------------------|------------------------------|
| <b>All people</b> | <b>190,200</b>                        | <b>2,564,500</b>                | <b>51,092,000</b>            |
| <b>Males</b>      | <b>93,500</b>                         | <b>1,253,800</b>                | <b>25,114,500</b>            |
| <b>Females</b>    | <b>96,800</b>                         | <b>1,310,700</b>                | <b>25,977,500</b>            |

As illustrated below, the Borough has a unique social and economic mix. In practice this means that there are discrete geographical areas of multiple and isolated types of deprivation situated alongside areas of relative affluence.

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<sup>1</sup> All population figures are based on mid 2007 estimates provided by The Office for National Statistics.

<sup>2</sup> SOURCE: Neighbourhood Statistics, Office for National Statistics.



SOURCE: Census 2001 updated September 2005 (Office for National Statistics)

### Stockton-on-Tees – Deprivation

Measuring deprivation against the Government's Index of Multiple Deprivation (IMD)(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, since the 2000 index there has been a clear improvement in the number of households living in the most deprived areas, a fall of nearly 14,407 households in the worst 10% nationally (a 57% reduction). The improvement is represented by a reduction in the red areas on the maps below:





Despite the Borough’s levels of relative deprivation, a survey carried out in 2008<sup>3</sup> showed residents were more satisfied with the Borough as a place to live than they had been since 1998 (84% satisfied in 2008). In addition, 64% residents were of the opinion that their area will either improve or stay the same between 2008 and 2010.

**Stockton-on-Tees – The People**

**Changing Population**

A lot of work has been carried out in recent years to look at the changing profile of the Borough’s population, the impact this is likely to have on public services and how the Council’s services will adapt to the differing needs.

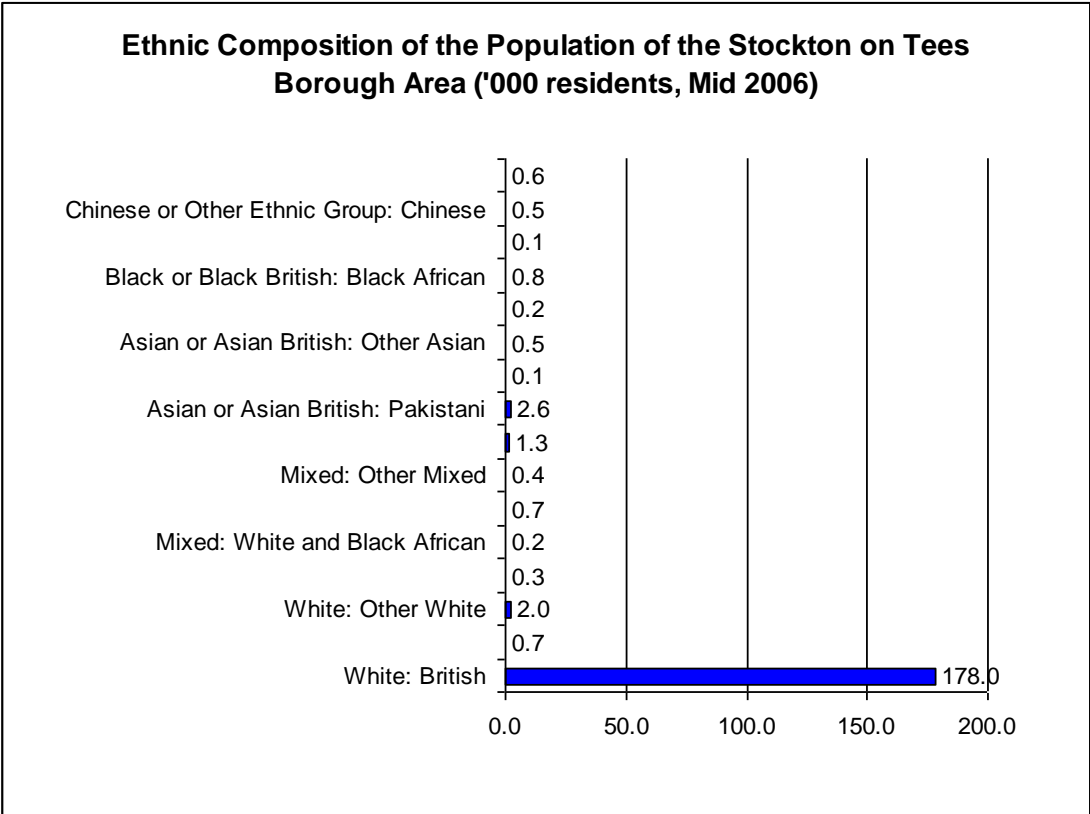
As shown below, it is clear that, currently the majority of the Borough’s population is aged 20 – 49 and projected figures suggest that this is likely to remain the case in the short-medium term. Significantly however, by 2031, using this data, it can be clearly seen that the Borough is anticipated to have 4% more residents aged 0 – 19; almost 5% more residents aged 20 – 49; almost 7% more residents aged 50 – 64; and, a phenomenal 43% more residents aged 65+.

| Age Group     | Stockton 2007 | Stockton 2031 |
|---------------|---------------|---------------|
| 0 – 19 Years  | 48,000        | 50,200        |
| 20 – 49 Years | 78,800        | 82,700        |
| 50 – 64 Years | 35,100        | 37,800        |
| 65+ Years     | 28,400        | 50,200        |

Source: Registrar General’s Population Estimates for Mid-2007 (Office for National Statistics).

<sup>3</sup> SOURCE: Stockton on Tees Residents’ Survey, 2008 (Stockton on Tees Borough Council / Ipsos MORI).

The ethnic composition of the Borough’s population is more mixed now than it was in 1991. Using mid 2006 data<sup>4</sup>, as shown in the Chart below, it is possible to identify the number of the Borough’s residents from different Ethnic Groups.



SOURCE: Population Estimates by Ethnic Group (experimental) (Office for National Statistics)

The projected health, well-being and care needs of residents in Stockton are clearly articulated in the Joint Strategic Needs Assessment (JSNA). Actions to meet the identified needs from the JSNA are included in the Sustainable Community Strategy, Local Area Agreement and relevant thematic partnership plans. The contribution of Council Services to meeting the identified needs form part of this Council Plan.

<sup>4</sup> SOURCE: Population Estimates by Ethnic Group (experimental) (Office for National Statistics)

## **SECTION 4 – UNDERSTANDING THE COUNCIL**

### **The Council**

Stockton Borough Council is a unitary authority that came into existence in 1996 and has subsequently developed into a consistently high performing authority evidenced through positive external inspection and assessment findings, outcomes from resident satisfaction surveys and our performance data. Whilst the focus is clearly on delivery and improvement of services for our local community there has been an ongoing commitment to national, regional and sub-regional working, to get the voice of Stockton 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.

As part of its community leadership role, during 2007 the Council led the development of a new Sustainable Community Strategy for the Borough and the underpinning delivery plan, the Local Area Agreement, in conjunction with key public, private and voluntary sector partners.

### **The Political Landscape**

Following the introduction of the Local Government Act 2000, this Council adopted a Cabinet and Leader model of governance, which saw responsibility for the Executive functions delegated to Cabinet (with increased onward delegation to officers). This responsibility was subject to the provisions of the Scrutiny process introduced for those Councillors who were not Cabinet members to review decisions, develop and review policies, and scrutinise performance affecting the Borough.

The initial Cabinet composition reflected the political structure at the time and consisted of 10 members of the Labour Group, led by the Leader and 9 other members representing service and geographical portfolios. This structure was later revised following the local elections in 2005 when the geographical portfolios were dispensed with; and wider Cabinet portfolios introduced which reflected each of the Sustainable Community Strategy themes. The political composition of Cabinet remained as all Labour members.

The political composition of the Council changed once again following the local elections in 2007. A unique 'power sharing' Cabinet administration was formed consisting of 8 members, led by a newly appointed Leader from the Conservative Group. The 'power sharing' arrangement saw 4 members of the Labour Group and 4 members of the Conservative Group assume the Cabinet portfolio positions. This arrangement was further amended in 2008 when the composition of Cabinet was increased to 9 members (5 Labour and 4 Conservative members) and an additional portfolio established assuming some of the wide ranging responsibility previously held within the Corporate & Social Inclusion portfolio.

The overall political composition of the Council is currently:-

- 22 Labour
- 13 Conservative
- 7 Thornaby Independents Association
- 5 Ingleby Barwick Independents Society
- 5 Liberal Democrats
- 3 Billingham Independents
- 1 Vacancy

56 Total

Membership of each of the Council's Committees/Panels is representative of the overall political composition and Chairman/Vice Chairman positions are held by members from all parties. The Standards Committee is chaired by an independent person.

### **Listening to and Engaging Local Communities**

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. We use this data for a variety of purposes, in particular:

- Understanding local people's priorities for the Borough and for service improvement by us and other public sector service providers (specifically, the Police, the Fire Service, GP Services, local NHS Hospitals and the Ambulance Service).
- 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.
- To understand the diverse needs of different groups and communities within our Borough.

In addition to our own independent survey the Audit Commission introduced, in 2008/9, the 'Place Survey', a national perception survey in relation to public services as part of the new national performance framework, Comprehensive Area Assessment. The national comparative results are not yet available. This survey and our independent survey, is complimented by the Active People Survey and the Children's Tell Us Survey, the results of which will be used to inform future planning and service priorities.

