Key – *Italics and bold indicate new actions for 2012.* End column details the new policy / legislative changes that relate to the new actions.

OUR PLACE

Economic Regeneration and Transport

Our vision is of Stockton-on-Tees at the heart of a vibrant and 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 and skills 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.
We will extend the range, quality and number of opportunities for people to experience and participate in both sporting and cultural activities.

Environment and Housing

We have a vision for a cleaner, greener Stockton-on-Tees 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.

Community Safety

Our vision is for a safe Stockton-on-Tees 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

ECONOMIC REGENERATION AND TRANSPORT

OUTCOME
Stockton-on-Tees at the Heart of a vibrant and economically successful Tees Valley

Key objectives	Key Actions	Respon sibility	Policy / legislation
Promote a sustainable transport network	• Deliver the Tees Valley Major Scheme • Progress the Tees Valley Metro. • ***Influence Transport Strategy development through effective partnership working with Tees Valley Unlimited.***	DNS	Local Enterprise Partnerships
Regenerate the Borough	• Deliver a vibrant Stockton-on-Tees Town Centre and support the development of Billingham Town centre. • Progress major housing led regeneration schemes in Hardwick, Mandale, Parkfield and Victoria.	DNS	
Promote prosperity and support economic recovery	• Embed a culture of Enterprise and assist new and existing businesses to settle and grow in the borough. • Improve levels of employability and skills. • ***Support the work of the Tees Valley Local Enterprise Partnership.*** • Minimise the effects of the economic downturn through pro-active interventions and partnership working to support economic recovery and growth.	DNS / CESC	Local Enterprise Partnerships
Improve and celebrate our heritage	• Deliver Preston Hall Museum Refurbishments and Preston Park improvements • ***Delivery of Heritage Strategy actions*** • ***Celebrate the Queens Diamond Jubilee.***	DNS	Protecting the Nations Heritage

Key objectives	Key Actions	Respon sibility	Policy / legislation
Improve accessibility for work, leisure, retail and health	• ***In line with the requirements of the Localism Act strengthen Planning Policy through: developing an approach to neighbourhood planning, develop the Local Development Framework, develop the Community Infrastructure Levy.*** • ***Produce additional development plan documents and supplementary planning documents including the regeneration and environment Local Plan.*** • Provide an efficient community transport service that enables safe access to education, health and social care facilities.	DNS	Localism Act
Refresh our libraries	• ***Invest in new technologies to deliver a wider range of services more effectively.*** • Develop new library service delivery models.	DNS	
Develop innovative events programmes	• Support Arts programmes that involve local people, raise the profile of the area and animate our towns. • ***Utilise interest in London 2012 Olympic Games to promote participation in sport and active leisure.*** • Deliver an enhanced SIRF for the 25th anniversary.	DNS	Creating an Olympic legacy.

ENVIRONMENT AND HOUSING

OUTCOME
A cleaner, greener Stockton-on-Tees with high quality housing provision

Key objectives	Key Actions	Respon sibility	Policy / legislation
Provide clean streets, attractive parks and green spaces	• Maintain levels of cleanliness in the Borough • Contribute to the development of the Tees Valley Waste Management Group Waste Management Strategy and Action Plan.	DNS	
Increase housing and support options for vulnerable households	• Raise Housing standards across all tenures in the borough. • Increase the housing and support options for vulnerable households in the borough. • ***Reduce the number of empty properties in the Borough.***	DNS	Welfare Reform Bill
Prevent homelessness	• Prevent and tackle homelessness across all tenures.	DNS	
Increase supply of affordable homes	• Work with partners to increase the supply of new affordable homes in the borough.	DNS	
Tackle climate change	• Tackle climate change through carbon reduction and resilience to extreme weather. • ***Deliver the Community Energy Saving Programme.*** • ***Manage the winter resilience plan including provision of stocked salt bins, maintaining appropriate levels of salting and gritting of highways and footpaths, a snow clearance programme as appropriate and maintaining effective communication with the press and public.***	DNS	Climate change requirements.

