



Big Plans Bright Future

Council Plan 2014-2017

Draft



Stockton-on-Tees
BOROUGH COUNCIL

Your Council

Big plans, bright future

FOREWORD

There is no doubt, as we write this foreword to our Council Plan for 2014-17, that we have made significant progress towards delivering on our ambitions for the Borough and its people and you are encouraged to read about this in the Leaders' Statement and Annual Review for 2013/14.

Progress which has been delivered in the face of significant challenges, primarily linked to the economic climate which has, and continues to impact on many of the people and businesses we seek to serve. Some of the consequence of this impact has resulted in increased demand for and expectations from the services we provide as a Council – a situation we expect to continue for the foreseeable future while the economy recovers and grows. This is set against the substantial and unprecedented reduction in funding to local government which will leave this Council with 43% less funding (56% in real terms) from central government by 2015/16.

Stockton Borough Council has always been recognised as a customer-focused Council that delivers value for money and makes effective use of its resources, through strong political and executive leadership, good governance, talented and committed employees. It is these attributes alongside our planned approach to managing the budget reduction that have already delivered savings in excess of £20 million up to 2013/4 and seen the loss of almost 600 posts to date.

We have had to take some difficult, and at times unpopular, decisions along the way with undoubtedly more to come as our programme of reviews continues. However, we remain committed to doing all we can to support our residents, particularly those who are the most vulnerable, to help our businesses grow, our voluntary, community and social enterprise sector to thrive, to tackle the health inequalities and to continue with our regeneration plans in order that the Borough of Stockton-on-Tees is a place with which we are all proud to be associated.

This plan provides us with an opportunity to remind ourselves of the vision and ambition for the Borough and sets out the detail of what we are aiming to achieve and why, how we will go about it and how we will know we have been successful, within the resources we have available to us.

Without doubt there are likely to be further challenges that will come our way which will test our resolve and resilience but we are confident that with the qualities and attributes outlined earlier in this foreword we will continue to do the best that we can with enthusiasm, commitment and determination.

Councillor Bob Cook

Leader, Stockton-on-Tees Borough Council

Neil Schneider

Chief Executive



SECTION 1

PURPOSE, VISION, POLICY PRINCIPLES AND PRIORITIES

WHAT IS THE COUNCIL PLAN?

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 also identifies the measures of success we will use to challenge and monitor our progress.

The plan sets out the **key** priorities for the Council over the next 3 years and identifies the

policy principles on which they are based, providing the overarching framework to support decision-making and the allocation of resources.

It does not capture the totality of the Council's day-to-day business activity, which is embedded within the individual business plans across the range of service areas.

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 and how we will know what success looks like, to be used to support decision-making about the allocation of financial and human resources and performance management and reporting.

It is also a resource for the Council's public, private and voluntary sector partners, and national government setting out the Council's

contribution to delivering local services and how we are developing as an organisation.

For members of the public, whether they are residents, businesses or visitors to the borough, the Council Plan provides information about the Council's ambitions for the borough, details of the key priorities and associated activity over the duration of the plan and the policy principles on which the plan is based and against which the political and executive leadership will be accountable.



OUR VISION FOR THE BOROUGH

The Council's vision is of a Borough that is more confident, more vibrant and more successful than ever before. A place where people prosper and grow, where they feel happy, safe and healthy. A place where people can see that our drive, our integrity and our imagination have delivered genuine improvements and exceptional value for money. A place that every single one of us is proud of.

We have big plans for our places and open spaces, making the borough a better place to live and a more attractive place to do business, with clean streets, carefully tended parks and open spaces, affordable and desirable housing. We want people to be proud of our Borough. We want them to feel that this is a place where strong leadership and genuine care are making a real difference. We take our responsibility to the environment seriously and will do what we can to protect it for future generations in line with our Green Vision.

We have big plans for an outstanding borough. The Borough of Stockton-on-Tees deserves ambitious thinking to deliver our vision of an economically prosperous Borough that is dynamic, exciting and inviting, with new business start-ups, business growth and new jobs. With new, vibrant and animated town centres that are at the heart of our community.

We have big plans for the care we provide. We believe our Borough should be a place where people are treated with dignity, respect, are treated well and receive the attention, care and assistance they need and are supported to live independently should they so choose.

We have big plans for keeping our community safe. Tackling crime and the fear of crime remains one of our most important aspirations, recognising that people are concerned about crime and the effect that fear of crime can have on the quality of their lives. We want Stockton-on-Tees to be a place where levels of crime and fear of crime are low and people feel safe and secure.

We have big plans for the health of our people. The health and well-being of the people in our communities is important to us. We want the borough to be a place where people are supported to be fit and healthy, where they feel included and cared for, where they get the best possible advice, support and care whenever and wherever they need it, where health is protected as far as possible.

We have big plans for the young people of our Borough. Every single child is important to us. We are determined to give them as many opportunities as we can to help them be the very best they can be in life and we will do all we can to protect those children who need our care. Striving to ensure children get the best possible education, giving them confidence to grow into valued, respected and included members of the community.

We have big plans for helping our communities prosper. Communities lie at the very heart of what makes the Borough of Stockton-on-Tees so strong and amazing. We are creating an environment where people feel empowered to make a difference, where those who want to can get involved and where everyone can have an equal say. A community that is diverse, cohesive, caring and vibrant.

We have big plans for great experiences. Our vision is of a borough where people can enjoy a wealth of experiences that will stir, surprise and delight. With opportunities that will inspire, enlighten and educate, feed enquiring minds and stimulate imaginations. A place where the lives of people who already live here are enriched and where others are attracted to share the fun.

OUR CULTURE AND VALUES

We will deliver this Council Plan by drawing on our organisational culture, values and behaviours and continue to develop our organisational resilience in the face of the significant financial and capacity challenges we face. The Council prides itself on being open, honest and fair; on leading by example; retaining our longer term ambitions for the

borough in the face of adversity; being determined; delivering genuine value for money and setting high standards of customer-focused public service. On communicating clearly and regularly with the community we serve, providing opportunities for people to engage with us and influence decisions and on being challenging, innovative and well organised.

POLICY PRINCIPLES

As the Council responds to the challenges it faces in relation to the reduced budget allocation, changing demographics, increasing demand and expectations from the services it provides and the impact of new national legislation and policy direction it has had to take decisions about the basis on which services will be delivered within the resources available. These policy principles will support decision-making going forward and have informed the development of this Council Plan.

- **Protecting the vulnerable through targeted intervention**, particularly those people in our communities who are subject to, or at risk of harm, people who are homeless or at risk of becoming homeless, those who are financially excluded or who's circumstances make them vulnerable.

- **Promoting equality of opportunity through targeted intervention**, specifically in relation to tackling health inequalities, meeting the skills gap and improving access to job opportunities, tackling fuel poverty, education and training opportunities, access to affordable housing, financial and digital inclusion.
- **Developing strong and healthy communities** through the provision of mainstream and preventive services that are available to all those who choose to access them.
- **Creating economic prosperity** across the borough.

The activity relating to each of these policy principles is presented in Section 5.



PRIORITIES

The Council's priorities are aligned to a number of themes in order to deliver on our stated ambitions and vision. This section summarises the key outcomes that we are seeking to achieve and how we will do it. More details on the activities associated with each theme and how we will measure our progress and success are presented in Section 4.

ECONOMIC REGENERATION AND TRANSPORT

Our ambition is for Stockton-on-Tees to be a dynamic, exciting and inviting borough which is at the heart of an economically successful Tees Valley, providing real opportunity for residents.

Our key objectives to deliver this are to:

- Deliver key infrastructure including enhancing the transport network
- Deliver vibrant and economically successful town centres
- Further regenerate the borough's housing
- Improve economic prosperity for new and existing businesses across the Borough
- Improve economic prosperity for residents across the Borough
- Create a culture that encourages and sustains enterprise and start-up businesses

ENVIRONMENT AND HOUSING

We want Stockton-on-Tees to be a borough that is clean and green with appropriate housing provision and an environment that is protected for future generations.

We plan to deliver this by:

- Development and delivery of the Council's Green Vision
- Addressing the housing requirements of the borough
- Improving resilience to extreme weather events

SAFER COMMUNITIES

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

We will achieve this through:

- Reducing crime and the fear of crime by tackling:
 - Anti-Social Behaviour
 - Violent Crime (including robbery)
 - Drug Related Offending
 - Criminal Damage
 - Alcohol related crime
 - Domestic Violence
- Supporting the development of effective probation services
- Ensuring effective public protection

CHILDREN AND YOUNG PEOPLE

Our aspirations for the children and young people of Stockton-on-Tees are that they are provided with and access as many opportunities as possible to help them be the best they can be in life and that for those who are vulnerable we do the very best that we can to protect and care for them.

We will do this by:

- Ensuring children and young people are safe
- Making sure there is effective early years support for children and families.
- Improving educational performance of all children and young people across the Borough.
- Supporting young people to make a successful transition into adulthood.
- Improving outcomes for children and young people in care

HEALTH AND WELLBEING

The health and well-being of our local communities is important to us and we want to ensure that every child has the best start in life and that, wherever possible, ill health is prevented.

We aim to do this by:

- Developing our plans around early intervention and prevention for families
- Reducing the impact of poverty on family life
- Reducing levels of obesity in children and young people
- Ensuring provision of comprehensive integrated sexual health services
- Ensuring robust plans are in place to protect the health of the population according to the statutory duties of the Director of Public Health
- Providing specialist Public Health advice and support to NHS commissioners, particularly the Clinical Commissioning Group
- Reducing the negative impact of drug and alcohol dependency
- Developing better mental health awareness and illness prevention for adults and for children and young people
- Reducing the number of people experiencing cardio-vascular disease, diabetes and lung diseases and provide early diagnoses and intervention for those at risk of disease

STRONGER COMMUNITIES

We want our communities to become even stronger and more cohesive, where there is a common sense of belonging and 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 vibrant and sustainable voluntary, community and social enterprise sector.

In order to achieve this we will:

- Support the continued development of a strong and vibrant voluntary, community and social enterprise sector (VCSE)
- Deliver effective community consultation and engagement
- Provide effective local democracy
- Promote and champion the requirements of equality legislation

ADULTS

As the numbers of adults within our local population continue to increase and people are living longer we want to enhance the quality of life for people with care and support needs.

We plan to do this by:

- Ensuring safe arrangements are in place for protecting adults whose circumstances make them vulnerable
- Ensuring all adult service users receive personalised care and support
- Delivering early intervention services to maximise independence
- Ensuring adult and young carers are identified and supported
- Ensuring compliance with the Care Bill

ARTS, LEISURE AND CULTURE

We recognise the role and value arts, leisure and culture has both in its own right and in support of many of the other ambitions we have and the outcomes we are seeking to achieve and want our Borough to be a place where people can participate in and be inspired by high quality affordable cultural and leisure experiences.

We will do this through:

- Making more people aware of local history and heritage
- Developing and delivering a sustainable event programme that contributes to local social and economic improvements
- Implementing our plans for the library service
- Supporting the creation of excellent art and excellent art experiences
- Supporting all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure
- Improving our understanding of the culture and leisure needs and aspirations of our residents, customers and audiences

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 resilient, learning, responsive organisation.