We supplement our analysis in relation to specific groups with a range of more detailed consultation activities, including:

- A Stockton Viewpoint residents' panel family which allows for a 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 to explore specific issues in more detail.

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

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

### **What our communities have told us**

The outcomes from the independent Ipsos MORI survey in 2008 have contributed to the development of priorities and objectives in the 2009-2013 Council Plan and showed:

- Satisfaction with the Council is at its highest level since 1998.
- There is strong performance in key service areas that have been shown nationally to be key influences upon resident satisfaction with Council services (e.g. street cleaning and refuse collection) and also in relation to important measures of reputation (e.g. value for money).
- Perceptions of leisure centres, pavement maintenance and road maintenance and repairs across the Borough have improved since 2006.

| <b>Top Ten Most Important Services in 2008</b> |
|--|
| 1. Refuse collection                           |
| 2. Community safety                            |
| 3. Parks and open spaces                       |
| 4. Road maintenance and repairs                |
| 5. Street cleaning                             |
| 6. Leisure centres                             |
| 7. Pavement maintenance                        |
| 8. Support services for older people           |
| 9. Secondary schools                           |
| 10. Traffic flows (anti-congestion measures)   |

| <b>Residents views on most important improvements for quality of life</b> | <b>Link to core Sustainable Community Strategy Priority themes</b> |
|---|--|
| 1. More facilities for teenagers  | Children and Young People  |
| 2. More facilities for children aged under 13                             |  |
| 3. Reducing level of crime / anti-social behaviour                        | Safer Communities  |
| 4. More / better policing   |  |
| 5. Better leisure / sports facilities                                     | Arts and Culture   |

| <b>Top Five (most well / often used) Stockton on Tees Borough Council Services</b>   |
|--|
| 1. Blue box doorstep recycling<br>2. Recycling facilities<br>3. Public car parks<br>4. Parks and open spaces<br>5. Libraries |

| <b>Residents' Opinions of the Five Most Important Economic / Regeneration Measures for Stockton on Tees over the next Five Years</b>           |
|--|
| 1. Community safety<br>2. Creation of jobs<br>3. Regeneration of run down areas<br>4. Attracting new businesses to the area<br>5. Town centres |

### **What children and young people have told us**

Feedback from our engagement activity with young people is now supplemented by the annual TellUs survey which is conducted nationally in all local authority areas. Key issues that emerge consistently are concerned with:

- having a wider range of activities available to young people in the area ('places to go and things to do');
- the need for better transport to access activities;
- safety and bullying around the local area.

These issues, along with other matters identified through the PIC strategy, underpin the priorities in the Children & Young People's Plan and contribute to the key objectives in this Council Plan.

## SECTION 5 – THE 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 budgets.

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

|  | <b>2009/10</b><br><b>£</b> | <b>2010/11</b><br><b>£</b> | <b>2011/12</b><br><b>£</b> |
|--|----------------------------|----------------------------|----------------------------|
| <b>CESC</b>  | 79,462,310                 | 82,608,278                 | 85,633,796                 |
| <b>DNS</b>   | 42,186,688                 | 43,079,173                 | 43,201,042                 |
| <b>Law &amp; Democracy,<br/>Policy and Resources</b> | 27,027,204                 | 29,050,515                 | 28,835,673                 |
| <b>TOTAL</b>   | 148,676,202                | 154,737,966                | 157,670,511                |
| <b>Use of balances</b>                               | 1,921,811                  | 4,025,688                  | 2,577,650                  |
| <b>Budget Requirement</b>                            | 146,754,391                | 150,712,278                | 155,092,861                |

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

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

|   | <b>2009/10</b><br><b>£'000</b> | <b>2010/11</b><br><b>£'000</b> | <b>2011/12</b><br><b>£'000</b> |
|---|--------------------------------|--------------------------------|--------------------------------|
| <b>Development Fund applied<br/>in the MTFP above</b> | 35,420                         | 38,450                         | 39,070                         |

The seismic shift in the global economic position has resulted in Stockton facing a very different situation in determining its Medium Term Financial Plan for 2009/10. Instead of deliberating where it will distribute additional funds from headroom it has been faced with the challenge of finding resources to offset the myriad of pressures that are surfacing from the economic downturn. A testimony to its previous sound financial management is that in the medium term it will be able to fund the unavoidable element of these pressures without resorting to cuts in either services or jobs. There are however a number of

potential pressures that have been identified. In its usual planned and managed approach Stockton intends to combat these with an Efficiency, Improvement and Transformation Programme that will examine all of its services in a three year period to ensure it is future proofed for all likely developments.

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

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

|   | <b>2009/10<br/>Estimate<br/>£'000</b> | <b>2010/11<br/>Estimate<br/>£'000</b> | <b>2011/12<br/>Estimate<br/>£'000</b> |
|---|---------------------------------------|---------------------------------------|---------------------------------------|
| Children Services                       | 12,575                                | 13,846                                | 7,788                                 |
| Adult Services                          | 456                                   | 456                                   | 456                                   |
| Housing General Fund                    | 14,964                                | 9,418                                 | 8,908                                 |
| Development<br>& Neighbourhood Services | 21,423                                | 14,408                                | 6,694                                 |
| Culture & Leisure Services              | 8,958                                 | 7,611                                 | 212                                   |
| Resources                               | 1,472                                 | 0                                     | 0                                     |
| <b>Total Non-HRA</b>                    | <b>59,848</b>                         | <b>45,739</b>                         | <b>24,058</b>                         |
| HRA                                     | 8,673                                 | 7,056                                 | 7,183                                 |
| <b>Total Capital Expenditure</b>        | <b>68,521</b>                         | <b>52,795</b>                         | <b>31,241</b>                         |

These sums include significant funds for regeneration and housing renewal in the Borough as well as money for improving the way the Council provides its services, and improvements to its leisure facilities. The Council has also extended funding to continue home adaptations for sick and disabled people, cemeteries inspection, repairs and maintenance of Council buildings and additional alley gate security. 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 6 – PARTNERSHIP PLANNING FRAMEWORK**

The 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-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 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.

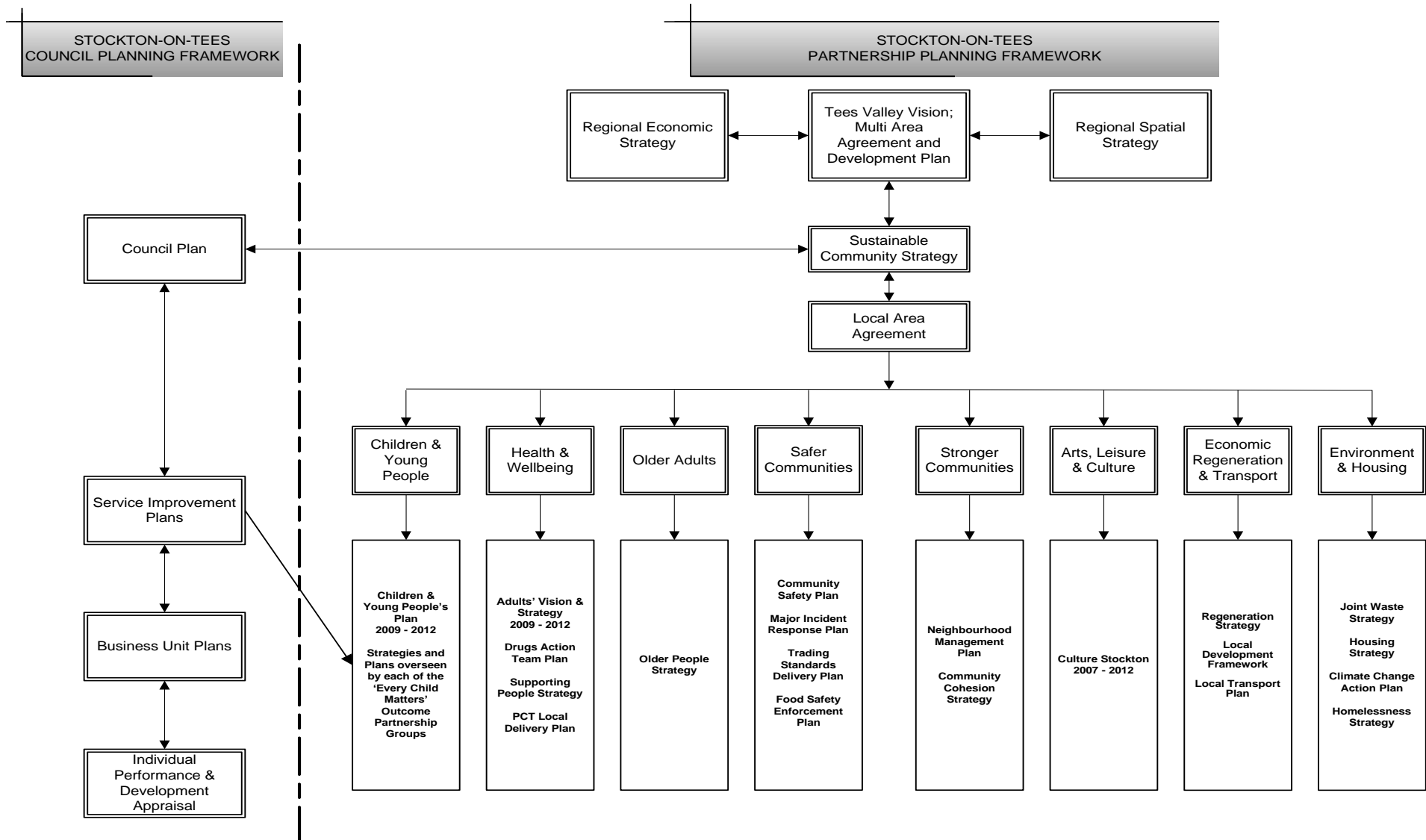
In 2005 Renaissance signed its first Local Area Agreement with central government. The LAA for 2008-11 forms the three year delivery plan for the Sustainable Community Strategy. The targets within this Council Plan reflect the outcomes from the annual review and refresh of the LAA. The Local Public Services 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 area it is supporting Renaissance in developing shared approaches to cross cutting public policy challenges.