COMMUNITY SAFETY

OUTCOME
A safe Stockton-on-Tees

Key objectives	Key Actions	Respon sibility	Policy / legislation
Reduce crime and the fear of crime	• By working in partnership effectively deliver the Community Safety Plan and associated strategies to reduce crime and the fear of crime and disorder, increase feelings of safety, reduce disorder incidents, reduce drug related offences, prevent and reduce levels of substance misuse , reduce the levels of criminal damage and incidents of Domestic Violence, reduce the rates of reoffending.	DNS / CESC	
Reduce levels of youth offending, including anti-social behaviour	• Deliver the Anti Social Behaviour Strategy. • Continue delivery of preventative activity through Integrated Youth Support Services and in conjunction with the Police. • Further development of restorative approaches to justice. • Introduction of Engagement & Compliance Panels for young people. • Further develop the range of intervention programmes for young people who offend. • Work with local Courts to sustain high levels.	DNS / CESC	
Ensure our residents are safe	• Contribute to the local implementation of the National counter Terrorism Strategy. • ***Respond to New alcohol licensing powers in the Police Reform and Social Responsibility Act.*** • Deliver the Trading Standards & Licensing and Environmental Health plans.	DNS	Police Reform and Social Responsibility Act

Our Communities

Children and Young People's Services

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.

Adults' Services

Our vision is that older people in Stockton-on-Tees 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.

Health and Wellbeing

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

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.

HEALTH AND WELLBEING

OUTCOME
A healthier borough

Key objectives	Key Actions	Respon sibility	Policy / legislation
Ensure effective transition for the council to the new national and local health arrangements.	• ***Ensure the required resources and infrastructure is in place for the new Public Health duties by April 2013.*** • ***Implement new governance arrangements through the Health and Wellbeing Partnership during 2012/13 and shadow Health and Wellbeing Board arrangements during 2011/12.*** • ***Develop the new Health and Wellbeing Strategy by October 2012 based on the refreshed JSNA.*** • ***Procure the HealthWatch Service from April 2013.*** • ***Procure the NHS Complaints and Advocacy Service from April 2013.***	CESC / RES / L&D	Health Transition Agenda.

Key objectives	Key Actions	Respon sibility	Policy / legislation
Reduce the negative impact of substance misuse	• Further develop services to help people stop smoking. • Deliver media, communications, social marketing and education programmes regarding smoking and related services. • Continue to develop integrated care pathways to ensure that individuals move through services effectively, and have access to training, education, employment and housing. • Maintain evidence-based treatment services aligned with the National Treatment Agency models of care framework. • Enabling front line staff to identify early problematic alcohol use and make appropriate referrals. • Improve access to outreach services for drug users. • Increase the number of clients who receive psycho-social interventions. • Continue to develop links with the Criminal Justice System. • Improve understanding of treatment drop-outs and barriers to treatment access.	CESC / DNS	
Reduce the impact of poverty on family life	• ***Finalise and monitor the Tackling Family Poverty Framework document including monitoring Poverty levels across the borough.*** • ***Deliver new partnership model for management of Children's Centres from (month) 2012*** • Improve access to childcare provision for targeted groups, taking account of the childcare Sufficiency Assessment. • ***Identify the impact of the Welfare Reform Bill, support activity around financial inclusion, and develop a local scheme to replace Community Care Grants / Crisis Loans.*** • Reduce fuel poverty.	All	Welfare Reform Bill

