

Stockton-on-Tees Borough Council

Council Plan

2007-2010

Contents	Page
Foreword by the Leader & Chief Executive	3
Section 1 Purpose, Vision and Priorities	5
Section 2 Planning Framework - Promoting Achievement and Tackling Disadvantage	11
Section 3 Understanding the Borough	14
Section 4 Understanding the Council	24
Section 5 Achievements in 2005/6	27
Section 6 Key Service Priorities:	32
• Children and Young People	32
• Health and Communities and Adults	33
• Community Safety	34
• Economic Regeneration and Transport	35
• Liveability (including environment, housing and civic renewal)	36
Section 7 Key organisational priorities:	39
• Leadership and effective partnerships	40
• Focus on residents and customers	47
• Performance and resource management	49
• People development and learning	52
Section 8 Medium Term Financial Plan	54
Section 9 Improvement Action Plan	57
• Service Priorities	
• Organisational Priorities	
Annex 1 Corporate Working Groups	96
Annex 2 Abbreviations and Key Terms	100

Foreword

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

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

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

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

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

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

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

2007 will see an expansion of Police Community Support Officers, and increasing links with the Council's Neighbourhood Enforcement Service, trying to ensure that the reductions in crime that we have seen are sustained and that, importantly, a more visible police presence helps to reduce fear of crime.

We will maintain our focus on 'Liveable' local communities, continuing with housing renewal in Hardwick, Parkfield and Mandale, continuing with improvements in housing services through Tristar homes and maintaining high standards of cleanliness within local neighbourhoods.

In February 2007 the Council was rated as a "Four star council that is improving strongly" by the Audit Commission in their Comprehensive Performance Assessment (CPA) of the way the Authority runs its services. This places Stockton in the top 10 councils in the country. It is a very pleasing result, particularly given that the new CPA model has been badged as "the harder test" and is a tribute to the hard work and dedication of our staff. However we are not complacent and will continue to work hard to improve services for local people.

This plan sets out the key improvements we want to make over the next three years. At its heart of is a programme of cultural change, 'Planning for the Future', which has been running for five years. It includes comprehensive leadership and management development which supports a series of organisational improvement projects. Particularly important is the development of improved access to services and customer care. Our 'Access to Services' and 'Customer First' strategies, and the implementation of electronic service delivery options through our internet site www.stockton.gov.uk will enable step change improvements in how we engage with local people. We will also meet the challenge of implementing single status to ensure equal pay for our staff in 2007/8. These programmes will ensure that Stockton Council is an organisation that is fit to deliver the challenging improvement agenda we have set ourselves.

Leader of the Council

Chief Executive

SECTION 1

Purpose, Vision and Priorities

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

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

Who is the Plan for?

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

Vision for the Borough

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

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

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

The three themes are summarised below (full details of the vision are set out in the Borough's Community Strategy).

Economic Renaissance

The Economic Renaissance of Stockton-on-Tees, being developed and driven through a Tees Valley approach, is based on evidence that cities and city-regions are prime drivers of economic prosperity. Stockton-on-Tees is the largest of the five boroughs making up the Tees Valley city region and is leading presentation of the city region business case to transform the local economy over the next 20 years. The area's local economy has historically been poor when compared both nationally and internationally. The Tees Valley business case sets out a full economic analysis and a clear future ambition.

Our forward strategy is to continue to build on the economic assets of the city region, including our world class chemicals industry and research base and its potential for future development both for chemicals and as a national centre for energy development. The borough's chemicals industry is the largest in the Tees Valley, employing 13,400 people and two of the Tees Valley's major sites – Billingham and Seal Sands – sit wholly or partly within the borough.

Other key elements of our forward strategy are to extend the logistics industry through the development of the Tees as a port and the growth of Durham Tees Valley airport; and to develop of skills for local people through continued partnership with Durham (Queen's Campus, Stockton) and Teesside Universities.