Sitting underneath the Sustainable 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 26). 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 resourced within our Medium Term Financial Plan (Section 5). 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 competency framework. This aligns to the Council's values and applies to all staff and forms the bottom layer of our planning framework.



## **SECTION 7 - KEY OBJECTIVES**

### **Priorities, Objectives and Success Measures**

The Council's priorities are aligned to the vision as set out in the Sustainable Community Strategy. As such our priorities align with the priority themes detailed in the Sustainable Community Strategy and are listed below. In addition to the 8 themes within the Sustainable Community Strategy a further theme of Organisational and Operational Effectiveness has been added to ensure the Council is and continues to be fit for purpose. The following section provides in greater detail under each of the themes, what the Council's development priorities are, what actions we will take to deliver these objectives and also what success criteria will be used to monitor our achievements.

Monitoring of the progress against each objective and action is undertaken regularly and reported to elected members every 6 months. This ensures progress is being made and the actions are delivered in a timely manner, in so doing, ensuring that we achieve the objectives as set out within the Council Plan and the Sustainable Community Strategy.

The Council Plan Themes are:

- Economic Regeneration and Transport
- Environment and Housing
- Safer Communities
- Children and Young People
- Health and Wellbeing
- Stronger Communities
- Older Adults
- Arts, Leisure and Culture
- Organisational and Operational Effectiveness

## **Economic Regeneration and Transport**

Our vision is of Stockton-on-Tees at the heart of an economically successful Tees Valley providing real opportunity for residents.

We will work in partnership to respond to the changes in the economy, to strengthen our knowledge base, to promote a more entrepreneurial culture and to strengthen key industrial clusters ensuring we are well placed to respond when the economic recovery returns.

We will develop high quality, vibrant town centres, and work to improve transport links within and external to the city core of the Tees Valley.

### **Over the next three years we will concentrate on:**

- Sustaining and improving local business and employment opportunities in response to the economic climate.
- Tackling worklessness.
- Revitalising our town centres.
- Providing a sustainable and effective transport network.
- Ensuring good and sustainable design is at the heart of major regeneration schemes.

| Theme: Economic Regeneration and Transport |  |   |  |             |  |
|--|--|---|--|-------------|--|
| No   | Objective (Development Priority)   | Change/Improvement Priority Actions (Key Actions)   | Outcome/Success Criteria   | Responsible | Plan Link  |
| 1.   | Take a community leadership role in responding to the economic problems affecting the Borough, adopting a more dynamic and flexible approach to supporting businesses and the local economy. | Assist the local economy through the economic downturn by effectively supporting new and existing businesses to survive and grow. | <p><b>LAA NI 171 – New business registration rate. Target to be determined following 2008/09 outturn.</b></p> <p><b>LAA NI 172 – Percentage of small businesses in an area showing employment growth. Target to be determined following 2008/09 outturn. Local measure linked to MAA.</b></p> <p>NI 174 – Skills gaps in the current workforce reported by employers. Target to be determined following the 2008/09 outturn.</p> <p><b>LAA NI 151 – increase overall employment rate from 73.2% (2006/07) to 74.1% by 2010/11.</b></p> <p><b>LAA NI 153 – reduce working age population claiming out of work benefits in the worst performing neighbourhoods from 32.3% (2006/07) to 26.5% by 2010/11.</b></p> <p><b>LAA NI 162 – Increase the number of entry level qualifications in numeracy achieved from 165 (2006/07) to 225 by 2010/11.</b></p> | All         | <p>SIP: Regeneration and Economic Development</p> <p>Regeneration Strategy</p> <p>Local Area Agreement</p> <p>Multi Area Agreement</p> |

|    |   |   |   |      |  |
|----|---|---|---|------|--|
| 2. | Promote a sustainable transport network that supports regeneration and economic growth. | Support the Joint Strategy Unit and Highways Agency to develop the A66/A19/A174 Area Action Plan to support the Local Development Framework Core Strategy in promoting development, regeneration initiatives and the Stockton-Middlesbrough Initiative. | Sub Regional Area Action Plan approved.   | D&NS | <p>SIP: Planning Services</p> <p>SIP: Technical Services</p> <p>SIP: Regeneration and Economic Development</p> <p>Local Transport Plan</p> <p>Regeneration Strategy</p> <p>Local Development Framework</p> |
|    |   | Support Tees Valley Regeneration, the Joint Strategy Unit and other Tees Valley local authorities to progress the Tees Valley Metro Project to final business case viability.   | <p>Tees Valley Metro final business case completed by September 2009.</p> <p>Tees Valley Metro placed on Regional Funding Advice list for consideration by November 2009.</p> | D&NS | <p>SIP: Regeneration and Economic Development</p> <p>SIP: Technical Services</p> <p>Local Transport Plan</p> <p>Regeneration Strategy</p>  |

|    |  |  |  |      |   |
|----|--|--|--|------|---|
| 3. | Strengthen strategic planning policy in the Local Development Framework through the production of the Core Strategy and additional Development Plan Documents. | Up-to-date policy framework developed for the determination of planning applications.  | <p>Submit Core Strategy to Secretary of State by April 2009.</p> <p>Adopt Core Strategy by November 2009.</p> <p>Submission of Regeneration Development Plan Document to Secretary of State by January 2011.</p> <p>Adoption of Regeneration DPD by September 2011.</p> <p><b>LAA NI 157 – Processing Planning Applications – increase percentage of major, minor and other planning applications processed to 75%, 80% and 88% respectively by 2010/11.</b></p> | D&NS | <p>SIP: Planning Services</p> <p>SIP: Regeneration and Economic Development</p> <p>Regeneration Strategy</p> <p>Local Development Framework</p> |
| 4. | Improve the quality of place within the Borough through strategic development opportunities,   | Support the Stockton-Middlesbrough Initiative (SMI) to create a 21 <sup>st</sup> century environment and a high quality place to live, work and visit. | Improve links between SMI proposals and Stockton's key economic assets along the river, with city-scale riverside environment promotion and marketing plan implemented by March 2010.  | D&NS | <p>SIP: Regeneration and Economic Development</p> <p>Regeneration Strategy</p>  |

|  |  |  |  |      |   |
|--|--|--|--|------|---|
|  |  | Revitalise the Borough's town centres. | <p>Completion of Stockton Central Area Plan by December 2009.</p> <p>Completion of all phases of Thornaby Town Centre Regeneration Scheme by August 2009.</p> <p>Billingham Town Centre Regeneration Scheme agreed and planning consent granted by July 2011.</p> <p>Billingham Forum refurbished to create a modern cultural, sports and leisure centre, with start on site by July 2009.</p> | D&NS | <p>SIP Regeneration and Economic Development</p> <p>Regeneration Strategy</p> |
|--|--|--|--|------|---|



## **Environment and Housing**

We have a vision for a cleaner, greener Stockton which leads the UK in waste minimisation, has excellent parks and green spaces and the highest quality housing provision. We will tackle climate change by preparing for potential changes in the services we deliver and how we deliver them in so doing reducing our own carbon footprint.

We will have neighbourhoods in which our residents feel pride and have a real sense of belonging and ownership.

### **Over the next three years we will concentrate on:**

- Supporting and contributing to the delivery of the sustainability agenda.
- Making the Borough a cleaner, greener and attractive environment.
- Continuing to provide attractive and safe parks, open spaces and cemeteries.
- Delivering quality and choice in our housing market, including support for independent living and preventing homelessness.