We will deliver this by:

- Continuing to ensure we have strong corporate and ethical governance
- Being clear, open and honest in our communication
- Delivering Customer Service Excellence
- Having a robust performance management framework
- Delivering a balanced and sustainable medium term financial plan that provides value for money
- Optimising the use of Council assets
- Continuing to develop and support our capable and resilient employees
- Ensuring we have a resilient and flexible ICT infrastructure

SECTION 2

CONTEXT AND BACKGROUND

The priorities and actions within the Council Plan were shaped through an assessment of need in order that policy and service-delivery decisions are evidence-based. We have done this through reviewing and analysing:

- Local demographics and projections
- National policy, legislative and performance frameworks
- Outcomes from consultation with residents, members and key stakeholders
- Outcomes from regulatory inspections, independent and peer assessments and scrutiny
- Links to other key strategic plans

STOCKTON-ON-TEES - THE PLACE

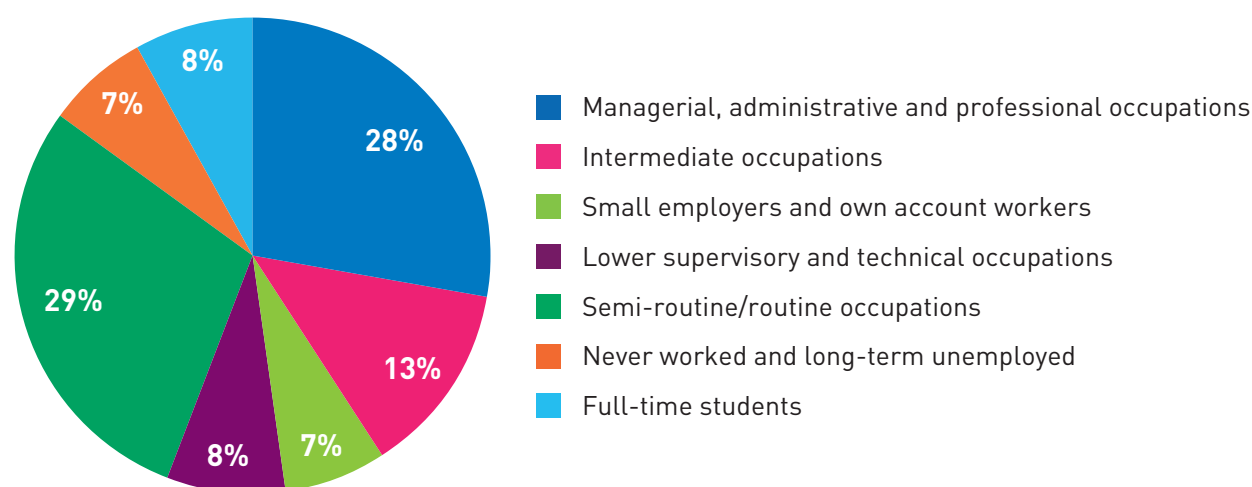
Stockton-on-Tees is a Borough of wide contrasts, a mixture of busy town centres, urban residential areas and picturesque villages.

Stockton-on-Tees Borough area is 20,393 Hectares (Ha)¹ in size with a population of 192,406² living in 82,750 dwellings.³ This gives a population density of 9.4 people per Ha. The Borough's population has increased by 7.9% since the 2001 Census, whereas across the North East region there has only been an increase in population of 3.5%.

Usual residents	Stockton-on-Tees	North East	England and Wales
All ages	192,406	2,602,310	56,567,796
Males	94,457	1,273,271	27,843,384
Females	97,949	1,329,039	28,724,412

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.

National Statistics Socio-economic Classification (Census 2011)



1. Census 2011

2. Office for National Statistics' mid 2012 population estimates

3. Tees Valley Unlimited mid 2012 households estimates. Dwelling estimates are rolled forward from total household spaces from the 2011 Census.

STOCKTON-ON-TEES - DEPRIVATION

Measuring deprivation against Communities and Local Government's indices of multiple deprivation (IMD) 2010, Stockton-on-Tees is ranked 100 out of the 326 local authorities districts in England⁴; making Stockton-on-Tees within the 35% most deprived areas nationally.

Across the Borough there is a unique social and economic mix, with areas of quite acute disadvantage situated alongside areas of affluence. Whilst 29% of the population live within the top 20% of least deprived areas of England, 27% live in the 20% most deprived areas⁵. In addition, 29 out of the 117 Lower Super Output Areas (LSOAs) across Stockton-on-Tees are within the 20% least deprived LSOAs in England, whereas 34 of the LSOAs

are within the 20% most deprived LSOAs in England.

Compared with the 2007 IMD, there are fewer LSOAs within the 20% most deprived and a greater number within the 20% least deprived suggesting a change in the right direction. However, some of the most deprived LSOAs have got more deprived over this time.

Despite the Borough's levels of relative deprivation, a survey carried out in 2012 showed that residents were more satisfied with Stockton borough as a place to live than the residents in the other local authorities that participated⁶.

STOCKTON-ON-TEES - THE PEOPLE

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 need to adapt.

The Borough's population is projected to increase by 3.1% by 2018 and then by another 2.1% in the following three years; equating to an additional 10,378 residents in 2021 compared with 2014. The numbers of residents aged 0-15, 65-79 and 80 and over are projected

to increase dramatically; whereas the number of people aged 16-29 is projected to decrease. The percentage increase in the Borough is greater than that for the population across the North East. In the North East region the numbers of residents aged 0-15, 30-44, and 65 and over are all projected to increase less than in the Borough and across the North East there is an expected reduction in the population aged 45-64, compared with an increase in our Borough.

Population projections for Stockton-on-Tees

	2014	2018	2021	Projected population change from 2014 to 2021	
	Stockton-on-Tees			North East	
All ages	196,339	202,417	206,717	5.3%	3.3%
Aged 0-15	38,493	40,777	42,138	9.5%	6.6%
Aged 16-29	35,535	34,513	33,752	-5.0%	-4.8%
Aged 30-44	37,081	37,868	39,811	7.4%	4.9%
Aged 45-64	52,031	53,153	52,614	1.1%	-1.0%
Aged 65-79	24,549	26,283	27,778	13.2%	10.2%
Aged 80+	8,649	9,822	10,623	22.8%	19.8%

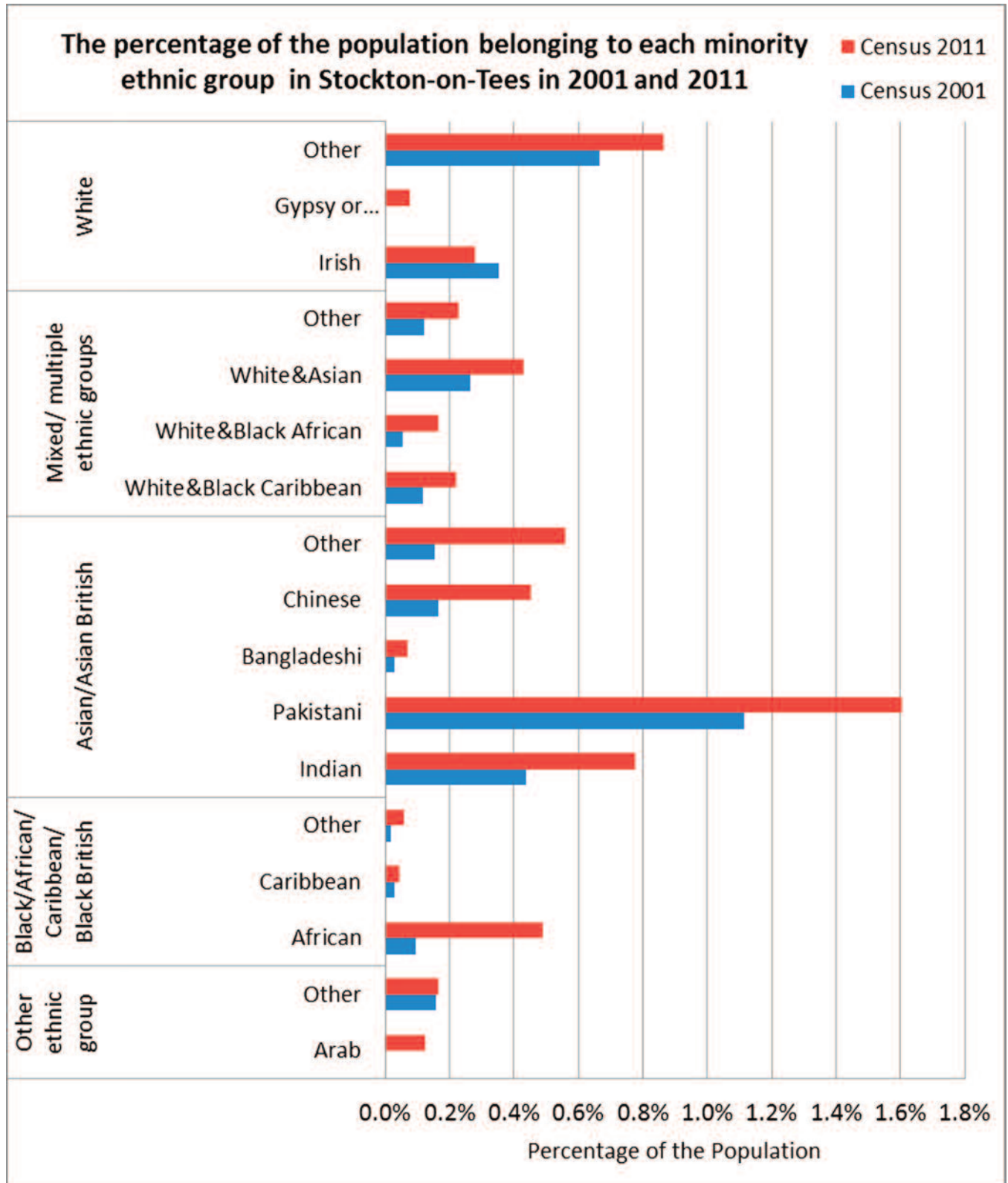
Source: ONS interim 2011-based sub - national population projections.

4. Based on population weighted average of the combined scores for the LSOAs in a local authority district.

5. Calculated using the ONS mid 2009 population estimates for each LSOA.

6. SOURCE: Stockton on Tees Residents' Survey 2012 (Stockton on Tees Borough Council / Ipsos MORI).

The ethnic composition of the Borough's population is more diverse now than it was in 2001. In the Census 2011, 93.4% of the population classed themselves as belonging to a White: English/Welsh/Scottish/ Northern Irish/British ethnic group, a decrease of 2.8% compared with the Census 2001. The chart below shows the ethnic groups the rest of the population classed themselves as belonging to and clearly identifies the ethnic community groups where there has been an increase in the Borough.



SOURCE: Ethnic Group [Census 2011]

UNDERSTANDING 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, review and assessment findings, outcomes from resident satisfaction surveys and our performance data.

THE POLITICAL LANDSCAPE

Stockton Borough has 56 councillors across 26 wards with the current political representation as indicated below:

Labour	27
Conservative	11
Ingleby Barwick Independent Society	6
Thornaby Independent Association	5
Liberal Democrats	4
Billingham Independent Association	2
UK Independent Party	1

The Council's decision making structure is based on the Leader and Cabinet model with a total of 9 Executive Councillors on Cabinet each having responsibility for a specific themed portfolio e.g. Children and Young People, Environment.

Executive decisions are taken by Cabinet, however the Council agrees the key policy framework and sets the budget.

Councils that operate Executive arrangements are required to establish Overview and Scrutiny Committees whose responsibility it is to hold decision makers to account, undertake in depth reviews of Policy and Performance and can also scrutinise public services outside of the Council. Stockton currently have seven themed scrutiny committees.

The Council also has a number of other Committees including for example:-

- Planning Committee which is responsible for carrying out the planning functions of the Local Authority
- Licensing Committee which is responsible for discharging their functions under the Licensing legislation
- Audit Committee which advises the authority on all matters relating to Corporate Governance
- Health and Wellbeing Board which provides the focal point for key leaders from the Health and Care System to work together to improve the health and wellbeing of the community

Young people are encouraged to have a say in decisions that impact on their lives and communities, the Stockton Youth Assembly provides this opportunity and offers support and development to all its members.

In addition there are a number of other panels and forums that support the Council's decision making for example, the Schools Workforce Panel, the Local Development Steering Group and the Commemorative Working Group.

NATIONAL POLICY AND LEGISLATIVE CONTEXT

The priorities and actions within the Council Plan have been developed taking account of changes in national policy and legislation and central government initiatives since the previous Council Plan. The key ones are outlined below.

- Growth and Infrastructure Act
- Raising the Participation Age
- The Energy Act
- Anti-social Behaviour, Crime and Policing Bill
- Justice Reform
- Scrap Metal Dealers Act
- Children and Families Bill
- Working Together 2013 (Safeguarding)
- Special Educational Needs Reform
- Health and Social Care Act
- Fulfilling Lives – Ageing Better
- The Care Bill
- Better Care Fund
- New inspection frameworks including; changes to the Care Quality Commission inspection framework; Single inspection framework for children’s services; school improvement; children’s homes
- The Welfare Reform Act
- Electoral Registration and Administration Act
- Immigration Bill
- Social Value Act
- The Finance Act
- Public Service Pensions Act

CONSULTATION

Significant public and stakeholder consultation has taken place during the course of the previous year which has informed and shaped strategic plans. Much of the delivery against these strategies will span the period covered by this Council Plan. Consultations to date include:

- Community Transport
- Young Peoples’ Survey regarding employment issues
- Fuel Poverty & Community Energy Saving Programme (CESP) Evaluation
- Green Infrastructure, Parks and Countryside
- Gypsy, Traveller and Travelling Show people – the identification of potential sites for inclusion in the Local Development Plan
- Cemetery/Crematorium provision
- Domestic Abuse
- Special Education Needs (SEN) Reform
- School Nursing Service
- Fostering and Adoption
- Youth Assembly
- Young and Adult Carers
- Mental Health Services delivered by the Council
- Weight Management
- Over 50s Loneliness Project – Tackling social isolation
- Learning Disability services
- Library provision
- Viewpoint Residents Panel rapid response questionnaires- quick consultations which support the evaluation of, and improvements to, events and activities.