Our key economic aims, in partnership across the Tees Valley, are to

- Grow the Tees Valley economy faster than the UK economy narrowing the GVA gap
- Continue the rise in employment on the Tees Valley, in particular to encourage manufacturing industry and the service sector
- Increase the stock of firms in the Tees Valley
- Improve household income and develop less dependency on benefits
- Continue to increase economic activity and employment rates and reduce worklessness
- Upskill the workforce to obtain NVQ3/4 qualifications and to reduce the people of working age with no qualifications
- Reduce spatial polarisation within the Tees Valley.

Quality of place

In order to attract economic investment and retain skilled people in the area, it is also vital that we improve quality of place within the borough. This links to the second key ambition of the Tees Valley Business Case, to improve urban competitiveness and liveability. For Stockton this means an ongoing focus on regenerating our urban core, strengthening the heart of the city-region and linkages to Middlesbrough, and on improving liveability within our more

disadvantaged communities through community engagement, housing and neighbourhood renewal schemes. Our ambitions are to continue to improve:

- Our main town centres
- The city-region urban core, through the Stockton-Middlesbrough Initiative
- The focus and usage of the River Tees
- The city-region transport infrastructure
- The quality of life within our local communities, through housing, community and environmental improvements

Well being and achievement

We will enhance the well-being and achievement of local children, adults and older people through a continuing focus on engaging and understanding with our local communities to better understand their needs. We are determined to maintain our 11-year focus on improving education, offering children and adults the best skills development opportunities aligned to our ambitious economic renaissance plans. We are also focused on improving health and wellbeing across all ages in the borough. For children this means a vision of integrated services within local neighbourhoods, and targeted campaigns to tackle core issues of smoking, drugs and alcohol misuse, obesity, sexual health and teenage conceptions. For adults and older people the focus is through a stronger joint commissioning process and vision for vulnerable adults and older people.

A key part of our contribution to the well being and achievement of local people is the work we are leading to develop a Community Cohesion Strategy on behalf of Stockton Renaissance. The strategy aims to improve community cohesion within the borough and has eight key strands.

- **Community, belonging and pride** - Maintaining a sense of community, belonging and pride in the area
- **Meeting needs and aspirations** - Ensuring that services meet the needs of different communities
- **Celebrating diversity** – Celebrating diversity in an inclusive way and engaging and involving communities in positive interactions
- **Creating boundaries** - Being clear that racism, hatred and prejudice will not be tolerated
- **Equality of opportunity** - Ensuring that people from different communities and backgrounds have the same life chances and opportunities to fulfil their potential
- **Reduce conflict and tension** - Identifying ways to monitor and resolve conflicts and tensions between and within our communities
- **Myth busting** - Breaking down myths and false perceptions of different communities
- **Empowerment** - Empowering residents to participate in democracy and make a positive contribution to the Borough

Our vision and core values for the Council

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

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

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

National, regional and sub regional context

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

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

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

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

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

Improvement priorities

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

Vision	Priority Improvement Themes
Economic Renaissance	1. Economic regeneration and transport
Quality of Place	2. Liveability – Environment, Housing, Community Cohesion
	3. Safer communities
Well-being and Achievement	4. Children and Young People
	5. Healthier Communities and Adults

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

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

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

A series of council wide capacity building projects underpin these themes, including the development of a new competency framework for all staff and managers which underpins the Council's Vision and Values.

Improvement objectives

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

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

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

SECTION 2

Partnership Planning Framework

The Borough vision and five priority improvement themes sit at the top of a planning hierarchy within the Borough. As well as focusing on local priorities, the vision looks towards the sub-region and underpins the Tees Valley Vision of an economically vibrant city-region, described in the City Region Development Plan and developed through Tees Valley Unlimited and the Stockton-Middlesbrough Initiative. There are also strong links to regional level development strategies, in particular the Regional Economic Strategy, Regional Spatial Strategy and the Northern Way.