| Theme: Environment and Housing |   |   |   |             |                             |
|--------------------------------|---|---|---|-------------|-----------------------------|
| No                             | Objective (Development Priority)  | Change/Improvement Priority Actions (Key Actions)   | Outcome/Success Criteria  | Responsible | Plan Link                   |
| 5.                             | Make the Borough a cleaner, greener and more attractive environment.  | Improve standards of grounds maintenance and cleanliness standards throughout the Borough.  | <b>LAA NI 195 – Reduce the percentage of surveyed areas with unacceptable levels of litter from 14% in 2007/08 to less than 6% in 2010/11.</b>  | D&NS        | SIP: Service Stockton       |
|                                |   | Prepare a Green Infrastructure Strategy, providing a framework for the development and management of green space, countryside, trees and other environmental assets.  | Improve satisfaction levels with the quality of Stockton's cleanliness, waste collection, disposal and green infrastructure (as evidenced in the IPSOS MORI Survey 2010).   |             | SIP: Community Protection   |
| 6.                             | Reduce carbon emissions across the Borough, including those resulting from the Council's operations, and adapt services to meet the challenges of climate change/ | Implement Year II of the Carbon Management Programme, in particular key projects: <ul style="list-style-type: none"> <li>• Street lighting photocell replacement.</li> <li>• Street lighting dimming</li> <li>• Electric Vehicle Procurement</li> </ul> | <b>LAA NI 188 – reach Level 4, adapting to climate change, by 2010/11.</b><br><br><b>LAA NI 185 – Reduction in CO<sub>2</sub> emissions from local authority operations of 16% by 2009/10 from 2006 baseline.</b><br><br>Reduction in business miles travelled by 5% from 2005 baseline of 2,421,669 by 2011. | D&NS        | SIP: Technical Services     |
|                                |   | Develop Sustainable Construction Strategy and policies by September 2009.   | Carbon reduction challenges completed on all major property works.  |             | Carbon Management Programme |
|                                |   |   |   |             | Local Area Agreement        |

|    |  |   |  |      |  |
|----|--|---|--|------|--|
| 7. | Support and contribute to the delivery of the sustainability agenda. | Deliver the Environment Select Committee's recommendations on waste management (in line with timescales).                         | <p><b>LAA NI 191 – Achieve the target of 721kg residual waste per household by 2010/11.</b></p> <p><b>LAA NI 192 – Achieve the national target of 40% for recycling and composting of household waste by 2010/11.</b></p> <p>NI 193 – Achieve the national target of 53% for the recovery of municipal waste by 2010/11.</p> | D&NS | <p>SIP: Service Stockton</p> <p>SIP: Performance and Business Services</p> <p>Joint Waste Management Strategy 2008</p> <p>Waste Strategy for England</p> |
|    |  | Develop the Council as a good practice model by maximising the re-use or recycling of waste from the Council's own waste streams. | <p>Significant reduction in the amount of waste produced as a result of the councils activities, with:<br/>40% of all Council waste to be re-used or recycled by 2010/11.</p> <p>50% of all Council waste to be re-used or recycled by 2015/16.</p>  |      |  |
| 8. | Promote and sustain independent living.                              | Develop and monitor Home Improvement Agency.  | <p><b>LAA NI 187 – Tackling fuel poverty – reduce people receiving income based benefits and living in homes with low energy efficiency from 1% (07/08) to 0.6% by 2010/11</b></p> <p>800 clients per year provided with advice and assistance from the Home Improvement Agency.</p>   | D&NS | <p>Housing Services SIP</p> <p>SIP: Adults Services</p> <p>Older Person's Strategy</p>   |

|     |   |  |   |      |  |
|-----|---|--|---|------|--|
|     |   | Deliver new housing schemes for priority needs groups, including older, disabled and vulnerable households.  | 38 residents assisted to live independently through new housing schemes in 2009/10.   |      |  |
| 9.  | Meet the homelessness prevention agenda nationally and locally.   | Deliver enhanced Housing Options Service through the co-location of the service with Tristar Homes' Allocation Service.  | Eradicate the use of bed and breakfast accommodation for homeless households by 2010/11 except in emergency situations.   | D&NS | SIP: Housing Services<br><br>Homelessness Strategy   |
|     |   | Develop a range of housing that supports the Government's targets of a 50% reduction in the use of temporary accommodation by 2010.  | NI 156 - Reduction in the number of households living in temporary accommodation - target of 41 by December 2010, from baseline of 82 in December 2004.   |      |  |
| 10. | Meet the emerging challenges of the housing market, address quality, choice and housing market failure. | Deliver major housing led regeneration schemes and regularly review in the light of the current economic climate: <ul style="list-style-type: none"> <li>• Mandale</li> <li>• Hardwick</li> <li>• Parkfield</li> </ul> | <p><b>LAA NI 154 – Net additional homes provided. Increase to 1500 cumulative by 2010/11. (Local measure linked to the MAA).</b></p> <p>NI 155 – Number of affordable homes delivered (gross). <b>Targets to be determined following 2008/09 outturn.</b></p> <p><b>LAA NI 159 – Supply of ready to develop housing sites increased to 154% by 2010/11 from 2007/08 baseline of 147%.</b></p> | D&NS | SIP: Housing Services<br><br>SIP: Regeneration and Economic Development<br><br>Regeneration Strategy |

## **Safer Communities**

Our vision is for a safe Stockton where all residents are able to live their lives in a Borough free from crime and fear of crime.

We will work to tackle crime, fear of crime and anti-social behaviour in our communities so all residents feel safe no matter where they live in the Borough.

### **Over the next three years we will concentrate on:**

- Reducing crime and fear of crime.
- Reducing anti-social behaviour and offensive incidents.
- Supporting the delivery of the National Counter Terrorism Strategy.
- Ensuring our residents are safe through promoting a fair and equitable market place providing protection for consumers.

| Theme: Safer Communities |   |   |   |             |  |
|--------------------------|---|---|---|-------------|--|
| No                       | Objective (Development Priority)                      | Change/Improvement Priority Actions (Key Actions)   | Outcome/Success Criteria  | Responsible | Plan Link  |
| 11.                      | Reduce crime and the fear of crime.                   | Deliver the 2008-11 Community Safety Plan in partnership with the Safer Stockton Partnership. | <b>LAA NI 15 – serious violent crime rate – achieve an 8% reduction on 2008/09 baseline by March 2010.</b><br><br>Reduction in the fear of crime among residents (as evidenced in the IPSOS MORI Survey 2010).            | D&NS        | SIP: Community Protection<br><br>Community Safety Plan<br><br>Local Area Agreement |
|                          |   | Address issues of re-assurance and fear of crime (as identified by IPSOS MORI Survey 2008).   |   |             |  |
| 12.                      | Reduce anti social behaviour and offensive incidents. | Tackle and prevent anti social behaviour and offensive incidents.                             | <b>LAA NI 17 – perceptions of anti-social behaviour as a problem (reduce to 26% by 2010/11).</b><br><br><b>LAA NI 33 – arson incidents - reduce to 81.9 primary and secondary fires per 10,000 population by 2010/11.</b> | D&NS        | SIP: Community Protection<br><br>Community Safety Plan<br><br>Local Area Agreement |

|     |  |  |   |                 |   |
|-----|--|--|---|-----------------|---|
| 13. | Ensure our residents are safe  | Promote a fair and equitable market place providing protection for consumers.  | NI 182 - Increase the percentage of businesses satisfied with the local authority regulatory services (targets to be determined following 2008/09 outturn).   | D&NS            | SIP: Community Protection   |
|     |  | Implement improvements from the review of Private Hire and Hackney Carriage Licensing Policy.  | NI 183 – Increase the impact of local authority trading standards services on the fair trading environment (targets to be determined following 2008/09 outturn).  |                 | SIP: Housing Services   |
| 14. | Support the delivery of the National Counter Terrorism Strategy.                       | Detailed multi agency programme of action in place for the PREVENT Strategy (the prevention of violent terrorism).   | Absence of terrorist attacks in, or involving people from, Stockton-on-Tees, monitored by:<br><br>NI 35 - Building resilience to violent extremism – successful assessment of progress.<br><br>NI 36 – Protection against terrorist attack – reduction in the level of vulnerability of crowded places that are assessed at the highest risk of terrorist attack. | D&NS<br><br>PPC | SIP: Community Protection<br><br>SIP: Policy, Performance and Communications<br><br>National PREVENT Strategy |
| 15. | Improve the safety and security of assets in the public realm and highway environment. | Support the new Cleveland Strategic Road Safety Partnership in: <ul style="list-style-type: none"> <li>• New Camera Enforcement Unit</li> <li>• Casualty Reduction Group</li> <li>• NDORS (National Driver Improvement Scheme) scheme management.</li> <li>• Deliver RIDE and motorcycle training on behalf of Tees Valley local authorities.</li> </ul> | NI 47 – People killed or seriously injured in road traffic accidents (targets to be determined following 2008/09 outturn).<br><br>NI 48 – Children killed or seriously injured in road traffic accidents (targets to be determined following 2008/09 outturn).  | D&NS            | SIP: Technical Services<br><br>Local Transport Plan   |

|  |  |  |   |  |  |
|--|--|--|---|--|--|
|  |  | Implement the recommendations of the Highway and Footpath Maintenance Scrutiny Review panel. | Reduction in the percentage of footways that may require maintenance (ex BVPI 187) from 30% in 2007/08 to 20% in 2010/11. |  |  |
|--|--|--|---|--|--|



## **Children and Young People**

Our vision across the whole Borough is that no child is left behind. Key to achieving this vision are a focus on outcomes for all children through increasingly integrated universal, targeted and specialist services, a focus on the broader needs of families and carers through preventative approaches and a strong culture of engagement.