Viewpoint is the Council's long established and highly regarded residents' panel, used to consult with residents aged 18+ on a variety of issues and situations which affect them, their families, friends, colleagues and neighbours.

The Adult Viewpoint Panel was recently refreshed and is made up of over 1,170 residents aged 18+. It is representative of the Borough in terms of age, gender and ethnicity and geography.

Youth Viewpoint is used as a 'sounding board' for key topics that we want to explore with young people in the Borough, alongside the Stockton Youth Assembly.

Consultation such as the bi-annual Resident's Survey helps us identify:

- how well people in our communities feel we are performing as a Council
- how satisfied they are with a range of services
- how informed they feel about what we do
- whether they want to be involved in influencing Council Services and how well they feel they are able to.

The outcomes from this are used to inform changes to the way we deliver our services, how we communicate what we are doing and the ways in which we involve local people. The information also helps us to see how well we are doing when compared with other Councils.

Like many organisations we believe our employees are one of our greatest assets and we are committed to continuing to ensure we make the most effective use of their skills, knowledge and experience. One of the ways we do this is through the annual appraisal process but we also conduct a survey of our employees every 2 years. The information from this shows us how our employees feel about working for the Council and their perceptions of the Council. It also highlights issues that we may need to tackle across the Council as whole, for example, how we involve our employees in change, how we communicate with them and how we develop them to make best use of their skills and knowledge as well as issues that may be specific to particular departments in the Council.



REGULATORY INSPECTIONS, INDEPENDENT AND PEER ASSESSMENTS AND SCRUTINY

External scrutiny of the services delivered by the Council provides a valued independent analysis and assessment which can highlight good practice to be shared within the organisation and with others and also to identify potential areas for improvement.

During the year preceding this plan there has been a number of such inspections and assessments which have shaped subsequent action plans as part of the day-to-day business of the Council.

The outcomes have also been used to inform some of the key priorities within this Council Plan. The list below gives an indication of the range of the assessments, inspections and scrutiny that has taken place:

REGULATORY INSPECTIONS, PEER AND INDEPENDENT ASSESSMENTS

- LGA Adult Safeguarding peer review
- Institute of Local Governance- Review of Children's referrals
- Critical Friend Review of Children's Social Care, Child Protection arrangements
- LGA Children's Safeguarding Peer Diagnostic
- Youth Offending Service – Short Quality Screening Inspection by HM Inspectorate of Probation
- Ofsted Inspection of Local Authority Arrangements for the Protection of Children
- Ofsted inspections of Schools, Early Years settings, Children's Centres, and Children's Homes.
- Electoral Commission -Assessment and review of Registration and Elections services
- Customer Service Excellence
- Council of Europe – Assessment of Democratic Engagement
- Preston Park Museum received Arts Council England Museums Accreditation July 2013.

SCRUTINY

The Council has a co-ordinating scrutiny body which sets the scrutiny work programme and receives reports on Council performance across the board. In addition, there are seven thematic Select Committees which mirror Cabinet portfolios. The Select Committees hold Cabinet and decision makers to account in relation to the targets and objectives of the Council within their thematic areas. Quarterly performance reports are examined in relation to children's services and health and adult social care services. Select Committees also undertake in depth policy reviews. The scrutiny programme for 2013/14 is set out below:

- Child Poverty
- Access to Emergency/Urgent Health Services/ GP Waiting Times

- Education and Employment
- North East Purchasing Organisation
- Advertising Boards
- Performance of Housing Providers
- Welfare Reform and Financial Inclusion
- Use of Demographic Information

The Adult Services and Health Select Committee continues to be responsible for receiving statutory and non-statutory health consultations and briefings. In addition, a joint Tees Valley Scrutiny Committee scrutinises health issues and NHS services which are provided across the Tees Valley sub region.

OTHER KEY STRATEGIC PLANS

There are a range of other key strategic plans that shape and inform the work of the Council, many of which relate not only to the Council but to a wide range of other partners who contribute to the delivery of public services. The key ones are listed below and are all available via the Stockton Council website. It is not the intention to replicate the content of these plans in this document but to identify particularly what the Council's role is in terms of delivering the outcomes and objectives contained within them.

- Joint Health and Wellbeing Strategy (Health and Well Being Board)
- A Brighter Borough for All – Tackling Family Poverty across Stockton-on-Tees (Stockton Strategic Partnership)
- Carers Strategy
- Domestic Abuse Strategy.
- Early Help Strategy
- Stockton-on-Tees Local Safeguarding Children Board (SLSCB) Annual Report and Business Plan
- Corporate Parenting Strategy.
- Public Health Early Intervention Plan (to be developed 2014)
- The Vision for Adults
- Crime and Community Safety Plan (Safer Stockton Partnership)
- Youth Justice Plan
- Green Vision
- Local Development Plan
- Area Transport Plan
- Housing Strategy
- Tees Valley Unlimited Statement of Ambition/City Deal (TVU Board)
- Tees Valley Strategic Economic Plan



SECTION 3

KEY RESOURCES

The key resources of the council are:

- Financial
- Human
- Physical assets

FINANCIAL RESOURCES

The Council's financial resources are comprised of revenue and capital funds. Revenue funds are primarily used for the costs of providing the Council's day to day services. Capital funds are used for the purchase, construction or improvement of physical assets such as land, buildings or major items of equipment.

A new system for revenue funding of local government was introduced by the Government with effect from April 2013. Under the new Scheme a Settlement Funding Assessment is determined for each local authority.

This Settlement Funding Assessment is then split between Revenue Support Grant and Business Rates Retention. Under the new Business Rate Retention Scheme, local authorities collect the business rates and pay 50% back to Central Government. The remaining 50% is subject to a comparison with a national calculation and a Tariff or Top Up applied. In Stockton's case this results in a tariff of around £2.5m being payable. The remaining balance is retained by Stockton.

In addition to income received in the form of Revenue Support Grant and Retained Business Rates, the Council also collects Council Tax from local residents. Other revenue funding sources include specific grants, a New Homes Bonus and transfers of funding in respect of NHS related services.

The Council receives capital funding from a number of sources including central government capital grant allocations. These allocations are frequently linked to specific developments or functions such as School improvements, Transportation etc. The Council can also generate capital resources through the sale of assets and is able to utilise revenue balances for capital purposes. A VAT Shelter resulting from the Housing Stock Transfer also provides funds for use in the Capital Programme.

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 the Council's priorities, and therefore providing a framework for the preparation of budgets.

As has already been acknowledged earlier in this Council Plan the authority has faced a period of unprecedented budget reductions and financial challenges over the last 3 years and will continue to do so over the duration of this plan.

A profile of the MTFP covering the 2014-17 period is shown overleaf:

Table/information to be inserted following approval of MTFP.

The authority has taken a planned approach to meeting the identified gaps in the budget, with its previous Efficiency, Improvement and Transformation (EIT) programme realising over £20m of savings by 2013/14 and delivering a range of improvements in areas such as administration, procurement and the utilisation of assets.

The current programme comprises a number of 'Big Ticket Reviews' in the areas of Energy and Waste, Children's Social Care and Adult Social Care which are aimed at reducing the growth in demand (and costs) through looking at the reasons for the increased demand and assessing what role preventative services will have in relation to this as well as exploring different ways of delivering the services.

The Big Ticket Reviews are complemented by a range of service reviews that are expected to deliver £9.5m in savings per annum by 2016/17.

As a local authority we develop innovative solutions to generate savings and ensure we are delivering value for money. For example we have worked with a group of existing employees to develop a public service mutual in relation to IT support for schools and developed a street lighting scheme that will

improve our energy efficiency at the same time as making savings and entered into a joint venture to bring back to Stockton, children and young people currently receiving care and education outside the borough. This is over and above the work we did to establish Xentrall Shared Services in 2008/9. Xentrall Shared Services is a public/public partnership with Darlington Borough Council delivering IT strategy and support, HR recruitment and payroll services and transactional financial services. It has already achieved its 10 year savings target of £7.3m. Stockton's share of these savings amounts to £4.4m. As well as delivering these target savings, the Service has also delivered further savings through the EIT Programme.

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 current approved three-year capital programme.

To be added following approval as a part of the MTFP Process

HUMAN RESOURCES

Our employees are at the heart of the successes the Council has achieved over a number of years and will continue to be fundamental in enabling Stockton to maintain its position as one of the best performing councils in the country.

We currently employ 2,623 Full Time Equivalent employees (FTEs)⁷. This is a reduction of over 600 FTEs over the past four years and we expect to see a further reduction of 150 FTEs over the course of this plan.

The next 3 years presents even greater challenges for the Council. The most significant of these is the financial challenge faced by the Council at a time when demand for services continues to grow.

To date we have been successful in delivering high quality services which also reflects value for money, as recognised recently by the Council's external Auditors.

Sustaining this, in the current financial climate, will be difficult and the Council recognises the continuing need for:

- high quality leaders and managers;
- a workforce which is fully committed to the Council's vision and values;
- creating an environment of shared knowledge and learning across services and functions;
- enabling a flexible approach with new and innovative ways of working

The challenge of building greater capacity and resilience in the organisation will be delivered through a five year programme to be called "Shaping a Brighter Future". The programme is designed to build more capacity in the organisation by investing in our own people and growing our own talent to increase capability through personal and team development.

Working in partnership with the trade unions and engaging with our workforce will enable us to listen to and consider their views as we move forward through the challenging times ahead and create a more flexible and resilient organisation.

7. This is correct as of 31 December 2013 and excludes schools



PHYSICAL ASSETS

The Council owns and operates a significant number of buildings and also has an extensive portfolio of land holdings. The Council has undertaken a major review of its property assets under the Efficiency, Improvement and Transformation Review Programme (EIT).

This has resulted in significant efficiencies and financial savings being achieved. By 2016/17 a total saving of £1.4m per annum will be generated.

Key aspects of the Review have included:-

- Rationalisation of office accommodation resulting in a requirement for a smaller number of office buildings, with consequential savings in operating costs.
- The EIT approach has supported changes to the Libraries Service which will result in two local libraries moving to be co-located in buildings providing children's centre services. This represents an efficient use of the building portfolio while retaining library services within their local communities.
- The Council has developed and approved an approach to Community Asset Transfer, encapsulated in the "Let's Share" Community Asset Transfer Strategy. It has also worked closely with Catalyst in their development of a Community Building Trust. A number of community buildings (four) will be asset transferred to this Trust and will be operated for the benefit of their local communities. A significant financial benefit will be materialised for the Council.
- A co-ordinated approach to the disposal of land and property assets making clear links to issues such as pupil place planning and sports strategies.



SECTION 4 – DELIVERY PLANS (Themes)

This section of the Council Plan sets out the key outcomes we are aiming to achieve under a range of themed areas. It provides the detail of the activity we plan to deliver and how we will measure our success and monitor our progress.