The Community Strategy is developed through our Local Strategic Partnership, Stockton Renaissance, established in 1998 in anticipation of the Government's support for regeneration through partnership. It provides a single overarching co-ordination framework for community planning, within which other geographic and thematic partnerships can operate effectively. Consultation with partners and communities ensures it leads delivery and monitoring of progress against Community Strategy objectives to improve the quality of life within the Borough.

In 2005 Renaissance signed a Local Area Agreement (LAA) with the government. The LAA now forms the Community Strategy Outcome Framework, setting out key objectives and targets which we have agreed with central government, and is the basis for performance management of progress against the Community Strategy. In parallel to the development of the LAA, a Local Public Service Board was set up to support the Renaissance Partnership. Its remit is to drive implementation of the Community Strategy and to support the Renaissance Board in developing and driving improved performance across the borough. It brings together key senior officers within public services in the Stockton area, and is supporting Renaissance in developing shared approaches to cross cutting public policy challenges.

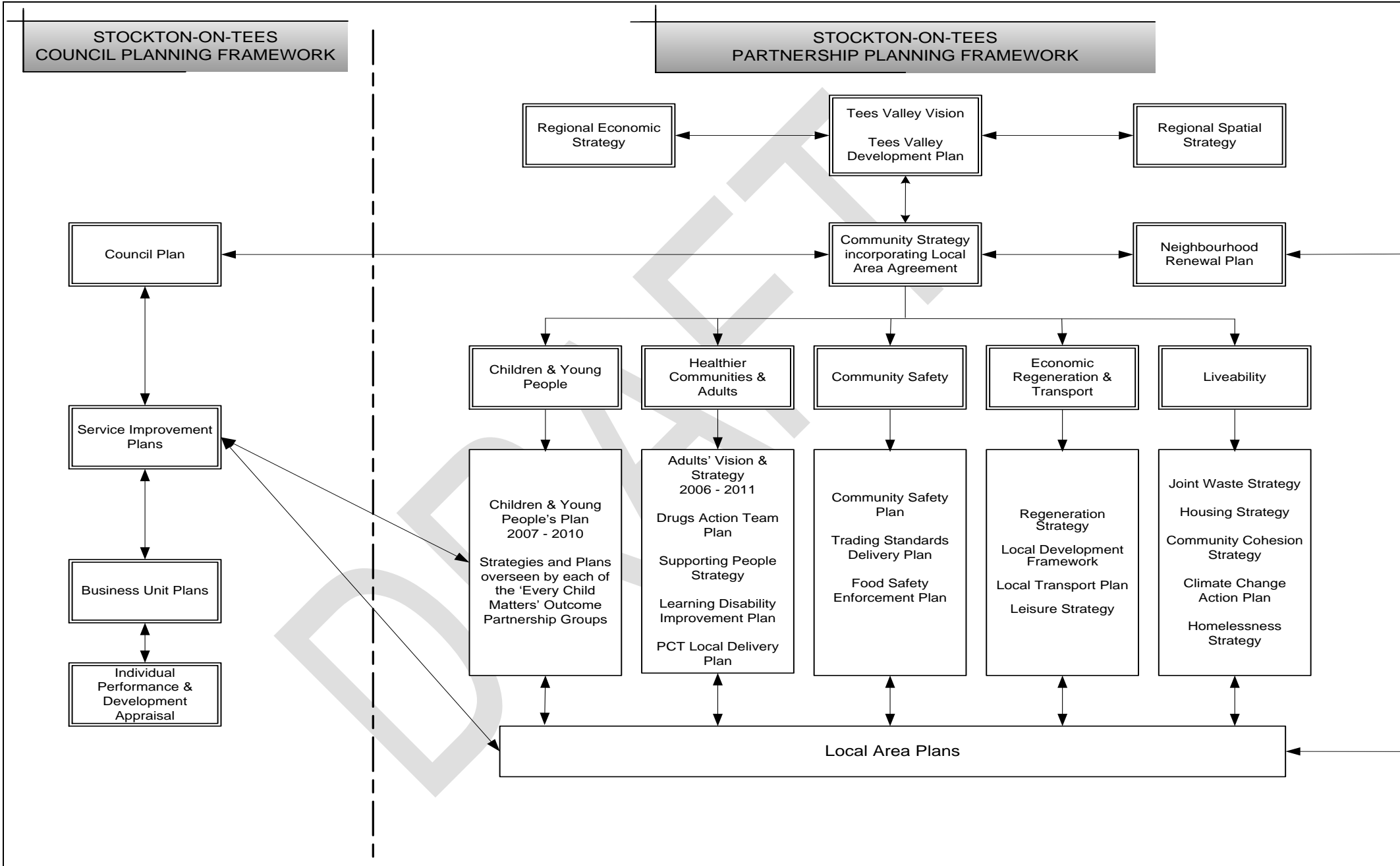
Sitting underneath the Community Strategy and LAA Outcome Framework, are a series of thematic strategies and plans relating to the delivery objectives of each priority improvement theme (diagram page x). The Council Plan also links in and sets out the Local Authority's change priorities to deliver its contribution to the Community Strategy and thematic plans. We will deliver our priorities through a series of key service improvement objectives and organisational change programmes which are set out in sections 6, 7 and 9 of this plan and resourced within our Medium Term Financial Plan (section 8). The Council's Cabinet and Senior Management Team will lead delivery and monitoring.