### **Over the next three years we will concentrate on:**

- Promoting healthier lifestyles.
- Improving support for families with disabled children and young people.
- Improving safety in the community for all children.
- Reducing levels of youth offending.
- Improving participation, retention and achievement in further education.
- Seeking to reduce the impact of poverty on families.
- Implementing major capital programmes to improve quality of learning and school buildings.

| Theme: Children and Young People |                                  |  |   |             |  |
|----------------------------------|----------------------------------|--|---|-------------|--|
| No                               | Objective (Development Priority) | Change/Improvement Priority Actions (Key Actions)  | Outcome/Success Criteria  | Responsible | Plan Link  |
| 16.                              | Be Healthy                       | Promote positive sexual health and reduce the level of conceptions in under 18 year olds.  | <b>LAA NI 112 - Under 18 conception rate - Reduce 1998 baseline of 48.3 per 1,000 by 50% by 2010.</b>   | CESC        | Children & Young People's Plan<br><br>Teenage Pregnancy Strategy,<br><br>Stockton on Tees Teaching PCT Annual Operational Plan.<br><br>Alcohol Minimisation Strategy<br><br>Obesity Strategy<br><br>Teeswide CAMHS Strategy<br><br>Complex and Additional Needs Strategy |
|                                  |                                  | Reduce substance misuse (including alcohol and tobacco) by children and young people and reduce the effects on children, young people and family life. | <b>NI115 - Reduce the level of substance misuse by young people - target reduction to 11.1% for 2009/10 from 08/09 baseline of 14.2%.</b>   |             |  |
|                                  |                                  | Reduce levels of obesity in children and young people.   | <p><b>LAA NI 56 - Obesity in primary school age children in Year 6. Rise in obesity is halted by 2010, and then reduced. - Reduce the percentage of children in Year 6 with height and weight recorded who are obese to 19.17% by 2010/2011.</b></p> <p><b>LAA NI 198 – Children travelling to school – achieve target of 22% by 2010/11.</b></p> <p><b>LAA NI 53 - Prevalence of breastfeeding at 6 – 8 weeks from birth – 38% of children recorded as being breastfed at 6-8 weeks from birth in 2010/2011.</b></p> |             |  |

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|     |           | <p>Improve the mental health and emotional well-being of children and young people.</p>             | <p><b>LAA NI 51 - Effectiveness of CAMHS - Improve rating of annual self assessment from current 12 to 14 by April 2011.</b></p>  |      |   |
|     |           | <p>Improve and develop support for families with disabled children and young people.</p>            | <p><b>NI54 - Services for disabled children. New measure due for introduction in 2009/10.</b></p>   |      |   |
| 17. | Stay Safe | <p>Ensure effective multi-agency safeguarding of our most vulnerable children and young people.</p> | <p><b>NI 65 - Children becoming subject of a child protection plan for a second or subsequent time. - Maintain at between 10-15% by 2012.</b></p> <p><b>NI 60 - Core assessments for children's social care that were carried out within 35 days of their commencement - aim to achieve 90%+ by 2011/12.</b></p> <p><b>NI 67 - Child protection cases which were reviewed within required timescales. - maintain at 100%.</b></p> | CESC | <p>Children &amp; Young People's Plan</p> <p>Local Safeguarding Children Board Action Plan.</p> |

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|  |  | <p>Continue to improve outcomes for Children in Care.</p>                                      | <p><b>NI 62:</b> Short term placement stability: % of children in care with 3 or more placements during the year - sustain at &lt;10% by 2011/12.</p> <p><b>LAA NI 63 - Long-term placement stability:</b> % 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 68% by 2010/11.</p> <p><b>LAA NI 99, NI 100 – Achieve target of 30.8% of looked after children reaching level 4 in English and Maths at KS2 by 2010/11.</b></p> <p><b>LA NI 101 – 9.5% of looked after children achieving 5 A* - C GCSEs or equivalent at KS4 by 2010/11.</b></p> |  |  |
|  |  | <p>Improve children and young people's feelings and experience of safety in the community.</p> | <p><b>NI 69 - Children who have experienced bullying - target of 43.5% for 2009/10 from 08/09 baseline of 47.3%.</b></p>   |  |  |

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| 18. | Enjoy & Achieve. | <p>Raise achievement for all children, particularly for vulnerable and hard to reach groups, through continued improvements in educational attainment across key stages.</p> <p>Increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase.</p> | <p><b>LAA NI 92 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest - 32.6% by 2009/2010.</b></p> <p><b>LAA NI 72 – Achievement of at least 78 points across early years foundation stage with at least 6 points in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy – 66.9% by 2009/10.</b></p> <p><b>LAA NI 73 - Achievement at level 4 or above in both English and Maths at Key Stage 2 - 82% by 2009/2010.</b></p> <p><b>LAA NI 75 - Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths – 53.2% by 2009/2010.</b></p> <p><b>NI 78 - Achievement of 5 or more A* - C grades at GCSE and equivalent including GCSE's in English and Maths – target to be determined.</b></p> <p><b>NI 108 - Key Stage 4 Attainment for Black and minority ethnic groups – 24% for 2008/2009.</b></p> <p><b>NI 105 - The SEN/non-SEN gap: 5+ A* - C GCSE inc. English and Maths – 45.9% for 2008/2009.</b></p> <p><b>LAA NI 87 - Reduce the percentage of persistent absentee secondary school pupils (those missing 20% or more of the school year) – target 5.5% 2008/2009.</b></p> <p><b>LAA NI 93, NI 94 – Progression by 2 levels in English (91% by 2009/10) and Maths (88% by 2009/10) between KS1 and KS2</b></p> |  | <p>Children &amp; Young People's Plan</p> <p>14-19 Strategy.</p> <p>Corporate Parenting Strategy.</p> <p>Complex and Additional Need Strategy</p> <p>Sports Strategy</p> |
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|            |                              | Secure further improvement in young people's participation, retention and achievement in further education and training.   | <p><b>NI 91</b> - Participation of 17 year olds in education or training – target to be determined.</p> <p><b>NI 79</b> - Achievement of a Level 2 qualification by the age of 19 - target to be determined.</p> <p><b>LAA NI 80 - Achievement of a Level 3 qualification by the age of 19 - target of 54% by 2010/11.</b></p> <p><b>LAA NI 148 – Maintain more than 70% or care leavers in employment, education or training by 2010/11.</b></p> |      |   |
|            |                              | Increase the range of accessible culture, leisure, sporting and social activities for children and young people by developing services across statutory, voluntary and independent sectors.    | <p><b>NI 57</b> - Children and young people's participation in high-quality PE and sport – to be introduced in 2009/2010.</p> <p><b>NI 88</b> - Percentage of schools providing access to extended services - 100% By summer 2010.</p> <p><b>NI199</b> - Children and young people's satisfaction with parks and play areas – to be introduced 2009/10.</p>   |      |   |
| <b>19.</b> | Make a Positive Contribution | Enhance the involvement and participation of children and young people, parents and carers in community life, positive activities and in the development of services to meet identified needs. | <b>NI 110 - Young People's participation in positive activities – target of 72.6% 2010/11.</b>  | CESC | Children & Young People's Plan<br><br>Participation, Involvement and Consultation |

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|     |                            | Reduce levels of youth offending and anti-social behaviour.   | <p><b>Local</b> - The percentage of children in care, as ratio to % of all children, given final warnings, reprimands and convictions – target of &lt;3 for 2009/10.</p> <p><b>NI 45</b> - Young offenders engaged in suitable education, training and employment -2008/2009 target of 90%.</p> <p><b>NI 19</b> - Reduce re-offending rate by young offenders - Target to be determined – Reduction from 2005 baseline of 0.83.</p> <p><b>LAA NI 111 - First time entrants to the Youth Justice System aged 10-17 – target of &lt;453.</b></p> |      | <p>Strategy</p> <p>Youth Justice Plan</p>  |
| 20. | Achieve Economic Wellbeing | Improve progression, participation and retention in education, employment and training.             | <p><b>LAA NI 117 - The proportion of 16-18 year olds who are NEET - Reduce to 9.0% or below by 2009/10 (based on place of learning).</b></p> <p><b>Local</b> - Increase the proportion of 17and 18year olds who are retained in EET – targets to be determined.</p>  | CESC | <p>Children &amp; Young People’s Plan</p> <p>NEET Strategy</p> <p>Young Persons’ Homelessness Strategy</p> <p>Childcare Strategy</p> |
|     |                            | Reduce youth homelessness and develop a more appropriate range of responses to minimise its impact. |  |      |  |

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|            |   | Seek to reduce the impact of poverty on families.                                       | <p><b>LAA NI 109 - Number of SureStart Centres – target of 13 by 2010</b></p> <p><b>LAA NI 116</b> - Proportion of children living in poverty – target to be determined.</p> <p><b>NI 118</b> - Take up of formal childcare by low income working families – target to be determined.</p> <p><b>NI 52</b> - Take up of school lunches – target to be determined.</p> |      |  |
| <b>21.</b> | Deliver major cross-cutting projects to maximise capacity for continued service improvement, across all Every Child Matters outcomes. | Embed Integrated Services and locality based working.                                   | Parenting Strategy delivered by 2011.  | CESC | <p>Children &amp; Young People’s Plan</p> <p>BSF Strategy for Change</p> <p>PCP Strategy for Change</p> <p>Children’s Workforce Development Strategy</p> |
|            |   | Implement major capital programmes to improve quality of learning and school buildings. | <p>Complete Building Schools for the Future programme by 2012/2013.</p> <p>Implement PCP programme in line with national timescales.</p>   |      |  |
|            |   | Review of governance arrangements in line with DCSF guidance on Children’s Trusts.      | Children’s Trust Board complies with new government guidance and legislation by March 2010.  |      |  |
|            |   | Implement the Children’s Workforce Development Strategy.                                | Successful completion of Children’s Workforce Development Strategy action plan by 2011.  |      |  |



## **Health and Wellbeing**

Our vision is for a healthier Stockton where all residents are able to take control of their own physical and mental health and wellbeing, though living healthy and active lifestyles, supported by accessible and integrated health and care facilities.