ECONOMIC REGENERATION AND TRANSPORT

OUTCOME

Stockton-on-Tees at the heart of a vibrant and economically successful Tees Valley, providing real opportunity for residents

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Deliver key infrastructure including enhancing the transport network</p>	<ul style="list-style-type: none"> • Support the development and programming of the Tees Valley Strategic Infrastructure Plan and Strategic Economic Plan • Develop and deliver against the SBC Infrastructure Plan to support land use allocation and undertake feasibility work for investment in infrastructure/facilities including areas in the south of the Borough. • Set priorities and deliver the programme for the 2015-16 Local Transport Plan and Highway Maintenance programmes • Work with Darlington Borough Council and Peel to bring forward the development and master planning of Durham Tees Valley Airport 	<p>Head of Regeneration and Economic Development</p> <p>Head of Technical Services</p>	
<p>Deliver vibrant and economically successful town centres</p>	<ul style="list-style-type: none"> • Lead the growth and diversification of quality specialist markets in Stockton Town centre • Support the development of the Stockton Town Team • Lead and support the development, growth and diversification of the evening economy and leisure sector • Increase the number, quality and diversity of operating businesses in town centres 	<p>Head of Regeneration and Economic Development</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Further regenerate the borough's housing	<ul style="list-style-type: none"> • Conclude the major housing regeneration schemes at Hardwick and Mandale • Continue the site clearance and progress the site delivery plan for Victoria estate • Start on site at the West End Gardens (previously known as the Parkfield / Mill Lane Phase Two) regeneration site and develop the first new homes • Appoint a private sector partner to lead on the development of Swainby Road 	Head of Housing and Community Safety	Head of Regeneration and Economic Development
Improve economic prosperity for new and existing businesses across the Borough	<ul style="list-style-type: none"> • Identify new development opportunities at strategic regeneration sites throughout the borough • Lead with partners on the regeneration of Northshore to ensure that new developments meet the strategic aims of the master plan • Support the progression of inward investment, working with key partners to secure new businesses and sustain and grow existing businesses within the borough • Support and promote delivery of the Enterprise Zone 	Head of Regeneration and Economic Development	
Improve economic prosperity for residents across the Borough	<ul style="list-style-type: none"> • Support adults and young people to develop their skills to take advantage of employment opportunities offered by local businesses • Work with young People to build enterprise skills • Identify young people at risk of becoming NEET and work with partners to develop and provide support to meet identified need.(including recommendations from the EET scrutiny review) 	Head of Regeneration and Economic Development	Head of Education, Early Years and Complex Needs
Create a culture that encourages and sustains enterprise and start-up businesses	<ul style="list-style-type: none"> • Engage with key businesses to facilitate their participation in enterprise activities • Delivery of a package of financial and business support and advice to support new and existing businesses 	Head of Regeneration and Economic Development	

ENVIRONMENT AND HOUSING

OUTCOME

A clean, green Stockton-on-Tees with appropriate housing provision

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Develop and deliver the Council's Green Vision</p>	<ul style="list-style-type: none"> • Work with partners to deliver the energy company obligation programme to externally insulate solid wall housing throughout the borough. • Utilise surplus low grade industrial heat for homes and businesses via inter connected district heating networks • Identify and take-up opportunities for local on-site and off-site renewable energy generation such as PV electricity, ground source heat and offshore wind. • Develop national excellence in the ultra-low emissions vehicles market. • Locally manage waste and resources via extended industrial park networks • Develop local skills, businesses and mechanisms involved with retro-fitting domestic and commercial buildings to achieve energy neutral status, and extreme weather resilience. • Provide clean streets • Provide and protect attractive parks and green spaces • Provide effective management of waste collection and disposal 	<p>Head of Technical Services Head of Direct Services</p>	
<p>Address the housing requirements of the borough</p>	<ul style="list-style-type: none"> • Meet the housing and support needs of vulnerable people such as those previously homeless or experiencing difficulties in their current housing through the Gateway Service • Deliver a pro-active housing options service to prevent and tackle homelessness and meet housing need • Work with private sector landlords to improve the quality of private sector housing including recommendations from the scrutiny review of Housing Providers. • Work with partners to increase the supply of new affordable homes in the borough and negotiate developer contributions through the planning process in line with the 	<p>Head of Housing and Community Safety Head of Planning</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Improve resilience to extreme weather events</p>	<p>Local Plan</p> <ul style="list-style-type: none"> • Work with the Environment Agency to secure further funding to deliver flood protection measures for Lustrum Beck and Port Clarence • Ensure appropriate emergency planning functions are in place to deal with extreme flooding events • Develop and implement snow plan, winter maintenance and extreme heat plans 	<p>Head of Technical Services Head of Direct Services Director of Public Health (Emergency Planning)</p>	<p>Head of HR and Communications</p>

SAFER COMMUNITIES

OUTCOME

A safe Stockton-on-Tees

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Reduce crime and the fear of crime</p>	<p>Facilitate the delivery of the Community Safety Plan 2014-17 through tackling:</p> <ul style="list-style-type: none"> • Anti-Social Behaviour • Violent Crime(inc robbery) • Drug Related Offending • Criminal Damage • Domestic violence. • Alcohol related crime <ul style="list-style-type: none"> • Ensure new developments meet Secure by Design and Park Mark standards • Continue delivery of preventative action through Integrated Youth Support services and in conjunction with the Police • Effective delivery of the Troubled Families Programme • Deliver the Youth Justice Plan • Further develop the range of intervention programmes for young people who offend • Further development of restorative approaches to justice • Work with local Courts to sustain high levels of confidence in Youth Offending Service provision 	<p>Head of Housing and Community Safety</p>	<p>Strategic Commissioner - Public Health (Drug/alcohol related offending)</p> <p>Head of Children and Young People's Services</p>
<p>Support the development of effective Probation Services</p>	<ul style="list-style-type: none"> • Contribute as an active partner to the Achieving Real Change Consortium • Use the Council's influence to ensure that the outcome of the Ministry of Justice's procurement process maximises quality of service. 	<p>Head of Housing and Community Safety</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure effective public protection	<ul style="list-style-type: none"> • Contribute to the local implementation of the National Counter Terrorism Strategy • Deliver the Trading Standards and Licensing and Environmental Health business plans 	Head of Housing and Community Safety Director of Public Health	Head of Policy, Improvement and Engagement

CHILDREN AND YOUNG PEOPLE

OUTCOME

Life chances are improved for children and young people, particularly those whose circumstances make them vulnerable to poor outcomes.

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Ensure children and young people are safe.</p>	<ul style="list-style-type: none"> • Support implementation of the Early Help Strategy through improved commissioning arrangements, targeting of provision and ensuring full engagement with CAF. • Ensure delivery of the SLSCB Business Plan, with a focus on quality assurance of practice, engagement with key stakeholders, and development of practice in line with requirements of Working Together 2013. • Develop initiatives to help children and young people keep themselves safe. • Ensure effective identification of, and support for, children and young people who are vulnerable, exploited, missing, or trafficked (VEMT) including those at risk of child sexual exploitation. 	<p>Head of Children and Young People's Services</p>	<p>Consultant in Public Health</p> <p>Stockton Local Safeguarding Children Board</p> <p>Head of Housing and Community Safety</p>
<p>Ensure effective early years support for children and families'</p>	<ul style="list-style-type: none"> • Deliver sufficient, good quality childcare places for targeted groups including disadvantaged two years olds, and children with SEN or disability. • Further develop the model for delivery of Children's Centres to ensure a focus on families in greatest need of support. • Deliver targeted support, in line with the Early Help Strategy, and other initiatives such as the Fairer Start project, to reduce inequalities in child development and school readiness. 	<p>Head of Children and Young People's Services</p>	<p>Consultant in Public Health</p>
<p>Improve educational performance of all children and young people across the Borough.</p>	<ul style="list-style-type: none"> • Support, monitor and challenge all educational settings to ensure that those at risk of underperforming are identified, strategies are put in place to expedite improvement, and the percentage of good and better schools and settings is increased. • Target focused support and intervention to prevent inequalities based on social identity (FSM, SEN, LAC, gender, heritage). • Ensure education health and care plans are in place for all relevant children and young people in line with the new SEN Reform requirements. 	<p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Support young people to make a successful transition into adulthood.</p>	<ul style="list-style-type: none"> • Implement Raising Participation Age requirements for young people in education or training opportunities through to the age of 18. • Deliver support for 'at risk' families and young people through the Preventions Team (Youth Offending Service), Family Intervention Projects, and Troubled Families initiative. • Ensure education health and care plans are in place for young people with SEN and disability, in line with the new SEN Reform requirements. 	<p>Head of Education, Early Years and Complex Needs Head of Children and Young People's Services</p>	<p>Head of Regeneration and Economic Development</p>
<p>Improve outcomes for children and young people in care</p>	<ul style="list-style-type: none"> • Review permanence policy to 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 young people leaving care. • Deliver and develop the joint venture for local residential and education provision for children with complex needs. 	<p>Head of Education, Early Years and Complex Needs Head of Children and Young People's Services</p>	<p>Head of Finance, Governance and Assets</p>

HEALTH AND WELLBEING

OUTCOME

Every child has the best start in life

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop our plans around Early Intervention and prevention for families.	<ul style="list-style-type: none"> • Work with Partners to support the delivery of the Early Help Strategy • Develop a Public Health Early Intervention Plan for children and families by August 2014, working with partners, encompassing issues such as parenting support, cognitive development in young children, bonding and attachment and breastfeeding. • Implement the early years pilot 'A Fairer Start' with partners in 2014/15, with an evaluation of the first year to be provided by August 2015 • Work with partners to develop the health visiting service in 2014/15 and manage effective transition to Local Authority commissioning responsibility in 2015 	Consultant in Public Health	CESC Children and Young People's Health and Wellbeing Commissioning Group
Reduce the impact of poverty on family life	<ul style="list-style-type: none"> • Monitor the impact of the Welfare Reform Act and inform policy changes and service delivery as appropriate including: <ul style="list-style-type: none"> ○ Financial inclusion ○ Digital inclusion ○ Access to information, advice and guidance ○ Access to benefits and support ○ Implementation of recommendations from Child Poverty and Welfare Reform scrutiny reviews • Work with partners to reduce fuel poverty in 2014-15, from 2012-13 levels including delivery of Warm Homes Healthy People work. • Work with partners to reduce excess winter deaths in 2014-15, from 2012-13 Public Health England rates. 	Head of Housing and Community Safety Head of Technical Services Consultant in Public Health	Head of Policy, Improvement and Engagement Head of Customer Services and Taxation
Reduce Levels of Obesity in Children and Young People	<ul style="list-style-type: none"> • Commission a service in 2014/15 to ensure a healthy child pathway is implemented in schools to enable early identification of, and support to, overweight children. This pathway will include the statutory requirement to provide the National Child Measurement Programme. • Review the provision of obesity services in 2014/15 to ensure easy access to support for families that require it. • Ensure mandatory level of nutritional standards in school meals is achieved. 	Strategic Commissioner - Public Health	Head of Direct Services

OUTCOME

Ill health is prevented wherever possible.

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Ensure provision of comprehensive, integrated sexual health services</p>	<ul style="list-style-type: none"> • Undertake a sexual health needs assessment with partner organisations and use the outcomes to inform commissioning and service development for 2014/15 • Map current outreach provision and plan service development according to need by May 2014 • Devise and implement a plan with partners to improve sexual health among specific vulnerable groups e.g. the asylum seeker population 	<p>Consultant in Public Health</p>	<p>Tees Valley Public Health Shared Service</p>
<p>Ensure robust plans are in place to protect the health of the population in accordance with statutory responsibility of the Director of Public Health.</p>	<ul style="list-style-type: none"> • In partnership, implement the actions from the Health Protection Plan for Stockton Borough. • Update Stockton Borough Council's Business Continuity Plan and arrangements to reflect new organisational and structural changes by July 2014 • Update SBC major incident plan and arrangements to reflect new organisational and structural changes by June 2014 • Seek assurance that robust plans are in place to increase screening and immunisation rates in the Borough, including vulnerable groups, and work with partners to increase screening and immunisation rates by December 2014 	<p>Director of Public Health Consultant in Public Health</p>	<p>Head of Adult Operations Head of Children and Young People's Services</p>
<p>Provide specialist Public Health advice and support to NHS commissioners, particularly the Clinical Commissioning Group</p>	<ul style="list-style-type: none"> • Refine the process with the Clinical Commissioning Groups for developing and agreeing commissioning intentions (including any joint commissioning intentions and outcomes from access to emergency /urgent health services scrutiny review) for 14/15 by May 2014. • Further develop the Public Health contribution to all Clinical Commissioning work streams. 	<p>Consultant in Public Health</p>	<p>Head of Adult Operations Head of Children and Young People's Services Head of Education, Early Years and Complex Needs</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Reduce the negative impact of drug and alcohol dependency</p>	<ul style="list-style-type: none"> • Increase the proportion of people who leave drug and alcohol treatment successfully and achieve sustained recovery • Maintain an evidence-based approach to service improvement and service delivery and utilise the knowledge of those in recovery to influence service delivery to ensure services continue to be recovery oriented and client focused • Increase engagement by assertively linking people into mutual aid organisations and other peer led support groups and increase the number who has access to a peer mentor. • Continue to develop pathways to ensure that individuals have access to training, education, employment and housing to increase their overall personal recovery • Continue to increase the number of clients who receive psycho-social interventions whilst in drug or alcohol treatment 	<p>Strategic Commissioner - Public Health</p>	<p>Adults' Health and Wellbeing Commissioning Group Head of Housing and Community Safety Children and Young People's Health and Wellbeing Commissioning Group</p>
<p>Develop better mental health awareness and illness prevention for adults and for children and young people</p>	<ul style="list-style-type: none"> • Develop a Public Health plan for mental health with partners by December 2014 • Develop recommendations to inform 2014/15 commissioning intentions, based on the outcomes of the health needs assessment on children and young people's mental health. 	<p>Strategic Commissioner - Public Health Consultant in Public Health</p>	<p>Head of Housing and Community Safety Adults' Health and Wellbeing Commissioning Group Children and Young People's Health and Wellbeing Commissioning Group</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Reduce the number of people experiencing cardiovascular disease, diabetes and lung diseases and provide early diagnoses and intervention for those at risk of disease.</p>	<ul style="list-style-type: none"> • Review the services available to help people stop smoking to ensure they are responsive to need. • Implement Tobacco Alliance Plan • Increase the number of eligible individuals taking up the offer of the Healthy Heart Check • Increase the number of eligible individuals taking up the offer of the lung health check • Review information and services available for people who are overweight and obese • Promote the benefits of a balanced diet and increase physical activity. 	<p>Strategic Commissioner - Public Health</p>	<p>Trading Standards and Licensing Manager Head of Culture and Leisure</p>