Council Planning Framework

Delivery is underpinned by a comprehensive service planning framework, which integrates with thematic strategies and plans. The Council is involved in extremely wide ranging services, not all of which feature in the Community Strategy and Council Plan. Therefore the more detailed Service Improvement Plans, Business Unit Plans and statutory plans set out objectives and targets for services which do not form part of the overarching community and council objectives, for example student support and internal audit.

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

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SECTION 3

Understanding the Borough

Overview

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

Stockton-on-Tees is 204 sq km in size with a population of 187,100¹. The residents live in 76,900 households. Population density is 917 people per square kilometre. The population within Stockton-on-Tees has risen by 6.8% since the 1991 Census, compared with the North East average of a 2.2% fall.

Age Breakdown (rounded)

Age Group	Males	Females	Persons
Under 5	5,390	5,140	10,530
5 to 14	12,370	11,560	23,940
15 to 19	6,180	5,750	11,930
20 to 24	6,480	6,050	12,520
25 to 44	25,520	26,080	51,590
45 to 64	24,080	24,330	48,400
65 and over	12,780	15,430	28,210
Total	92,790	94,320	187,110

Source: Registrar General's Population Estimates for Mid-2006, Tees Valley Joint Strategy Unit 2006.

Resident Population

	Stockton-on-Tees (numbers)	North East (numbers)	England and Wales (numbers)
All people	187,100	2,529,000	53,463,000
Males	92,800	1,232,900	26,231,000
Females	94,300	1,296,100	27,232,000

Source: Registrar General's Population Estimates for Mid-2006, Tees Valley Joint Strategy Unit 2006.

The Borough has a unique social and economic mix, with areas of disadvantage situated alongside areas of affluence. Measuring deprivation against the Government's Index of Multiple Deprivation (2004), 40 of our 117 Super Output Areas (SOAs) are amongst the worst 20% nationally, 20 within the most deprived 10% in England. Whilst 17 of our SOAs fall within the top 20% of most affluent wards nationally, 5 are within the top 10% in England.

Despite these levels of deprivation, a survey carried out in 2006 showed residents were more satisfied with the Borough as a place to live than they

¹ All population figures are based on mid 2006 estimates provided by the Tees Valley Joint Strategy Unit

had been since 1998 (84% satisfied in 2006). In addition, more people feel that their area is likely to improve over the next couple of years.

Changing Population

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

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

- The total population will grow to over 204,000
- The number of children will fall by 3% to 33,330
- The number of people of working age (16-retirement) will decrease by 2%
- There will be a large increase of 62% of older people (retirement age)
- There has been a growth in the numbers of our residents from black and minority ethnic communities from 1.6% in 1991 to 2.8% in 2001 (over 5,000 people), and we expect this trend to continue.
- We have increasing numbers of residents with disabilities, in part due to the aging population.
- There will be a shift in population towards the south of the Borough.