### **Over the next three years we will concentrate on:**

- Improving access to integrated health and health care provision.
- Developing a broader range of support for independent and community based living.
- Increasing choice and control for service users.
- Further developing our support for carers, recognising the important role they play.
- Supporting the economic wellbeing of vulnerable groups.

| Theme: Health and Wellbeing |  |   |   |             |                                   |
|-----------------------------|--|---|---|-------------|-----------------------------------|
| No                          | Objective (Development Priority)                       | Change/Improvement Priority Actions (Key Actions)                                     | Outcome/Success Criteria  | Responsible | Plan Link                         |
| 22.                         | Improve access to integrated health and care provision | Complete the roll out of the Integrated Service Areas project                         | Full implementation of Integrated Service Areas project by April 2010.  | CESC        | Adult Strategy<br><br>Adults' SIP |
|                             |  | Improve access to support services for substance misuse, including drugs and alcohol. | <p><b>LAA NI 123 - Prevalence of smoking is reduced – smoking cessation target of 1091.55 per 100K of the population by 2011.</b></p> <p><b>LAA NI 40 - More drug users will be receiving effective treatment. –target of 17% increase from 07/08 baseline by 2010/11.</b></p> <p>NI 39 - Reduction in alcohol-harm related hospital admission rates - <b>target to be determined.</b></p> <p><b>LAA NI 121 - Reduction in the mortality rate from all circulatory diseases at ages under 75 - target of 74.84 per 100K population for 2010/11.</b></p> |             |                                   |
|                             |  | Develop and implement Long Term Care Strategy and Action Plan.                        | NI 124 - Increased proportion of people with a long term condition supported to be independent and in control of their condition – <b>target to be determined.</b>  |             |                                   |

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|  |  | <p>Develop integrated health and care facilities, within the broader 'Momentum' strategy, for new hospital and community based provision.</p> | <p>NI 125 - Increased proportion of older people achieving independence through rehabilitation / intermediate care – target of 60% by 2010/2011.</p> <p>NI 131 - Delayed transfers from acute services to community based provision will be kept to a minimum. Delayed transfers of care – <b>target to be determined.</b></p> |  |  |
|  |  | <p>Develop a Dementia Strategy.</p>   | <p>New Dementia Strategy agreed for implementation by April 2010.</p>  |  |  |

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| 23. | Developed a broader range of support for Independent and Community based living | Review LD strategy, in line with national strategy 'Valuing People Now'.  | NI 136 - Increase in people (aged 18+) supported to live independently through social services. Target of 4,300 people by April 2009.<br><br>Increased provision of short term breaks for learning disability clients – <b>target to be determined.</b> | CESC | Adult Strategy |
|     |   | Implement and embed the Carers Strategy.  | <b>LAA NI 135 - More carers will be receiving needs assessment or review and a specific carer's service, or advice and information. Target of 28% of carers to be in receipt by 2010/2011.</b>  |      |                |
|     |   | Further develop specialist services on a regional / sub-regional basis to support more independent living for vulnerable groups.      | Increased numbers of vulnerable people are supported to maintain independent living :<br>NI 141 - target of 65% by 2010/2011<br><b>LAA NI 142 - target of 97.8% by 2010/2011.</b>   |      |                |
| 24. | Increase the level of choice & control for service users                        | Implement the Personalisation project, and extend across all user groups.   | <b>LAA NI 130 More social care clients receive self-directed support (Direct Payments and Individual Budgets), target of 30% by 2010/2011.</b>  | CESC | Adults' SIP    |
|     |   | Implement revised care pathways within Integrated Service Areas, to improve timeliness of assessments and provision of care packages. | <b>LAA NI 132 - Improved timeliness of assessments. Target of 68% 2010/11.</b><br><br>NI 133 - Improved timeliness in provision of care packages. Target of 92% 2010/2011.  |      |                |

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| 25. | Support the economic wellbeing of vulnerable groups                        | Improve access to information and advice services to support those facing financial difficulties.   | <p>Increase numbers of service users with disability to be in paid employment – <b>target to be determined.</b></p> <p>Increase number of people receiving benefit advice and support - <b>target to be determined.</b></p> | CESC | Adults' SIP |
| 26. | Ensure the safety and personal dignity of those in care                    | Implement 'Dignity in Care' principles across all services.   | Achieve a reduction in the level of Protection of Vulnerable Adults (POVA) referrals. <b>Target to be determined.</b>   | CESC | Adults' SIP |
|     |  | Further develop joint work between commissioners and service providers to ensure appropriate safeguarding arrangements, including staff training, are in place.                                   | Increase in proportion of staff from independent sector provision, commissioned by the council, who have received appropriate training in safeguarding. <b>Target to be determined.</b>                                     |      |             |
| 27. | Improve the efficiency of services through more effective use of resources | Complete review of adult social care information management requirements, to inform a decision on upgrade to a full case management system.   | <p>Agreement reached on future information management system by April 2010.</p> <p>Improved efficiencies, as identified in individual project plans.</p>  | CESC | Adults' SIP |
|     |  | Implement reviews within the EIT programme, to shape future service provision, inform commissioning plans, and identify opportunities for savings to be re-invested in targeted support services. | More effective commissioning is enabled to support choice and control for service users.  |      |             |

## **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.

### **Over the next three years we will concentrate on:**

- Helping to develop a more cohesive society.
- Increasing community pride.
- Improving communication, consultation and engagement with our communities.

| Theme: Stronger Communities |   |   |  |                   |           |
|-----------------------------|---|---|--|-------------------|-----------|
| No                          | Objective (Development Priority)  | Change/Improvement Priority Actions (Key Actions)                                 | Outcome/Success Criteria   | Responsible       | Plan Link |
| 28.                         | Managing the Council's reputation through the development of a corporate campaigns programme. | Identify campaign areas and deliver relevant and timely campaigns.                | Improved resident satisfaction/ perceptions from the Ipsos MORI survey from <b>x</b> to <b>x</b> . | PPC               | PPC SIP   |
| 29.                         | Improve communications, consultation and engagement with our communities.                     | Develop and deliver a new approach to communication, consultation and engagement. | New Communication, Consultation and Engagement Strategy produced and implemented.                  | All Service Areas | PPC SIP   |

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| 30. | Help develop a stronger, more cohesive society | <p>Achieve “excellent” status in the Local Government Equality Framework.</p> <p>Improve Diversity Training offer for both officers and Members:</p> | <p><b>LAA NI 1 – Percentage of people who believe people from different backgrounds get on well together in their local area – Increase from 72% (2008/09) to 75.7% by 2010/11.</b></p> <p>NI 2 – Percentage of people who feel that they belong to their neighbourhood – target to be determined.</p> <p>NI 13 – Migrants’ English language skills and knowledge – target to be determined.</p> <p>NI 23 – Perceptions that people in the area treat one another with respect and consideration – target to be determined.</p> <p>NI 25 – Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour – target to be determined.</p> <p>NI 35 – Building resilience to violent extremism – target to be determined.</p> | All service Areas | PPC SIP |
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## **Older Adults**

Our vision is that older people in Stockton 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 and control.

### **Over the next three years we will concentrate on:**

- Increasing opportunities for involvement in Community Leadership and Development.
- Improving choice and control through improved access to services.
- Improving personal wellbeing.

| Theme: Older Adults |   |  |   |                  |  |
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| No                  | Objective (Development Priority)  | Change/Improvement Priority Actions (Key Actions)                    | Outcome/Success Criteria  | Responsible      | Plan Link                                |
| 31.                 | Increase opportunities for involvement in Community Leadership and Development                                | Development of Community Empowerment Network.                        | Older people to be represented on all Area Partnerships / Thematic groups.<br><br>NI 4 - Percentage of older people who feel they can influence decisions in their local area. <b>Target to be determined.</b><br><br>NI 3 - Civic participation in the local area target to be determined. | CESC<br><br>CASH | Older People Strategy                    |
|                     |   | Enhance family learning activities and intergenerational programmes. | Baseline assessment of current intergenerational activity to be completed by December 2009.   |                  |  |
| 32.                 | Improve support and facilities that will make local communities a more welcoming environment for older people | Investment and improvement of social housing stock.                  | NI 158 - Reduction in the proportion of non-decent Council owned properties to 0% by 2010/11.   | CESC<br><br>CASH | Older People Strategy<br><br>Housing SIP |
|                     |   | Improve the take up of home fire and general safety checks.          | Increase the number of checks by 5% by March 2010.  |                  |  |

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|     |   | <p>Deliver actions within the Community Safety Plan 2008-11 which address the needs of older people, including focusing on anti-social behaviour, drug related offending and diverting young people from offending.</p> <p>Prevent people being the victims of commercial crime in their own home.</p> | <p>Improve the rating for older people in addressing fear of walking alone outside (Ipsos MORI – Residents' Survey) by 2010.</p> <p>NI 138 – Increase the percentage of people over 65 satisfied with both home and neighbourhood.</p> |              |                       |
| 33. | Improve choice and control through improved access to services. | <p>Improve the quality, range and accessibility of information about local services for older adults.</p>  | <p>NI 139 - People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently (Place Survey) by 2010/2011.</p>  | CESC<br>CASH | Older People Strategy |
|     |   | <p>Support and improve access to the Community Transport Service.</p>  | <p>Increase the number of non-statutory journeys carried by the Community Transport System in line with the trajectory (by 2011).</p>  |              |                       |
|     |   | <p>Undertake a review of Council buildings in line with the Disability Discrimination Act.</p>   | <p>Council buildings enable physical access to key reception areas or provide alternative accessible routes by 2010.</p>   |              |                       |
| 34. | Improve 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>Maintain Employment rate for people over 50 at above the Regional and Tees Valley rates.</p> <p>Baseline 2005: Stockton 33.2%, Tees Valley 31.2%, North East 31.7% (NOMIS APS).</p>   | CESC<br>CASH | Older People Strategy |

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|  |  | <p>Support a range of activities to enhance active ageing.</p>                             | <p>NI 119 - Older people self report an improved measure of health and wellbeing – (Place Survey) by 2010/2011.</p> <p>Establish the current baseline of activities available for older people by December 2009.</p> |  |  |
|  |  | <p>Work with the Pension Service and other partners to improve the uptake of benefits.</p> | <p>Increase the number of older people accessing benefit advice and support year on year.</p>  |  |  |

## **Arts, Leisure and Culture**

Our vision is for Arts, Leisure and Culture Services to extend the range, quality and number of opportunities for people to experience and participate in sporting and cultural activities.