CHILDREN AND YOUNG PEOPLE

OUTCOME
No child left behind

Key objectives	Key Actions	Respon sibility	Policy / legislation
Support for families with a child or young person with a disability	• Develop a Disability Register. • Develop a full local offer of services for children/young people with special educational needs and/or disabilities and their families.	CESC	
Ensure effective multi-agency safeguarding of our most vulnerable children and young people	• ***Implement agreed outcomes of the EIT Review of Children Social Care Management / Assessment / fieldwork (final report of review due for publication March 2012).*** • ***Respond to outcomes of the national Munro Review of children's safeguarding.***	CESC	Allen Review / Field Review Munroe review
Narrow the attainment gap	• Deliver the schools' Capital Strategy Programme. • Broker focussed support and training for schools improvement strategies to ensure pupils vulnerable to underachievement make at least satisfactory progress. • Monitor and challenge schools and settings to ensure those at risk of underperforming are identified and strategies are put in place to expedite improvement.	CESC / RES	
Ensure all young people are in receipt of education, employment or training	• Implement the new RPA (Raising the Participation Age) requirements for young people in education and training ensuring education or training opportunities through to the age of 18. • Ensure the transition of responsibility for universal and impartial careers guidance to schools by 2012.	CESC	
Improve outcomes for children and young people in care	• Ensure an appropriate range of local placement support and resources are in place for children and young people in care and care leavers. • Extend work based training opportunities for children and young people in care and care leavers within the Council and partners in the Children's Trust Board.	ALL / CESC	

Key objectives	Key Actions	Respon sibility	Policy / legislation
Improve targeted early intervention services	• Embed the use of the Common Assessment Framework across agencies. • ***Deliver the new partnership model for management of Children's centres from 2012.***	CESC	Education Act 2011.
Improve children's emotional health and wellbeing	• Review options for sustaining access to the TaMHS (Targeted Mental Health in Schools) service.	CESC	
Reduce levels of obesity in Children and Young People	• Raise awareness of obesity services and promote education about early detection and prevention of excess weight amongst professionals and the public. • Ensure effective pathways are in place for access to all obesity service tiers. • Ensure mandatory level of nutritional standards in school meals is achieved.	All	

ADULT SERVICES

OUTCOME
Independence and dignity for older people

Key objectives	Key Actions	Responsibility	Policy / legislation
Ensure effective multi-agency safeguarding arrangements for all service users	• Embed new safeguarding arrangements within revised ASC structure, supported by agreed mandatory training requirements. • Ensure effective links between Stockton on Tees Vulnerable Adults committee and Tees Wide Safeguarding Adults Board. • Further develop Safeguarding training in the independent sector, in line with findings of the training audit (Spring 2012).	CESC	
Enable all service users to receive personalised care management and support	• Embed Self Directed support arrangements across all service user groups. • ***Implement new Care Director Case Management Information System.***	CESC	
Effective prevention and early intervention	• Secure funding for the delivery of the Reablement programme. • Extend access to assistive technology including Carecall and Telecare provision. • Improve access to information, advice and guidance for people not eligible for assessment. • ***Improve the range and quality of support for carers, in line with the findings of the EIT Review due for completion April 2012.***	CESC / DNS	Caring for our future.

STRONGER COMMUNITIES

OUTCOME
Stronger, more cohesive communities

Key objectives	Key Actions	Respon sibility	Policy / legislation
A strong and vibrant third sector	• Develop and implement a package of support to the Voluntary Community Sector including the continued development of the Stockton-on-Tees Investment Fund and the Stockton-on-Tees community fund. • Delivery of the Voluntary and Community Sector Workshop Programme. • ***Work with VCS partners to implement the Community Asset Transfer Strategy.*** • Manage promote and evaluate funding regimes to promote and support the work of the Voluntary and Community Sector.	RES	Localism Act
Effective Community Engagement	• ***Procure, promote, monitor and evaluate the CES contract.*** • ***Support the development and implementation of the Community First Panels / Community Organisers.*** • ***Implement, monitor, promote and evaluate the Armed Forces Community Covenant.*** • Identify existing opportunities across the council and key partners to improve community engagement particularly with hard to reach groups.	RES / DNS	Community First policy.
Effective internal and external consultation	• Develop Residents' Panel to become a strategic mechanism for capturing resident's views and opinions. • Develop a proportionate and effective means of capturing understanding and sharing consultation activity.	RES	
Effective local Democracy	• Develop an approach to individual electoral registration. • ***Implement any changes as a result of the Boundary Commission Review.*** • Review postal vote identifiers/recollected. • Promote the scrutiny function. • Manage and deliver the Member Learning and development programme. • ***Manage the elections for the Police Commissioner and Crime panels.***	L&D	Boundary Commission Review Police and Crime Commissioner Policy.