What do our residents and service users think?

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

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

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

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

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

residents, and boosters and separate analyses in relation to our more deprived communities.

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

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

Headline messages from our 2006 residents' survey show that both satisfaction with the Council and satisfaction with quality of life within the borough are at an all time high (56% and 84% respectively). This is pleasing, but the main purpose of this survey work is to allow us to focus effectively on the things that are high priorities for further improvement. In 2006, the top improvements identified by local residents linked clearly into our established priority themes which were developed in response to previous resident surveys (table below). Key priorities among residents are consistent with those identified in 2004 and concentrating on issues around crime and anti-social behaviour but with increased focus on the need to:

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

Residents views on most important improvements (combining top 10 general priorities and top 5 for the local economy)	Link to Community Strategy Priority themes
1. Tackling crime and anti-social behaviour	Community Safety
2. Facilities for teenagers & children	Children & Young People
3. Better leisure/ sports facilities	Healthier communities & Adults
4. Better cleanliness	Liveability
5. More/ cheaper bus services	

6. Improved town centre facilities	Economic Regeneration & Transportation
7. Creation of jobs	
8. Regeneration of run-down areas	
9. Attracting new business	
10. Provision of affordable housing	Liveability

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

Listening to diverse and disadvantaged communities

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

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

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

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

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

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

We have over 5,000 **black and minority ethnic community** residents, who make up 2.8% of the population (2001). This population is concentrated in the Parkfield and Oxbridge and Stockton Town Centre areas where 12 % of the population are non-white, and are mainly of Pakistani and Indian ethnic origin. The population is young in profile, making up 5.8% of under 11s and 4.3% of 11-16 year olds. In addition there are 388 registered asylum seekers residing

in the borough. There are over 70 different languages spoken in the borough, with the main languages other than English being Urdu, French, Punjabi, Hindi, Farsi, Arabic and Chinese. 59% of residents think that ethnic differences between people are respected, and this figure only drops slightly to 54% in the wards with the greatest ethnic diversity.

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

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

Children and Young People

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

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

The historic decline in primary pupil numbers will affect secondary school populations over the next five years. In anticipation of this, 232 places (net) have been removed since 2003, keeping the level of empty places below the Council's 10% target. In the same period one additional 600-place secondary school has been opened in the south of the borough. Further changes in secondary capacity are likely as the borough enters the national Building Schools for the Future programme in 2010.

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

Stockton-on-Tees is already seeing some positive results in education with over 55% of 15 year olds achieving five or more GCSEs at grades A*-C in 2006 (an improvement of 8% points from 2003) and 88.5% achieving five or more A*-G grades including both English and Maths in 2006. The average points score for 16-18 year olds gaining qualifications at level three (A level and equivalent) was 275.1 in 2006. This is 7.4 points higher than the average for the North East region and a 45.3 point improvement on 2002.

Health and Well-being

Overall, Stockton-on-Tees has seen a reduction of health inequalities over the past decade, though in many of these areas the Borough remains above the England and Wales levels. This includes life expectancy, deaths by all causes, death from avoidable causes, coronary heart disease and cancer amongst males. Unfortunately, cancer among females has seen a widening of the gap. In other areas of health Stockton has not only narrowed the gap but is seeing better trends than England and Wales, such as low birth weight babies, under 18 conception rates and deaths by accidents. Alongside these improvements the borough is recording increases in the number of swims and visits to pools and sports centres, as well as a larger number of adults participating in 30 minutes of exercise on 5 or more days per week. Recent consultation shows that 18% of adults now frequent sports and leisure facilities more than once a week. Moreover, the IPSOS MORI Active People Survey in 2006 shows that in Stockton 24.4% of adults participate in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week; this is top quartile performance.