STRONGER COMMUNITIES

OUTCOME

Stronger, more cohesive communities

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Support the continued development of strong and vibrant voluntary, community and social enterprise sector (VCSE)</p>	<ul style="list-style-type: none"> • Continue the development and delivery of a package of support to the VCSE including completion and implementation of the review of the current package of VCSE support. • Manage promote and evaluate funding regimes to promote and support the work of the VCSE • Deliver the VCSE Workshop Programme for 2014/15 and develop the programme for 15/16 • Work with VCS partners to implement the Community Asset Transfer Strategy. • Design and deliver a market development strategy for the sector in partnership with Catalyst 	<p>Head of Policy, Improvement and Engagement</p>	<p>Head of Adults Operations Consultant in Public Health Head of Finance, Governance and Assets</p>
<p>Deliver effective community consultation and engagement</p>	<ul style="list-style-type: none"> • Monitor and evaluate the Community Empowerment Support contract and implement the recommendations from the VCSE review • Continue to support the development and implementation of the Community First Panels and Big Local • Implement, monitor, promote and evaluate the Armed Forces Community Covenant and support the Tees Valley Armed Forces Forum • Identify existing opportunities across the council and key partners to improve community engagement particularly with hard to reach groups. • Monitor and evaluate the Healthwatch, Back on Track and Information, Advice and Guidance contracts • Provide strategic advice and guidance to Council services in relation to key consultation activity • Develop and deliver an approach to the Residents Survey for 2014 • Develop and deliver an approach to the Employee Survey for 2014 • Review the consultation and engagement strategies 	<p>Head of Policy, Improvement and Engagement</p>	<p>Head of Democratic Services Consultant in Public Health Head of HR and Communications Director of Law and Democracy</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Deliver effective local democracy</p>	<ul style="list-style-type: none"> • Implement individual electoral registration in compliance with Cabinet Office requirements including awareness raising and promotion. • Promote the scrutiny function. • Manage and deliver the Member Learning and Development programme. • Review Member Learning and Development Strategy and maintain accreditation for Charter Plus. • Deliver the elections programme: European, Parliamentary, District, Parish, Police and Crime Commissioner, Member of Youth Assembly. • Carry out the Polling District places and stations review. • Implement Democratic Engagement Strategy - Opening the Doors to Democracy. 	<p>Head of Democratic Services</p>	<p>Head of HR and Communications Director of Law and Democracy</p>
<p>Promote and champion the requirements of equality legislation</p>	<ul style="list-style-type: none"> • Work with HR to ensure that Public Sector Equality Duties information continues to be made available and accessible via the website • Ensure that Equality Objectives are embedded in the Council Plan • Work with services to ensure 'due regard' to equality is given during service reviews, through the equality impact assessment process • Work with procurement and commissioning teams to ensure equality and diversity is embedded with all of our contractors and sub-contractors • Continue to provide equality advice, guidance and training to Stockton Borough Council Staff • Implement the new translation and transcription service across the Council 	<p>Head of Policy, Improvement and Engagement</p>	<p>Head of HR and Communications Director of Law and Democracy Head of Education, Early Years and Complex Needs</p>

ADULT SERVICES

OUTCOME

Enhanced quality of life for people with care and support needs

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Ensure safe arrangements for protecting adults whose circumstances make them vulnerable</p>	<ul style="list-style-type: none"> • Develop and implement revised governance arrangements for the statutory safeguarding board arrangements in line with the Care Bill requirements. • Provide a high quality response to adult safeguarding issues, ensuring that clients and carers are fully involved, and that our operational safeguarding procedures are in line with Tees-wide policy. • Ensure that all providers of adult care services are held to account for the quality and effectiveness of their safeguarding arrangements, in line with service specifications. 	<p>Chair of Safeguarding Vulnerable Adults and children Head of Adult Operations</p>	
<p>Support independence, choice and control through the delivery of personalised care and support</p>	<ul style="list-style-type: none"> • Promote personalisation through provision of accessible public information. • Monitor and review operation of the Resource Allocation System for personal budgets to ensure it continues to be fair and equitable for all service users. • Offer all eligible service users the option of managing their own Personal Budget. • Work with the VCSE to develop the market in order to increase choice. 	<p>Head of Adult Operations</p>	<p>Head of Policy, Improvement and Engagement (VCSE market development)</p>
<p>Deliver early intervention services to maximise independence</p>	<ul style="list-style-type: none"> • Review reablement and intermediate care provision as part of Adult Services Big Ticket Programme. • Improve access to information, advice and guidance for people through development of the e-marketplace. • Promote use of preventative services, including: <ul style="list-style-type: none"> ○ Assistive Technology. ○ Community Bridge Building. 	<p>Adult Programme Board Head of Adult Operations</p>	<p>Head of Housing and Community Safety</p>
<p>Ensure adult and young carers are identified and supported</p>	<ul style="list-style-type: none"> • Ensure robust contract monitoring arrangements are in place for commissioned Carer services. • Further develop arrangements for involving carers in the provision of support services; providing advice and information; giving access to short breaks; and supporting their health and wellbeing in line with the Joint Strategy for Carer Support Services • Review the Joint Strategy for Carer Support Services to ensure it meets the requirements of the Care Bill. 	<p>Head of Adult Operations</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure compliance with the Care Bill	<ul style="list-style-type: none"> Develop an action plan that meets the requirements of the Care Bill. 	Head of Adult Operations	

ARTS, LEISURE AND CULTURE

OUTCOME
 High quality affordable, cultural and leisure experiences for people to experience and be inspired by

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Make more people aware of local history and heritage</p>	<ul style="list-style-type: none"> • Increase visits to Preston Hall and generate more income from commercial activity • Widen access to local history through use of new technology, including the heritage website • Continue the programme of collections development and rationalisation • Develop activities to mark significant historic anniversaries, including World War 1 centenary (2014-18) and Stockton Darlington Railway bi-centenary (2025) 	<p>Head of Culture and Leisure Services</p>	
<p>Develop a sustainable event programme that contributes to local social and economic improvements</p>	<ul style="list-style-type: none"> • Continually review and apply the Event Delivery Framework, to help ensure that all events in the borough are safe and well-managed • Continue to develop Stockton International Riverside Festival (SIRF) as a world class event • Deliver a year round programme of large scale festivals and events • Support the production and promotion of events in the borough by other services, community groups and commercial partners • Continue to grow events like the Duathlon, Cycling Festival and Rat Race which encourage healthy 'lifestyle-sports' activity whilst showcasing Stockton as an events destination 	<p>Head of Culture and Leisure Services</p>	<p>Head of HR and Communications</p>
<p>Implement plans for the library service.</p>	<ul style="list-style-type: none"> • Complete new library and customer service centre in Billingham, integrated service points at Thornaby and Roseworth, and improvements at Yarm and Norton libraries • Roll out RFID self-service technology and smart phone enabled interactions 	<p>Head of Culture and Leisure Services</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
	<ul style="list-style-type: none"> • Provide expert professional support and access to information, including material on health, money, skills and innovation, benefits • Encourage reading through targeted reader development programmes such as the Skills for Life and ESOL programmes 		
Support the creation of excellent art and excellent art experiences.	<ul style="list-style-type: none"> • Support and monitor ARC and Tees Music Alliance as strategic local providers of literary, visual and performing arts • Commission art within the Stockton town centre redevelopment and support the biennial Castlegate/Mima photography prize • Produce the annual SIRF Community Carnival as a culmination of year-round community arts activity 	Head of Culture and Leisure Services	
Support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure	<ul style="list-style-type: none"> • Develop and implement the Sports and Active Leisure Strategy 2015-18 • Seek to realise the commercial opportunities presented by Funky Feet and Instinctive Sport programmes • Implement the Continuous Professional Development Plan for teachers and whole schools around physical education and sport • Develop and implement the Stockton Inclusive Sports Action Plan and increase lifestyle sports initiatives that widen participation, including women's running and cycling groups and the cycle-cross off road cycling series • Support local voluntary infrastructure through the Healthy-Club initiative, helping clubs to deal with current challenges and thrive • Maximise the use and efficiency of the built facilities for sport, including those run by Tees Active, schools and community organisations 	Head of Culture and Leisure Services	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Improve our understanding of the culture and leisure needs and aspirations of our residents, customers and audiences</p>	<ul style="list-style-type: none"> • Collect and cross-reference information about visitors and participants at culture and leisure attractions, to inform improved service design and marketing • Use complaints, compliments and commendations received and Freedom of Information requests to add to the feedback and intelligence on our customer expectations 	<p>Head of Culture and Leisure Services</p>	

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 focused services that meet the changing needs of our communities. The Council needs to ensure that we have the right organisational capacity, governance arrangements and that we continue to develop as an organisation.

OUTCOME

A customer focused council that is fair, effective, efficient and resilient

Type	Description	2014/5 Target	2015/6 Target	2016/7 Target
Performance Indicators				

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Ensure strong corporate and ethical governance</p>	<ul style="list-style-type: none"> • Review and evaluate governance arrangements for Police and Crime Commissioners. • Review and evaluate governance arrangements for the Health and Wellbeing Board. • Work with the Land Registry and implement the findings from the review of the Land Charges Service. • Further develop and improve the Council's information governance through: <ul style="list-style-type: none"> ○ The adoption and implementation of appropriate Information Management and Assurance Standards ○ Development and implementation of approved, risk based, information governance improvement plans. ○ Ensuring awareness raising to all employees, partners and other stakeholders of Information Governance and the legal /regulatory framework in which the Council operates ○ Regular measurement and review of information management controls 	<p>Director of Law and Democracy Head of Democratic Services Head of ICT and Design and Print</p>	<p>Head of Technical Services</p>
<p>Be clear, open and honest in our communication</p>	<ul style="list-style-type: none"> • Deliver annual programme of key communication campaigns to support major activities and issues in the Borough. • Continue to implement the programme to improve the Council's website and to develop further our digital and social media arrangements. 	<p>Head of HR and Communications</p>	<p>Head of ICT and Design and Print</p>
<p>Deliver Customer Service Excellence</p>	<ul style="list-style-type: none"> • Maintain the national Customer Service Excellence Standard at a corporate level. • Develop and implement a Channel Shift Strategy • Open the Billingham Customer Service Centre 	<p>Head of Customer Services and Taxation</p>	<p>Head of Technical Services Head of ICT and Design and Print Head of Culture and Leisure Services</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Have a robust performance framework</p>	<ul style="list-style-type: none"> • Refresh the performance management framework to take account of changes within the structure and responsibilities of the Council. • Continue to challenge our performance through implementation of the refreshed Performance Management Framework • Implement and further develop the ICT Performance Management Solution to monitor and report on outcomes. • Implement the recommendations from the Scrutiny Review of Use of Demographic Information supporting a culture of evidence based policy and decision making 	<p>Head of Policy and Improvement and Engagement</p>	<p>Business Support and Improvement Teams across the Council</p>
<p>Deliver a balanced and sustainable Medium Term Financial Plan that delivers value for money</p>	<ul style="list-style-type: none"> • Maintain a balanced Medium Term Financial Plan • Implement the savings and review programme. • Review and refine monitoring and forecasting arrangements for Council Tax and Business Rates income. • Develop and implement new arrangements for Council Tax and Business rates enforcement to take account of Bailiff Reform legislation. 	<p>Head of Finance, Governance and Assets</p>	<p>Adults' Board Children's Board Head of Planning Head of Regeneration and Economic Development</p>
<p>Optimise the use of Council Assets</p>	<ul style="list-style-type: none"> • Develop and implement the asset disposal plan in line with Asset Review • Update school investment plans • Undertake asset transfer of community buildings 	<p>Head of Finance, Governance and Assets</p>	<p>Head of Policy, Improvement and Engagement Head of Education, Early Years and Complex Needs</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Continue to develop and support our capable and resilient employees</p>	<ul style="list-style-type: none"> • Support the programme of organisational and structural change that will need to be delivered to ensure that the organisation can continue to deliver the best possible services as the Council manages its financial challenges. • Provide a programme of leadership and management development support to ensure that we have highly skilled managers and leaders with corporate and strategic focus to take the organisation forward. • Provide a workforce development programme to further enhance the skills, flexibility and capacity of our workforce. • To further enhance the diversity of our workforce through recruitment and retention of under- represented groups. • To support our employees through change by communicating clearly, creating an environment where employees have the confidence to voice their ideas for change and providing good support mechanisms for those affected by change. 	<p>Head of HR and Communications</p>	
<p>Ensuring we have a resilient and flexible ICT infrastructure</p>	<ul style="list-style-type: none"> • Deliver the Council's ICT Strategy through: <ul style="list-style-type: none"> ○ Governing the Council's ICT work programme and use of ICT resources, ensuring alignment to the Council's Strategic Aims. ○ Ensuring a robust, secure, flexible and affordable ICT Strategic Architecture is in place and maintained. ○ Ensuring the Council's workforce is competent in the use of ICT to maximise its exploitation to gain efficiencies and service gains. 	<p>Head of ICT and Design and Print</p>	