Our Organisation

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.

OUTCOME
A council that is fair, effective, efficient and delivers value for money and exceptional customer service

Key objectives	Key Actions	Responsibility	Policy / legislation
Strong corporate and ethical governance	• ***Develop and implement new local standards arrangements for the purposes of the new ethical standards framework established by the Localism Act 2011.*** • ***Manage transition to new governance arrangements in respect of Cleveland Police & Crime Panel.*** • Delivery the savings identified in the Xentrall Business Case. • ***Develop a revised approach to Community Impact Assessments.*** • Raise the skills of the workforce and achieve excellence in leadership and management • ***Publish Public Sector Equality Duty objectives*** • Recruit and retain a diverse workforce. • Improve the health and well being of the workforce. • ***Implement Section 40 of the Localism Act with regard to transparency of reporting remuneration data.*** • Delivery of the ICT Strategy to further develop the ICT service, ensure effective ICT governance frameworks, deliver the ICT architecture programme and support the Council's business change programme and use of ICT. • Undertake Information risk assessments to establish the current position and develop action plans with priority areas for improvement. • Undertake information Assurance Assessment and develop action plans to support improvements. • Deliver Information and Assurance Training and Awareness programme to staff. • Embed risk assessment process into the Service Plan Framework.	L&D DNS RES	Localism Act Police and Crime Commissioner Policy. Equality Duty Localism Act

Key objectives	Key Actions	Responsibility	Policy / legislation
Effective marketing and communications	• Produce a calendar of key campaigns. • Deliver and implement Localism bill.	All	
Develop a customer-focused organisational culture	• Deliver the Access to Services Programme. • Maintain the national Customer Service Excellence Standard at a corporate level.	RES	
A robust performance and financial management framework	• Promote and embed the refreshed Performance Management Framework for the Council. • ***Develop an approach to Sector Self Regulation.*** • Develop and implement a system to monitor and report on outcomes. • Implement the findings from the National Review of Local Government Finance. • Interpret and gain an understanding of the impact of the Local Government finance legislation. • ***Reflect changes from the Local government finance legislation in the MTFP.*** • Update the MTFP following scrutiny work. • Develop income generating ideas to help address the budget deficit in the MTFP.	All	Local Government Finance Review

Key objectives	Key Actions	Responsibility	Policy / legislation
Deliver Value for Money	• Continue to monitor Year 1 and 2 Efficiency, Improvement and Transformation (EIT) review actions: o Advice and Information; Child Placements; Commercial Trading Activities; Highways, Lighting and Network Management; Regulatory Services; Built and Natural Environment; Sport, Leisure and Recreation; Events, Arts and Tourism; Procurement and Commissioning; Xentrall; Customer Services and Taxation; Finance; Adult Services; Democratic Services.	All	
	• Implement Year 3 EIT Reviews Action Plans for: o Learning Disability and Mental Health; Care For Your Area; Community Safety and Security Services; School Effectiveness; Children and Young People; Regeneration and Transport; Commissioned Carers and Independent Living; Children's Social Care; Housing Benefit Housing and Community Safety; Registration and Bereavement; Legal.		
	• Continue to implement overarching reviews, including: o Transport, Children's Services, Adults' Services, Home Care, Fees and Charges, Street Lighting, Vehicles / Fuel, Terms and Conditions and Subsidies to External Organisations.		
	• Rationalise the council assets through the delivery of the Asset Rationalisation Plan.		
	• Deliver procurement Savings.		
	• Explore new business opportunities with the private, public and third sectors.		

Enablers

What will help us deliver our desired outcomes?