### **Over the next three years we will concentrate on:**

- Continuing to develop our Museums service and community based out reach activity.
- Strengthening the arts infrastructure and supporting business growth in the cultural sector.
- Further raising the profile of Stockton International Riverside Festival (SIRF) to ensure it remains a leading international event.
- Continuing to modernise and improve our libraries' service.
- Further modernising and improving access to sports and leisure facilities and activities across our Borough.

| Theme: Arts, Leisure and Culture |  |   |   |             |                        |
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| No                               | Objective (Development Priority)   | Change/Improvement Priority Actions (Key Actions)   | Outcome/Success Criteria  | Responsible | Plan Link              |
| 35.                              | Promote heritage, continue revitalisation of the Museum Service, increase community-based outreach activity, and make better use of collections. | Coordinate the production of a Heritage Strategy and Action Plan linking archives, archaeology, historic landscape, trails, heritage tourism, early history, engineering history, and living history, for the whole Borough area. | NI 10 - Visits to museums and galleries – Active people survey, improvement from baseline of 47.7% (2008/09) to 50% 2010/2011.  | CESC        | SIP: Culture & Leisure |
|                                  |  | Progress Preston Hall capital project, including detailed planning and commencement of works to hall and new displays.  | NI 9 Use of Public Libraries – Active People Survey – improvement from 2008/09 baseline of 48.3% to 51.4% by 2010/11.<br><br>NI 10 Visits to Museums and Galleries – Active People Survey – improvement from 2008/09 baseline of 47.7% to 50.8% by 2010/11.                 |             |                        |
|                                  |  | Further expand the 'Museums on the Move' programme to ensure outreach coverage across the entire Borough.<br><br>Improve the way we use and care for our collections, including collections' rationalisation programme (Year 1).  | BV 170b The number of those visits to local authority funded or part funded museums and galleries that were in person per 1000 population – <b>targets to be determined.</b><br><br>BV 170c The number of pupils visiting museums and galleries in organised school groups. |             |                        |

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| 36. | Strengthen the arts infrastructure and support cultural business growth, in particular through the Stockton Cultural Quarter development. | <p>Support the development of arts programmes and events which contribute to economic growth and to vibrant town centres for people of all ages in our community.</p> <p>Provide active strategic and financial support for ARC through Board attendance and grant payments.</p>   | <p><b>LAA NI 11 – Engagements in the arts – Active People Survey, target of 1% increase over baseline of 38%.</b></p> <p>BV119d The percentage of residents satisfied with arts activities and venues – <b>Target to be determined.</b></p> | CESC | <p>SIP: Culture &amp; Leisure</p> <p>Children &amp; Young People’s Plan</p> <p>Adult Strategy</p> |
| 37. | Raise the profile of Stockton International Riverside Festival and Fringe and maintain the growth of Carnival participation.              | <p>Continue to develop SIRF and Riverside Fringe, retaining its position as the UK’s finest street arts festival by:</p> <ul style="list-style-type: none"> <li>• Key role in Without Walls consortium for commissioning UK street theatre companies.</li> <li>• Collaborative developments with: Tall Ships Race 2010, Cultural Olympiad 2009 - 2012, North Shore development.</li> </ul> | Sustain SIRF visitor satisfaction rate at 90% or above each year.   | CESC | SIP: Culture & Leisure  |

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|     |   | <p>Continue to increase participation, quality and profile of SIRF Community Carnival.</p> <p>Continued active involvement in national carnival project "Imagination our Nation", culminating in participating in Cultural Olympiad celebrations in London 2012.</p>  | <p>Increase Carnival participation from 1086 in 2008 to 1200 participants in 2009.</p>                               |             |                                   |
| 38. | <p>Improve Library provision and usage.</p> | <p>Implement recommendations from Strategic Review of Library Service in relation to:</p> <ul style="list-style-type: none"> <li>• Buildings and the refurbishment of Stockton Central Library.</li> <li>• Marketing and Branding in line with corporate guidelines.</li> <li>• Staffing flexibility and opening hours to meet the expectations of customers.</li> <li>• ICT – Introducing RFID as part of the refurbishment process.</li> </ul> <p>Contribute to the design and development process of the new PCT funded facility in Billingham to integrate library provision.</p> <p>Maintain the momentum and generate the legacy of National Year of Reading.</p> | <p>NI 9 Use of Public Libraries – Active People Survey – improvement from baseline of 48.3% to 51.4% by 2010/11.</p> | <p>CESC</p> | <p>SIP: Culture &amp; Leisure</p> |



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| 39. | Improve access to leisure and sports opportunities. | Promote and implement the Sport and Active Leisure Strategy.  | NI 8 – Adult participation in sport and recreation – increase in adult participation from 07/08 baseline of 22.7%. | CESC | SIP: Culture & Leisure |
|     |   | Maximise the impact of major sporting events, in particular the 2012 Olympic Games.   |  |      |                        |
|     |   | Work with Tees Active, the third sector and internal partners in order to maximise the leisure / sport opportunities presented by the River Tees, open spaces, parks, schools and built leisure facilities. | Local: Le002 Number of swims and other visits to pools and sports centres – <b>target to be determined.</b>        |      |                        |

## **Organisational and Operational Effectiveness**

In addition to focusing on improving front line services and local people's quality of life we are committed to developing the Council and ensuring we deliver high quality, customer focussed services that meet the changing needs of our communities. The Council needs to ensure that we have the right organisational capacity, governance arrangements and develop as an organisation.

### **Over the next three years we will concentrate on:**

- Delivering the Efficiency, improvement and Transformation programme.
- Reducing sickness absence levels.
- Responding to the new national framework.
- Developing an approach to modern ways of working.
- Implementing the Customer Excellence Project.
- Enhancing Local Democracy.

| <b>Theme: Organisational and Operational Effectiveness – Performance and Resource Management</b> |  |  |   |                                |                  |
|--|--|--|---|--------------------------------|------------------|
| <b>No</b>  | <b>Objective (Development Priority)</b>  | <b>Change/Improvement Priority Actions (Key Actions)</b>                   | <b>Outcome/Success Criteria</b>   | <b>Responsible</b>             | <b>Plan Link</b> |
| 40.  | Reduce Sickness Absence levels.  | Reduce sickness absence by 0.5 days lost per FTE against 2008/9 results.   | Deliver the health and well being strategy to address high levels of absence and stress related illness.                    | All Service areas              | All SIPS         |
| 41.  | Maintain equality of pay and minimise employment tribunal claims.  | Implement job evaluation and Single Status.                                | Complete job evaluation 'review' stage by 31 December 2009.<br><br>Complete job evaluation 'appeals' stage by 30 June 2010. | RES                            | SIP Resources    |
| 42.  | Manage the Council's Resources more effectively and ensure services are fit for purpose moving into the future | Deliver the Efficiency, Improvement and Transformation Programme.          | Year 1 Programme delivered by March 2010.   | All Service Areas              | All SIPS         |
| 43.  | Respond to the new National Performance Framework.   | Improve Data quality Arrangements.   | Maintain Use of Resources Scores at level 4.  | All Service Areas              | PPC SIP          |
|  |  | Respond to the requirements of Comprehensive Area Assessment.              | No Red Flags highlighted in Report.<br><br>Maintain a high performing council in CAA ratings.                               | All Service areas and Partners | PPC SIP          |
|  |  | Develop the New Performance Framework across the Council and our partners. | Implement the New PMF ICT solution Phase 1 by March 10.   | All Services and Partners      | PPC SIP          |

| 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. | <p>Complete assessment and roll out flexible HR policies and procedures by 30 September 2009.</p> <p>Reconfigure elements of the current administrative buildings portfolio to support ISAs and facilitate flexible working by 31 December 2009.</p> <p>Complete procurement and configuration of workflow and mobility technologies and commence implementation by 31 March 2010.</p> | <p>NI 179 - Efficiency savings through streamlining of processes.</p> <p>Positive contribution to lowering carbon footprint of the authority (link to DNS NI).</p> <p>Reduction in staff turnover to x% (baseline to be confirmed)</p> <p>Reduce sickness absence by 0.5 days per FTE against 2008/09 results.</p> | RES         | SIP: Resources |
| 45.   | Reduce Sickness Absence levels.  | Reduce sickness absence by 0.5 days lost per FTE against 2008/9 results.   | Deliver the health and well being strategy to address high levels of absence and stress related illness.   |             |                |
| 46.   | Build organisational leadership and management capacity                                  | Commence delivery of Management Development Programmes (Stepping into Management and Middle Manager Development Phase 1 and 2) by 31 May 2009.   | <b>GOAL A</b> (Workforce Development Plan 2008-10) – Developing the organisation: achieving excellence in leadership and management.   |             |                |
|   |  | Commence delivery of a Leadership Programme for Directors, Heads of Service and senior managers, to include coaching and mentoring by 31 January 2010.   | Improved recruitment and retention to senior posts (baseline to be confirmed).   |             |                |

| 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 training and workforce development. | Complete actions outlined in GOAL B of the Workforce Development Plan 2008/10 by 31 December 2010.                                 | <p><b>GOAL B</b> (Workforce Development Plan 08-10) – Developing workforce skills and capacity to ensure we have employees with the right skills and competencies at all levels of the organisation.</p> <p>Improve attainment of Level 2 qualifications to 75% of staff by 2013.</p> <p>Improve attainment of Level 3 qualifications to 50% of staff by 2013.</p> | RES         | SIP: Resources |
| 48.   | Implement Job evaluation and Single Status. | <p>Complete job evaluation 'review' stage by 31 December 2009.</p> <p>Complete job evaluation 'appeals' stage by 30 June 2010.</p> | Maintain equality of pay and minimise employment tribunal claims.  |             |                |
| 49.   | Achieve the Investors In People award.      | Work towards the retention of the Investors In People accreditation.   | Achieve the Investors In People award across the Council above Level 1 by 31 August 2009.  |             |                |