SECTION 5 – DELIVERY PLANS (by policy principle)

This section of the Council Plan sets out the objectives and actions contained within the previous section but presented within the underpinning policy principles described in Section 1 of:

- Protecting the vulnerable
- Promoting equality of opportunity
- Developing strong and healthy communities
- Creating economic prosperity

Protecting the vulnerable through targeted intervention and prevention			
ECONOMIC REGENERATION AND TRANSPORT			
Stockton-on-Tees at the heart of a vibrant and economically successful Tees Valley, providing real opportunity for residents			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Improve economic prosperity for residents across the Borough	Identify young people at risk of becoming NEET and work with partners to develop and provide support to meet identified need.(including recommendations from the EET scrutiny review)	Head of Regeneration and Economic Development	Head of Education, Early Years and Complex Needs

ENVIRONMENT AND HOUSING			
A clean, green Stockton-on-Tees with appropriate housing provision			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Address the housing requirements of the borough	Meet the housing and support needs of vulnerable people such as those previously homeless or experiencing difficulties in their current housing through the Gateway Service	Head of Housing and Community Safety Head of Planning	
	Deliver a pro-active housing options service to prevent and tackle homelessness and meet housing need		
	Work with private sector landlords to improve the quality of private sector housing including implementing recommendations from the scrutiny review of housing providers.		
Improve resilience to extreme weather events	Work with the Environment Agency to secure further funding to deliver flood protection measures for Lustrum Beck and Port Clarence	Head of Technical Services Head of Direct Services Director of Public Health (Emergency Planning)	Head of HR and Communications
SAFER COMMUNITIES			
A safe Stockton-on-Tees			

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce crime and the fear of crime	<p>Effective delivery of the Troubled Families Programme</p> <p>Further develop the range of intervention programmes for young people who offend</p>	Head of Housing and Community Safety	Head of Children and Young People's Services
Support the development of effective Probation Services	<p>Contribute as an active partner to the Achieving Real Change Consortium</p> <p>Use the Council's influence to ensure that the outcome of the Ministry of Justice's procurement process maximises quality of service.</p>	Head of Housing and Community Safety	

CHILDREN AND YOUNG PEOPLE

Life chances are improved for children and young people, particularly those whose circumstances make them vulnerable to poor outcomes

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure children and young people are safe	<p>Support implementation of the Early Help Strategy through improved commissioning arrangements, targeting of provision and ensuring full engagement with CAF.</p> <p>Develop initiatives to help children and young people keep themselves safe.</p> <p>Ensure effective identification of, and support for, children and young people who are vulnerable, exploited, missing, or trafficked (VEMT) including those at risk of child sexual exploitation.</p>	Head of Children and Young People's Services	<p>Consultant in Public Health</p> <p>Stockton Local Safeguarding Children Board</p> <p>Head of Housing and Community Safety</p>
Ensure effective early years support for children and families	<p>Deliver sufficient, good quality childcare places for targeted groups including disadvantaged two years olds, and children with SEN or disability.</p> <p>Deliver targeted support, in line with the Early Help Strategy, and other initiatives such as the Fairer Start project, to reduce inequalities in child development and school readiness.</p>	Head of Children and Young People's Services	Consultant in Public Health
Improve educational performance of all children and young people across the Borough	<p>Target focused support and intervention to prevent inequalities based on social identity (FSM, SEN, LAC, gender, heritage)</p> <p>Ensure education health and care plans are in place for all relevant children and young people in line with the new SEN Reform requirements</p>	<p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>	

<p>Support young people to make a successful transition into adulthood.</p>	<p>Implement Raising Participation Age requirements for young people in education or training opportunities through to the age of 18</p> <p>Ensure education health and care plans are in place for young people with SEN and disability, in line with the new SEN Reform requirements</p>	<p>Head of Education, Early Years and Complex Needs</p> <p>Head of Children and Young People's Services</p>	<p>Head of Regeneration and Economic Development</p>
<p>Improve outcomes for children and young people in care</p>	<p>Review permanence policy to ensure an appropriate range of local placement support and resources are in place for children and young people in care, and care leavers.</p> <p>Extend work based training opportunities for young people leaving care.</p> <p>Deliver and develop the joint venture for local residential and education provision for children with complex needs.</p>	<p>Head of Education, Early Years and Complex Needs</p> <p>Head of Children and Young People's Services</p>	<p>Head of Finance, Governance and Assets</p>

HEALTH AND WELLBEING

Every child has the best start in life

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Develop our plans around Early Intervention and prevention for families</p>	<p>Work with Partners to support the delivery of the Early Help strategy</p> <p>Develop a Public Health Early Intervention Plan for children and families by August 2014, working with partners, encompassing issues such as parenting support, cognitive development in young children, bonding and attachment and breastfeeding.</p> <p>Implement the early years pilot 'A Fairer Start' with partners in 2014/15, with an evaluation of the first year to be provided by August 2015</p> <p>Work with partners to develop the health visiting service in 2014/15 and manage effective transition to Local Authority commissioning responsibility in 2015</p>	<p>Consultant in Public Health</p>	<p>CESC</p> <p>Children and Young People's Health and Wellbeing Commissioning Group</p>
<p>Reduce the impact of poverty on family life</p>	<p>Monitor the impact of the Welfare Reform Bill and inform policy changes and service delivery as appropriate:</p> <ul style="list-style-type: none"> • Financial Inclusion • Digital Inclusion • Access to information, advice and guidance • Access to benefits and support 	<p>Head of Housing and Community Safety</p> <p>Consultant in Public Health</p> <p>Head of Technical Services</p>	<p>Head of Policy, Improvement and Engagement</p> <p>Head of Customer Services and Taxation</p>

	<ul style="list-style-type: none"> Implementation of recommendations from Child Poverty and Welfare Reform scrutiny reviews 		
	<p>Work with partners to reduce fuel poverty in 2014-15, from 2012-13 levels including delivery of Warm Homes Healthy People work.</p> <p>Work with partners to reduce excess winter deaths in 2014-15, from 2012-13 Public Health England rates.</p> <p>Commission a service in 2014/15 to ensure a healthy child pathway is implemented in schools to enable early identification of, and support to, overweight children. This pathway will include the statutory requirement to provide the National Child Measurement Programme.</p>	Strategic Commissioner - Public Health	Head of Direct Services

HEALTH AND WELLBEING

Ill health is prevented wherever possible

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure provision of comprehensive, integrated sexual health services	Devise and implement a plan with partners to improve sexual health among specific vulnerable groups e.g. the asylum seeker population	Consultant in Public Health	Tees Valley Public Health Shared Service
Ensure robust plans are in place to protect the health of the population in accordance with statutory responsibility of the Director of Public Health	Seek assurance that robust plans are in place to increase screening and immunisation rates in the Borough, including vulnerable groups, and work with partners to increase screening and immunisation rates by December 2014	Director of Public Health Consultant in Public Health	Head of Adult Operations Head of Children and Young People's Services
Reduce the negative impact of drug and alcohol dependency	Increase the proportion of people who leave drug and alcohol treatment successfully and achieve sustained recovery	Strategic Commissioner - Public Health	Adults' Health and Wellbeing Commissioning Group
	Increase engagement by assertively linking people into mutual aid organisations and other peer led support groups and increase the number who has access to a peer mentor.		Head of Housing and Community Safety
	Continue to develop pathways to ensure that individuals have access to training, education, employment and housing to increase their overall personal recovery		Children and Young People's Health and Wellbeing Commissioning

	Continue to increase the number of clients who receive psycho-social interventions whilst in drug or alcohol treatment		Group
	Reduce the re-offending rates of people whilst in drug or alcohol treatment		

ADULTS SERVICES			
Enhanced quality of life for people with care and support needs			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure safe arrangements for protecting adults whose circumstances make them vulnerable	Develop and implement revised governance arrangements for the statutory safeguarding board arrangements in line with the Care Bill requirements	Chair of Safeguarding Vulnerable Adults and children Head of Adult Operations	
	Provide a high quality response to adult safeguarding issues, ensuring that clients and carers are fully involved, and that our operational safeguarding procedures are in line with the Tees-wide policy		
	Ensure that all providers of Adult Services are held to account for the quality and effectiveness of their safeguarding arrangements, in line with service specification		
Support independence, choice and control through the delivery of personalised care & support	Promote personalisation through provision of accessible public information	Head of Adult Operations	Head of Policy, Improvement and Engagement (VCSE market development)
	Monitor and review operation of the Resource Allocation Scheme for personal budgets to ensure it continues to be fair and equitable for all service users		
	Offer eligible service users the option of managing their own Personal Budget		
Deliver early intervention services to maximise	Review reablement and intermediate care provision as part of Adult Services Big Ticket Programme.	Adult Programme Board	Head of Housing and Community Safety

independence	Improve access to information, advice and guidance for people through development of the e-marketplace	Head of Adult Operations	
	Promote use of preventative services, including: <ul style="list-style-type: none"> • Assistive Technology • Community Bridge Building. 		
	Ensure robust contract monitoring arrangements are in place for commissioned Carer services.	Head of Adult Operations	
	Further develop arrangements for involving carers in the provision of support services; providing advice and information; giving access to short breaks; and supporting their health and wellbeing in line with the Joint Strategy for Carer Support Services		
	Review the Joint Strategy for Carer Support Services to ensure it meets the requirements of the Care Bill.		
Develop an action plan that meets the requirements of the Care Bill	Head of Adult Operations		
Ensure compliance with the Care Bill			

Promoting equality of opportunity, through targeted intervention

ECONOMIC REGENERATION AND TRANSPORT

Stockton-on-Tees at the heart of a vibrant and economically successful Tees Valley, providing real opportunity for residents

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Further regenerate the borough's housing	Conclude the major housing regeneration schemes at Hardwick and Mandale	Head of Housing and Community Safety	Head of Regeneration and Economic Development
	Continue the site clearance and progress the site delivery plan for Victoria estate		
	Start on site at the West End Gardens (previously known as the Parkfield / Mill Lane Phase Two) regeneration site and develop the first new homes		
	Appoint a private sector partner to lead on the development of Swainby Road		
Create a culture that encourages and sustains enterprise and start-up businesses	Engage with key businesses to facilitate their participation in enterprise activities	Head of Regeneration and Economic Development	
	Delivery of a package of financial and business support and advice to support new and existing businesses		

Improve economic prosperity for residents across the Borough	Identify young people at risk of becoming NEET and work with partners to develop and provide support to meet identified need. (including recommendations from the EET scrutiny review)	Head of Regeneration and Economic Development	Head of Education, Early Years and Complex Needs
	Work with young people to build enterprise skills		

SAFER COMMUNITIES			
A Safe Stockton-on-Tees			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce crime and the fear of crime	Effective delivery of the Troubled Families Programme	Head of Housing and Community Safety	Head of Children and Young People's Services

CHILDREN AND YOUNG PEOPLE

Life chances are improved for children and young people, particularly those whose circumstances make them vulnerable to poor outcomes

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure children and young people are safe	<p>Support implementation of the Early Help Strategy through improved commissioning arrangements, targeting of provision and ensuring full engagement with CAF.</p> <p>Develop initiatives to help children and young people keep themselves safe.</p> <p>Ensure effective identification of, and support for, children and young people who are vulnerable, exploited, missing, or trafficked (VEMT) including those at risk of child sexual exploitation.</p>	Head of Children and Young People's Services	<p>Consultant in Public Health</p> <p>Stockton Local Safeguarding Children Board</p> <p>Head of Housing and Community Safety</p>
Ensure effective early years support for children and families	<p>Deliver sufficient, good quality childcare places for targeted groups including disadvantaged two years olds, and children with SEN or disability.</p> <p>Deliver targeted support, in line with the Early Help Strategy, and other initiatives such as the Fairer Start project, to reduce inequalities in child development and school readiness.</p>	Head of Children and Young People's Services	Consultant in Public Health
Improve educational performance of all children and young people across the Borough	<p>Target focused support and intervention to prevent inequalities based on social identity (FSM, SEN, LAC, gender, heritage)</p> <p>Ensure education health and care plans are in place for all relevant children and young people in line with the new SEN Reform requirements</p>	<p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>	