Key Success Criteria

- JSNA completed by April 2012
- Resident's survey commissioned and delivered by August 2012.
- A minimum of 3 Viewpoint surveys undertaken per annum
- Plans and Strategies developed, consulted upon and approved within timescales.
- Improved transparency of performance achieved.
- Effective targeting of resources for those most in need, based on good quality intelligence

Key objectives	**Key Actions**	**Respon sibility**	**Policy / legislation**
Understanding the needs of our communities	• Develop the JSNA in conjunction with partners. • Carry out a Residents' Survey. • Continue to consult with residents through our Resident Panel - Viewpoint. • Carry out the Crime and Disorder Audit.	All	
Effective strategic planning and policy framework	• Sustainable Community Strategy 2012 - 21 • Council Plan 2012 – 2015 • Service Delivery Plans • Children & Young People's Plan • Health and Well Being Strategy • Local Development Plan • Housing Strategy • Regeneration Strategy • Culture Stockton-on-Tees Strategy • Local Transport Plan • Waste Strategy • Community Safety Plan Please refer to the Stockton on Tees Council Constitution for the full suite of Plans and Strategies.	All	

Key objectives	Key Actions	Respon sibility	Policy / legislation
Robust, proportionate and effective performance and financial management and reporting	• Promote and embed the refreshed Performance Management Framework for the Council. • Develop and implement a system to monitor and report on outcomes.	All	
Dynamic and effective leadership	• Effectively Manage all Partnerships inc Local Strategic Partnership. • Provide an effective Community Role. • Continue the delivery of our Management Development and Training Programme. • Continue the rollout of the Management Team Development programme. • Continue to deliver Setting the Standard Sessions for all 1st, 2nd and 3rd Tier Managers.	All	
A flexible workforce	• Continue to promote a 'can do' approach. • Further embed a culture of continuous improvement. • Maintain our Customer Service Excellence standard. • Continuously review and develop our workforces polices to support the continuation of flexible working e.g. job shadowing	All	
Focusing on a 'One Council' approach	• Deliver the Tell Us Once initiative • Development of our Customer Contact Centres • Continue the rollout of the Customer Relationship Management and channel change programme.	All	

To finance our vision, we need to:

Key Success Criteria

Key objectives	Key Actions	Respon sibility	Policy / legislation
Transform and innovate our services	• Explore new models of service delivery. • Redesign services. • Promote innovation and new ideas. • Conduct effective Efficiency Improvement and Transformation Reviews (EIT) ensuring delivery of the outcomes from the EIT review programme.	All	
Prioritise funding	• Continue to manage and review the MTFP effectively. • Analyse and use the intelligence available to us to inform Service and Budget Planning appropriately.	All	
Deliver efficiencies	• Deliver the EIT Review programme. • Service redesign to drive out efficiencies. • Collaborate where appropriate • Maximise the opportunities for Partnering. • Implement Staff Suggestions around efficiencies.	All	

How will we know how well we are doing?

Key Success Criteria

Key objectives	Key Actions	Respon sibility	Policy / legislation
Through delivery of our Performance and Financial Management Framework (link through to actions/targets)	• Continue our programme of performance clinics at a corporate and service level, monitoring levels of Performance, Finance and Risk. • Continue to report to members through Cabinet and Executive Scrutiny arrangements. • Continue to monitor our progress through benchmarking opportunities.	All	
Customer feedback – you will tell us	• Ask our residents and monitor their satisfaction levels. • Understand the views of our workforce through the Employee Survey.	All	
Through independent assessment and inspection	• Be open to Peer Reviews and external assessment processes. • Respond to Regulatory Inspection regimes.	All	
Scrutiny Reviews	• Deliver the Scrutiny work Programme which includes reviews of the following services: Marketing of Stockton on Tees visitor offer, Learning Disabilities and Mental Health Services, Home Care Service, Quality of Childcare, Child Placements and Foster Care, Energy supply, Impact of Welfare Reforms, Fuel Poverty ,Tobacco Control, Performance of Housing Providers, Long Term Empty abandoned properties, Employability Support & Quality of Training, Gated Properties.		