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

| No  | Objective<br>(Development Priority)           | Change/Improvement Priority Actions<br>(Key Actions)   | Outcome/Success Criteria   | Responsible | Plan Link      |
|-----|---|--|--|-------------|----------------|
| 50. | Improve access to services for all customers. | Complete programme of access to service reviews for potential phase 2 services and make recommendations to CMT by 30 September 2009. | Provide easier access to Council services.   | RES         | SIP: Resources |
|     |   | Open the Stockton multi-service centre by 30 September 2010.   | Improved customer satisfaction ratings in MORI survey, from 2008 baseline.<br><br><b>LAA NI 5 – Increase overall satisfaction with local area from 77.5% (2008/09) to 80.3% by 2010/11</b>   |             |                |
| 51. | Achieve Customer Service Excellence.          | To support Council Services as they work towards the Customer Service Excellence Standard.   | To support Council Services as they work towards the Customer Service Excellence Standard.<br><br>Improved customer satisfaction ratings in MORI survey, from 2008 baseline.<br><br>All services to achieve Customer Service Standard by 31 August 2010. |             |                |
| 52. | Enhance local democracy.                      | Implement Local Government and Public Involvement in Health Act 2007.  | Implementation completed within Government deadlines.  | LD          | SIP: LD        |

|            |                          |  |   |    |         |
|------------|--------------------------|--|---|----|---------|
|            |                          | Enhanced scrutiny of partners.   | Introduce the arrangements for Scrutiny of Partners by April 2008. Analyse the effectiveness of the arrangements and develop and implement an improvement plan by December 2009.  |    |         |
|            |                          | Councillor call for action.  | Develop and implement procedures for managing calls for action in accordance with Government deadlines.   |    |         |
|            |                          | Introduce new executive arrangements.  | Commence the operation of a new executive model by no later than May 2011.  |    |         |
|            |                          | Develop the enhanced Standards Committee role.   | <p>Continue to provide training and guidance on the Standards Committee's new role for:-</p> <ul style="list-style-type: none"> <li>• Standards Committee Members</li> <li>• Officers</li> <li>• Non-Committee Members and</li> <li>• Town/Parish Councils</li> </ul> <p>Work with the other Tees Valley Local Authorities to co-ordinate and implement a development programme for the Tees Valley Standards Committees by March 2010.</p> |    |         |
| <b>53.</b> | Enhance local democracy. | Implement necessary legislative changes including Local Democracy, Economic Development & Construction Bill; Community Empowerment Bill. | Implementation completed in accordance with legislative requirements and timescales.  | LD | SIP: LD |

## Index of abbreviations

|                  |   |
|------------------|---|
| <b>ALMO</b>      | Arms Length Management Organisation                       |
| <b>ASS</b>       | Access to Services Strategy                               |
| <b>BERR</b>      | Department for Business Enterprise and Regulatory Reform  |
| <b>B&amp;B</b>   | Bed and Breakfast   |
| <b>BSF</b>       | Building Schools for the Future                           |
| <b>BV</b>        | Best Value  |
| <b>CAHMS</b>     | Children's and Adults' Mental Health Services             |
| <b>CAA</b>       | Comprehensive Area Assessment                             |
| <b>CCTV</b>      | Closed Circuit Television                                 |
| <b>CDRP</b>      | Crime and Disorder Reduction Partnership                  |
| <b>CFYA</b>      | Care for Your Area  |
| <b>CMT</b>       | Corporate Management Team                                 |
| <b>CoTY</b>      | Council of the Year                                       |
| <b>CPA</b>       | Comprehensive Performance Assessment                      |
| <b>CRMS</b>      | Customer Relationship Management Strategy                 |
| <b>CS</b>        | Community Safety  |
| <b>CSR</b>       | Corporate Spending Review                                 |
| <b>CTB</b>       | Children's Trust Board                                    |
| <b>CYPP</b>      | Children and Young People Plan                            |
| <b>DAT</b>       | Drugs Action Team   |
| <b>DC</b>        | District Council  |
| <b>DCFS</b>      | Department for Children, Schools and Families             |
| <b>DCLG</b>      | Department for Communities and Local Government           |
| <b>DfT</b>       | Department for Transport                                  |
| <b>DPD</b>       | Development Plan Documents                                |
| <b>DWP</b>       | Department for Work and Pensions                          |
| <b>GCSE</b>      | General Certificate of Education                          |
| <b>GONE</b>      | Government Office North East                              |
| <b>HB/ CTC</b>   | Housing Benefit/ Council Tax Credits                      |
| <b>HR</b>        | Human Resources   |
| <b>I&amp;DeA</b> | Improvement and Development agency (for local government) |
| <b>IB</b>        | Incapacity Benefit  |
| <b>ICT</b>       | Information and Communications Technology                 |
| <b>IIP</b>       | Investors in People                                       |
| <b>ISA</b>       | Integrated Service Areas                                  |
| <b>JWS</b>       | Joint Waste Strategy                                      |
| <b>KS</b>        | Key Stage (1, 2, 3 or 4)                                  |
| <b>LA</b>        | Local Authority   |
| <b>LAA</b>       | Local Area Agreement                                      |
| <b>LDF</b>       | Learning Disability Framework                             |
| <b>LDF</b>       | Local Development Framework                               |
| <b>LDP</b>       | Local Delivery Plan (PCT)                                 |
| <b>LPSA</b>      | Local Public Service Agreement                            |
| <b>LSP</b>       | Local Strategic Partnership                               |
| <b>LTP</b>       | Local Transport Plan                                      |
| <b>MTFP</b>      | Medium Term Financial Plan                                |
| <b>NDO</b>       | Network Distribution Operator                             |
| <b>NEET</b>      | Not in Education, Employment or Training                  |
| <b>NI</b>        | National Indicator  |
| <b>NR</b>        | Neighbourhood Renewal                                     |
| <b>PAF</b>       | Performance Assessment Framework                          |



|             |  |
|-------------|--|
| <b>PCT</b>  | Primary Care Trust                         |
| <b>PI</b>   | Performance Indicator                      |
| <b>PIC</b>  | Participation Involvement and Consultation |
| <b>POG</b>  | Policy Officers Group                      |
| <b>SDA</b>  | Sickness and Disability Allowance          |
| <b>SIP</b>  | Service Improvement Plan                   |
| <b>SIRF</b> | Stockton International Riverside Festival  |
| <b>SMI</b>  | Stockton Middlesbrough Initiative          |
| <b>SOA</b>  | Super Output Area                          |
| <b>SPD</b>  | Supplementary Planning Document            |
| <b>SPP</b>  | Supporting People Plan                     |
| <b>SRAS</b> | Schools not Requiring Additional Support   |
| <b>TIC</b>  | Tourist Information Centre                 |
| <b>TS</b>   | Trading Standards                          |
| <b>VA</b>   | Vision for Adults                          |
| <b>VAT</b>  | Value Added Tax                            |

### **Council Service Groupings**

|                 |  |
|-----------------|--|
| <b>CESC</b>     | Children, Education and Social Care    |
| <b>D&amp;NS</b> | Development and Neighbourhood Services |
| <b>LD</b>       | Law and Democracy                      |
| <b>PPC</b>      | Policy, Performance and Communications |
| <b>RES</b>      | Resources                              |

### **Cabinet Responsibilities**

|             |   |
|-------------|---|
| <b>CAAC</b> | Cabinet Member, Access and Communities              |
| <b>CALC</b> | Cabinet Member, Arts, Leisure and Culture           |
| <b>CAII</b> | Cabinet, all Members                                |
| <b>CASH</b> | Cabinet Member, Adult Services and Health           |
| <b>CCSP</b> | Cabinet Member, Community Safety and Protection     |
| <b>CCYP</b> | Cabinet Member, Children and Young People           |
| <b>CDL</b>  | Cabinet, Deputy Leader                              |
| <b>CE</b>   | Cabinet, Environment                                |
| <b>CH</b>   | Cabinet Member, Housing                             |
| <b>CL</b>   | Cabinet, Leader                                     |
| <b>CMF</b>  | Cabinet Member, Corporate management and Finance    |
| <b>CRT</b>  | Cabinet Member, Regeneration and Transport          |
| <b>CSIN</b> | Cabinet Member, Social Inclusion and Neighbourhoods |

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:

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