<p>Support young people to make a successful transition into adulthood.</p>	<p>Implement Raising Participation Age requirements for young people in education or training opportunities through to the age of 18</p> <p>Ensure education health and care plans are in place for young people with SEN and disability, in line with the new SEN Reform requirements</p>	<p>Head of Education, Early Years and Complex Needs</p> <p>Head of Children and Young People's Services</p>	<p>Head of Regeneration and Economic Development</p>
<p>Improve outcomes for children and young people in care</p>	<p>Review permanence policy to ensure an appropriate range of local placement support and resources are in place for children and young people in care, and care leavers.</p> <p>Extend work based training opportunities for young people leaving care.</p> <p>Deliver and develop the joint venture for local residential and education provision for children with complex needs.</p>	<p>Head of Education, Early Years and Complex Needs</p> <p>Head of Children and Young People's Services</p>	<p>Head of Finance, Governance and Assets</p>

HEALTH AND WELLBEING			
Every child has the best start in life			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop our plans around Early Intervention and prevention for families	Work with Partners to support the delivery of the Early Help strategy	Consultant in Public Health	CESC Children and Young People's Health and Wellbeing Commissioning Group
	Develop a Public Health Early Intervention Plan for children and families by August 2014, working with partners, encompassing issues such as parenting support, cognitive development in young children, bonding and attachment and breastfeeding		
	Implement the early years pilot 'A Fairer Start' with partners in 2014/15, with an evaluation of the first year to be provided by August 2015		
	Work with partners to develop the health visiting service in 2014/15 and manage effective transition to Local Authority commissioning responsibility in 2015		
Reduce Levels of Obesity in Children and Young People	Commission a service in 2014/15 to ensure a healthy child pathway is implemented in schools to enable early identification of, and support to, overweight children. This pathway will include the statutory requirement to provide the National Child Measurement Programme	Strategic Commissioner - Public Health	Head of Direct Services

Developing strong and healthy communities, through the provision of mainstream and preventive services that are available to all those who choose to access them

ENVIRONMENT AND HOUSING

A clean, green Stockton-on-Tees with appropriate housing provision

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop and deliver the Council's Green Vision	Provide clean streets	Head of Technical Services	
	Provide and protect attractive parks and green spaces	Head of Direct Services	
	Provide effective management of waste collection and disposal		
	Work with partners to deliver the energy company obligation programme to externally insulate solid wall housing throughout the borough.		
	Identify and take-up opportunities for local on-site and off-site renewable energy generation such as PV electricity, ground source heat and offshore wind.		
	Develop national excellence in the ultra-low emissions vehicles market.		

<p>Improve resilience to extreme weather events</p>	<p>Locally manage waste and resources via extended industrial park networks</p>		<p>Head of HR and Communications</p>	
	<p>Develop local skills, businesses and mechanisms involved with retro-fitting domestic and commercial buildings to achieve energy neutral status, and extreme weather resilience</p>			<p>Head of Technical Services</p>
	<p>Ensure appropriate emergency planning functions are in place to deal with extreme flooding events</p>			<p>Head of Direct Services</p>
	<p>Develop and implement snow plan, winter maintenance and extreme heat plans</p>			<p>Director of Public Health (Emergency Planning)</p>

SAFER COMMUNITIES			
A safe Stockton-on-Tees			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce crime and the fear of crime	Facilitate the delivery of the Community Safety Plan 2014-17 through tackling: <ol style="list-style-type: none"> 1. Anti-Social Behaviour 2. Violent Crime(including robbery) 3. Drug Related Offending 4. Criminal Damage 5. Alcohol related Crime 6. Domestic violence 	Head of Housing and Community Safety	Strategic Commissioner - Public Health (Drug/alcohol related offending) Head of Children and Young People's Services
	Ensure new developments meet Secure by Design and Park Mark standards		
	Continue delivery of preventative action through Integrated Youth Support services and in conjunction with the Police		
	Deliver the Youth Justice Plan		
	Further development of restorative approaches to justice		
	Work with local Courts to sustain high levels of confidence in Youth Offending Service provision		
	Contribute to the local implementation of the National Counter Terrorism Strategy		
Deliver the Trading Standards and Licensing and Environmental Health business plans	Head of Housing and Community Safety Director of Public Health	Head of Policy, Improvement and Engagement	

CHILDREN AND YOUNG PEOPLE

Life chances are improved for children and young people, particularly those whose circumstances make them vulnerable to poor outcomes

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Improve educational performance of all children and young people across the Borough</p>	<p>Support, monitor and challenge all educational settings to ensure that those at risk of underperforming are identified, strategies are put in place to expedite improvement, and the percentage of good and better schools and settings is increased</p>	<p>Head of Children and Young People's Services Head of Education, Early Years and Complex Needs</p>	

HEALTH AND WELLBEING			
Every child has the best start in life			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop our plans around Early Intervention and prevention for families	Work with Partners to support the delivery of the Early Help strategy	Consultant in Public Health	CESC Children and Young People's Health and Wellbeing Commissioning Group
	Develop a Public Health Early Intervention Plan for children and families by August 2014, working with partners, encompassing issues such as parenting support, cognitive development in young children, bonding and attachment and breastfeeding.		
	Implement the early years pilot 'A Fairer Start' with partners in 2014/15, with an evaluation of the first year to be provided by August 2015		
	Work with partners to develop the health visiting service in 2014/15 and manage effective transition to Local Authority commissioning responsibility in 2015		
Reduce Levels of Obesity in Children and Young People	Review the provision of obesity services in 2014/15 to ensure easy access to support for families that require it.	Strategic Commissioner - Public Health	Head of Direct Services
	Ensure mandatory level of nutritional standards in school meals is achieved		

HEALTH AND WELLBEING			
Ill health is prevented wherever possible			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure provision of comprehensive, integrated sexual health services	Undertake a sexual health needs assessment with partners and use the outcomes to inform commissioning and service development for 2014/15	Consultant in Public Health	
	Map current outreach provision and plan service development according to need by May 2014		
	Devise and implement a plan with partners to improve sexual health among specific vulnerable groups e.g. the asylum seeker population		
Ensure robust plans are in place to protect the health of the population in accordance with statutory responsibility of the Director of Public Health	In partnership, implement the actions from the Health Protection Plan for Stockton Borough	Director of Public Health Consultant in Public Health	Head of Adult Operations Head of Children and Young People's Services
	Update Stockton Borough Council's Business Continuity Plan and arrangements to reflect new organisational and structural changes by July 2014		
	Update SBC major incident plan and arrangements to reflect new organisational and structural changes by June 2014		
	Seek assurance that robust plans are in place to increase screening and immunisation rates in the Borough, including vulnerable groups, and work with partners to increase screening and immunisation rates by December 2014		

<p>Provide specialist Public Health advice and support to NHS commissioners, particularly the Clinical Commissioning Group</p>	<p>Refine the process with the Clinical Commissioning Groups for developing and agreeing commissioning intentions (including any joint commissioning intentions) for 14/15 by May 2014</p> <ul style="list-style-type: none"> Further develop the Public Health contribution to all Clinical Commissioning workstreams (including any joint commissioning intentions and outcomes from access to emergency /urgent health services scrutiny review) for 14/15 by May 2014. 	<p>Consultant in Public Health</p>	<p>Head of Adult Operations Head of Children and Young People's Services Head of Education, Early Years and Complex Needs</p>
<p>Reduce the negative impact of drug and alcohol dependency</p>	<p>Maintain an evidence-based approach to service improvement and service delivery and utilise the knowledge of those in recovery to influence service delivery to ensure services continue to be recovery oriented and client focused</p> <p>Continue to develop pathways to ensure that individuals have access to training, education, employment and housing to increase their overall personal recovery</p>	<p>Strategic Commissioner - Public Health</p>	<p>Adults' Health and Wellbeing Commissioning Group Head of Housing and Community Safety Children and Young People's Health and Wellbeing Commissioning Group</p>
<p>Develop better mental health awareness and illness prevention for adults and for children and young people</p>	<p>Develop a Public Health plan for mental health with partners by December 2014</p> <p>Develop recommendations to inform 2014/15 commissioning intentions, based on the outcomes of the health needs assessment on children and young people's mental health.</p>	<p>Strategic Commissioner - Public Health Consultant in Public Health</p>	<p>Head of Housing and Community Safety Adults' Health and Wellbeing Commissioning Group Children and Young People's Health and Wellbeing Commissioning Group</p>

<p>Reduce the number of people experiencing cardio vascular disease, diabetes and lung diseases and provide early diagnoses and intervention for those at risk of disease</p>	<p>Review the services available to help people stop smoking to ensure they are responsive to need.</p>	<p>Strategic Commissioner - Public Health</p>	<p>Trading Standards and Licensing Manager Head of Culture and Leisure</p>
	<p>Implement Tobacco Alliance Plan</p>		
	<p>Increase the number of eligible individuals taking up the offer of the Healthy Heart Check</p>		
	<p>Increase the number of eligible individuals taking up the offer of the lung health check</p>		
	<p>Review information and services available for people who are overweight and obese</p>		
	<p>Promote the benefits of a balanced diet and increase physical activity</p>		

STRONGER COMMUNITIES			
Stronger, more cohesive communities			
Key objectives	Key Actions -	Lead Responsibility	Who else within the Council will contribute?
Support the continued development of a strong and vibrant voluntary, community and social enterprise sector (VCSE)	Manage promote and evaluate funding regimes to promote and support the work of the VCSE	Head of Policy, Improvement and Engagement	Head of Adults Operations Consultant in Public Health Head of Finance, Governance and Assets
	Design and deliver a market development strategy for the sector in partnership with Catalyst		
Deliver effective community consultation and engagement	Monitor and evaluate the Community Empowerment Support contract and implement the recommendations from the VCSE review	Head of Policy, Improvement and Engagement	Head of Democratic Services Consultant in Public Health Head of HR and Communications Director of Law and Democracy
	Continue to support the development and implementation of the Community First Panels and Big Local		
	Implement, monitor, promote and evaluate the Armed Forces Community Covenant and support the Tees Valley Armed Forces Forum		
	Identify existing opportunities across the council and key partners to improve community engagement particularly with hard to reach groups		

Deliver effective local democracy	Implement individual electoral registration in compliance with Cabinet Office requirements including awareness raising and promotion	Head of Democratic Services	Head of HR and Communications Director of Law and Democracy
	Deliver the elections programme: European, Parliamentary, District, Parish, Police and Crime Commissioner, Member of Youth Parliament		
	Implement Democratic Engagement Strategy - Opening the Doors to Democracy		
Promote and champion the requirements of equality legislation	Work with HR to ensure that Public Sector Equality Duties information continues to be made available and accessible via the website	Head of Policy, Improvement and Engagement	Head of HR and Communications Director of Law and Democracy Head of Education, Early Years and Complex Needs
	Ensure that Equality Objectives are embedded in the Council Plan		
	Work with services to ensure 'due regard' to equality is given during service reviews, through the equality impact assessment process		
	Work with procurement and commissioning teams to ensure equality and diversity is embedded with all of our contractors and sub-contractors		
	Continue to provide equality advice, guidance and training to Stockton Borough Council Staff		
	Implement the new translation and transcription service across the Council		

ADULTS SERVICES			
Enhanced quality of life for people with care and support needs			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver early intervention services to maximise independence	Promote use of preventative services, including: <ul style="list-style-type: none"> • Assistive Technology. • Community Bridge Building. 	Head of Adult Operations	Head of Housing and Community Safety
Ensure adult and young carers are identified and supported	Further develop arrangements for involving carers in the provision of support services; providing advice and information; giving access to short breaks; and supporting their health and wellbeing in line with the Joint Strategy for Carer Support Services	Head of Adult Operations	

ARTS, LEISURE AND CULTURE

High quality affordable cultural and leisure experiences for people to experience and be inspired by

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Make more people aware of local history and heritage</p>	<p>Increase visits to Preston Hall and generate more income from commercial activity</p>	<p>Head of Culture and Leisure Services</p>	
	<p>Widen access to local history through use of new technology, including the heritage website</p>		
	<p>Continue the programme of collections development and rationalisation</p>		
	<p>Develop activities to mark significant historic anniversaries, including World War 1 centenary (2014-18) and Stockton Darlington Railway bi-centenary (2025)</p>		

<p>Develop a sustainable event programme that contributes to local social and economic improvements</p>	<p>Continually review and apply the Event Delivery Framework, to help ensure that all events in the borough are safe and well-managed</p>	<p>Head of Culture and Leisure Services</p>	
	<p>Continue to develop Stockton International Riverside Festival (SIRF) as a world class event</p>		
	<p>Deliver a year round programme of large scale festivals and events</p>		
	<p>Support the production and promotion of events in the borough by other services, community groups and commercial partners</p>		
	<p>Continue to grow events like the Duathlon, Cycling Festival and Rat Race which encourage healthy 'lifestyle-sports' activity whilst showcasing Stockton as an events destination</p>		
<p>Implement plans for the library service</p>	<p>Complete the new library and customer service centre in Billingham, the integrated service points at Thornaby and Roseworth, and improvements at Yarm and Norton libraries</p>	<p>Head of Culture and Leisure Services</p>	
	<p>Roll out RFID self-service technology and smart phone enabled interactions</p>		
	<p>Provide expert professional support and access to information, including material on health, money, skills and innovation, benefits</p>		
	<p>Encourage reading through targeted reader development programmes such as the Skills for Life and ESOL programmes</p>		

<p>Support the creation of excellent art and excellent art experiences</p>	<p>Support and monitor ARC and Tees Music Alliance as strategic local providers of literary, visual and performing arts</p> <p>Commission art within the Stockton town centre redevelopment and support the biennial Castlegate/Mima photography prize</p> <p>Produce the annual SIF Community Carnival as a culmination of year-round community arts activity</p>	<p>Head of Culture and Leisure Services</p>	
<p>Tees Support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure</p>	<p>Develop and implement the Sports and Active Leisure Strategy 2015-18</p> <p>Implement the Continuous Professional Development Plan for teachers and whole schools around physical education and sport</p> <p>Develop and implement the Stockton Inclusive Sports Action Plan and increase lifestyle sports initiatives that widen participation, including women's running and cycling groups and the cycle-cross off road cycling series</p> <p>Support local voluntary infrastructure through the Healthy-Club initiative, helping clubs to deal with current challenges and thrive</p> <p>Maximise the use and efficiency of the built facilities for sport, including those run by Tees Active, schools and community organisations</p>	<p>Head of Culture and Leisure Services</p>	

Creating economic prosperity across the Borough

ECONOMIC REGENERATION AND TRANSPORT

Stockton-on-Tees at the heart of a vibrant and economically successful Tees Valley, providing real opportunity for residents

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver key infrastructure including enhancing the transport network.	Support the development and programming of the Tees Valley Strategic Infrastructure Plan and Strategic Economic Plan	Head of Regeneration and Economic Development Head of Technical Services	
	Develop and deliver against the SBC Infrastructure Plan to support land use allocation and undertake feasibility work for investment in infrastructure/facilities including areas in the south of the Borough.		
	Set priorities and deliver the programme for the 2015-16 Local Transport Plan and Highway Maintenance programmes		
	Work with Darlington Borough Council and Peel to bring forward the development and master planning of Durham Tees Valley Airport		

<p>Deliver economically vibrant town centres</p>	<p>Lead the growth and diversification of quality specialist markets in Stockton town centre</p>	<p>Head of Regeneration and Economic Development</p>	
	<p>Support the development of the Stockton Town Team</p>		
	<p>Lead and support the development, growth and diversification of the evening economy and leisure sector</p>		
	<p>Increase the number, quality and diversity of operating businesses in town centres</p>		
	<p>Conclude the major housing regeneration schemes at Hardwick and Mandale</p>		
<p>Further regenerate the borough's housing</p>	<p>Continue the site clearance and progress the site delivery plan for Victoria estate</p>	<p>Head of Housing and Community Safety</p>	<p>Head of Regeneration and Economic Development</p>
	<p>Start on site at the West End Gardens (previously known as the Parkfield / Mill Lane Phase Two) regeneration site and develop the first new homes</p>		
	<p>Appoint a private sector partner to lead on the development of Swainby Road</p>		

<p>Improve economic prosperity for new and existing businesses across the Borough</p>	<p>Identify new development opportunities at strategic regeneration sites throughout the borough</p>	<p>Head of Regeneration and Economic Development</p>	
	<p>Lead with partners on the regeneration of Northshore to ensure that new developments meet the strategic aims of the masterplan</p>		
	<p>Support the progression of inward investment, working with key partners to secure new businesses and sustain and grow existing businesses within the borough</p>		
	<p>Support and promote delivery of the Enterprise Zone</p>		
<p>Improve economic prosperity for residents across the Borough</p>	<p>Support adults and young people to develop their skills to take advantage of employment opportunities offered by local businesses</p>	<p>Head of Regeneration and Economic Development</p>	<p>Head of Education, Early Years and Complex Needs</p>
	<p>Work with young People to build enterprise skills</p>		

<p>Create a culture that encourages and sustains enterprise and start-up businesses</p>	<p>Engage with key businesses to facilitate their participation in enterprise activities</p> <hr/> <p>Delivery of a package of financial and business support and advice to support new and existing businesses</p>	<p>Head of Regeneration and Economic Development</p>	
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ENVIRONMENT AND HOUSING

A clean, green Stockton-on-Tees with appropriate housing provision

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Address the housing requirements of the borough	Work with partners to increase the supply of new affordable homes in the borough and negotiate developer contributions through the planning process in line with the Local Plan	Head of Housing and Community Safety Head of Planning	

STRONGER COMMUNITIES			
Stronger, more cohesive communities			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Support the continued development of a strong and vibrant voluntary, community and social enterprise sector (VCSE)	Continue the development and delivery of a package of support to the VCSE including completion and implementation of the review of the current package of VCSE support.	Head of Policy, Improvement and Engagement	Head of Adults Operations Consultant in Public Health Head of Finance, Governance and Assets
	Manage promote and evaluate funding regimes to promote and support the work of the VCSE		
	Deliver the VCSE Workshop Programme for 2014/15 and develop the programme for 15/16		
	Work with VCS partners to implement the Community Asset Transfer Strategy		
	Design and deliver a market development strategy for the sector in partnership with Catalyst		

ARTS, LEISURE AND CULTURE			
High quality affordable cultural and leisure experiences for people to experience and be inspired by			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Make more people aware of local history and heritage	Increase visits to Preston Hall and generate more income from commercial activity	Head of Culture and Leisure Services	
	Continually review and apply the Event Delivery Framework, to help ensure that all events in the borough are safe and well-managed		
Develop a sustainable event programme that contributes to local social and economic improvements	Continue to develop Stockton International Riverside Festival (SIRF) as a world class event	Head of Culture and Leisure Services	
	Deliver a year round programme of large scale festivals and events		
	Continue to grow events like the Duathlon, Cycling Festival and Rat Race which encourage healthy 'lifestyle-sports' activity whilst showcasing Stockton as an events destination		
Implement plans for the library service	Encourage reading through targeted reader development programmes such as the Skills for Life and ESOL programmes	Head of Culture and Leisure Services	

<p>Support the creation of excellent art and excellent art experiences</p> <p>T Support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure</p>	<p>Commission art within the Stockton town centre redevelopment and support the biennial Castlegate/Mima photography prize</p> <p>Produce the annual SIRC Community Carnival as a culmination of year-round community arts activity</p> <p>Implement the Continuous Professional Development Plan for teachers and whole schools around physical education and sport</p> <p>Support local voluntary infrastructure through the Healthy-Club initiative, helping clubs to deal with current challenges and thrive</p>	<p>Head of Culture and Leisure Services</p> <p>Head of Culture and Leisure Services</p>	
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Organisational and Operational Effectiveness

HEALTH AND WELLBEING

Ill health is prevented wherever possible

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce the negative impact of drug and alcohol dependency	Maintain an evidence-based approach to service improvement and service delivery and utilise the knowledge of those in recovery to influence service delivery to ensure services continue to be recovery oriented and client focused	Strategic Commissioner - Public Health	Adults' Health and Wellbeing Commissioning Group Children and Young People's Health and Wellbeing Commissioning Group

STRONGER COMMUNITIES			
Stronger, more cohesive communities			
Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver effective community consultation and engagement	Monitor and evaluate the Healthwatch, Back on Track and Information, Advice and Guidance contracts	Head of Policy, Improvement and Engagement	Head of Democratic Services Consultant in Public Health Head of HR and Communications Director of Law and Democracy
	Develop and deliver an approach to the Residents Survey for 2014		
	Develop and deliver an approach to the Employee Survey for 2014		
	Review the consultation and engagement strategies		

Deliver effective local democracy	Promote the scrutiny function	Head of Democratic Services	Head of HR and Communications Director of Law and Democracy
	Manage and deliver the Member Learning and Development programme		
	Review Member Learning and Development Strategy and maintain accreditation for Charter Plus		
	Deliver the elections programme: European, Parliamentary, District, Parish, Police and Crime Commissioner, Member of Assembly		
	Carry out the Polling District places and stations review		
	Implement Democratic Engagement Strategy - Opening the Doors to Democracy		

ADULTS' SERVICES**Enhanced quality of life for people with care and support needs**

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver early intervention services to maximise independence	Improve access to information, advice and guidance for people through development of the e-marketplace.	Head of Adult Operations	Head of Housing and Community Safety

ARTS, LEISURE AND CULTURE

High quality affordable cultural and leisure experiences for people to experience and be inspired by

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Implement plans for the library service	Complete the new library and customer service centre in Billingham, the integrated service points at Thornaby and Roseworth, and improvements at Yarm and Norton libraries	Head of Culture and Leisure Services	
	Roll out RFID self-service technology and smart phone enabled interactions		
	Provide expert professional support and access to information, including material on health, money, skills and innovation, benefits		
	Encourage reading through targeted reader development programmes such as the Skills for Life and ESOL programmes		
Improve our understanding of the culture and leisure needs and aspirations of our residents, customers and audiences	Collect and cross-reference information about visitors and participants at culture and leisure attractions, to inform improved service design and marketing	Head of Culture and Leisure Services	
	Use complaints, compliments and commendations received and Freedom of Information requests to add to the feedback and intelligence on our customer expectations		

ORGANISATIONAL AND OPERATIONAL EFFECTIVENESS

A customer focused Council that is fair, effective, efficient and resilient

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure strong corporate and ethical governance	<p>Review and evaluate governance arrangements for Police and Crime Commissioners</p> <p>Review and evaluate governance arrangements for the Health and Wellbeing Board</p> <p>Work with the Land Registry and implement the findings from the review of the Land Charges Service</p> <p>Further develop and improve the Council's information governance through:</p> <ul style="list-style-type: none"> o The adoption and implementation of appropriate Information Management and Assurance Standards o Development and implementation of approved, risk based, information governance improvement plans. o Ensuring awareness raising to all employees, partners and other stakeholders of Information Governance and the legal /regulatory framework in which the Council operates o Regular measurement and review of information management controls 	<p>Director of Law and Democracy</p> <p>Head of Democratic Services</p> <p>Head of ICT and Design and Print</p>	<p>Head of Technical Services</p>
Be clear, open and honest in our communication	<p>Deliver annual programme of key communication campaigns to support major activities and issues in the Borough</p>	<p>Head of HR and Communications</p>	<p>Head of ICT and Design and Print</p>

	Continue to implement the programme to improve the Council's website including furthering our digital and social media arrangements.		
Deliver Customer Service Excellence	Maintain the national Customer Service Excellence Standard at a corporate level.	Head of Customer Services and Taxation	Head of Technical Services Head of ICT and Design and Print Head of Culture and Leisure Services
	Develop and implement a Channel Shift Strategy		
	Open the Billingham Customer Service Centre		
Have a robust performance framework	Refresh the performance management framework to take account of changes within the structure and responsibilities of the Council.	Head of Policy Improvement and Engagement	Business Support and Improvement Teams across the Council
	Continue to challenge our performance through implementation of the refreshed Performance Management Framework		
	Implement and further develop the ICT Performance Management Solution to monitor and report on outcomes.		
	Implement the recommendations from the Scrutiny Review of Use of Demographic Information supporting a culture of evidence based policy and decision making		
Deliver a balanced and sustainable Medium Term Financial Plan	Review and refine monitoring and forecasting arrangements for Council Tax and Business Rates income.	Head of Finance, Governance and Assets	Head of Planning Head of Regeneration