Satisfaction with arts and culture is measured on a regular basis through Best Value Performance Indicator surveys and our residents' surveys. The Best Value surveys have shown increased satisfaction with sports and leisure facilities over the past 6 years (53% in 2006 compared to 43% in 2000) and in satisfaction with libraries (now 73%). However, satisfaction with museums and theatres has declined (to 39% and 40% respectively): whilst not key priorities, nevertheless we are working to modernise our services.

Community Safety

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

Through close partnership working with the police and other agencies, crimes such as dwelling burglary, robbery, vehicle crime and causing deliberate fires, continue to be on a downward trend. 2005/06 and 2006/07 have seen the lowest number of dwelling burglaries over the last fifteen years, with Stockton

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

Overall, projected crimes for 2006/07 show a 5.6% reduction compared to 2005/06, and a 14.6% reduction against the baseline year of 2003/04. Almost all projections on crime categories are down year-on-year (robbery – 31.0%, vehicle crime - 13.1% and violent crime – 12.9%) but we have a continuing increase in recorded levels of criminal damage. This may be due to increased reporting of this crime category in the borough rather than a significant increase in the number of offences. The Neighbourhood Enforcement Service has been operating since April 2006, replacing the former Community Warden Service. Results to date have been very promising, showing a significant increase in targeted enforcement outcomes. This service, linked to the Police Community Support Officers is being prioritised in line with our residents' survey finding that local people feel safer when there is a strong visible enforcement officer presence within their neighbourhood.

Economic Regeneration and Transport

The economy in Stockton is getting stronger. The Borough is benefiting from major new shopping (Wellington Square), Leisure (Splash), and Transport (1825 Way and Millennium Footbridge infrastructure). Office rental values are regionally now second only to those in Newcastle, while retail zone yields are comparable to the sub region shopping centre in Middlesbrough. More major new development proposals are coming forward for the Town Centres in Billingham, Thornaby and Stockton where we will see a mixture of redevelopment and refurbishment providing modern shopping facilities for residents throughout the Borough. Along the riverside in Stockton, the North Shore Development Scheme will bring forward a mixture of office, residential and leisure use, linking through to the Town Centre, and also providing a major iconic footbridge to link the North Shore site to the existing University Campus on the southern side of the river.

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

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

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

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

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

The Council and its partners attract significant funding into the Borough for regeneration and economic development. For example, it is anticipated that £10m of the Tees Valley Single Programme has been or will be attracted for projects between 2002 and 2007. The new Stockton-Middlesbrough Initiative was also launched in January 2005. These projects are aimed at the key areas of employment, educational opportunities, business creation and environmental improvements. These will build on the achievements of the existing Single Regeneration Budget of £17.8m and £23.7m for Neighbourhood Renewal.

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

Part of regenerating the Borough is ensuring that the economy is improved further. Unemployment in the Borough is 3.6% compared to a national average of 2.6%. In one ward, (Stockton Town Centre), unemployment is as high as 10.5%; whilst in another, (The Northern Parishes) it is as low as 0.6% (figures for January 2007). Proportionally, there are the same number of people of working age in Stockton with no qualifications as there are nationally but less than there are in the North East. The proportion of Stockton's working age population in receipt of 'key state benefits' is significantly less than the Tees Valley level at 16.1%, compared to 19.4%, although it is still more than the national average of 13.3%

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

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

Liveability

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

The public's satisfaction with cleanliness has risen sharply in recent years, increasing from 39% in 2000/01 to 73% in 2006/07. (BVPI General User Satisfaction Survey). Satisfaction with parks and open spaces has also increased, from 59% in 2000 to 73% in 2006 (IPSOS MORI), but appears less positive in the 2006 national user satisfaction measures – the reasons for this are being investigated.

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

There is also a significant programme of improvement in housing within the Borough, with investment of over £93million to bring public housing up to the

Government's new 'decent standards', and ongoing improvements to private sector housing. In particular work is underway on regenerating housing within the Hardwick, Mandale, and Parkfield/Mill Lane areas and is showing real improvements in quality and resident satisfaction, satisfaction with the area as a place to live has increased in the central areas of the borough by 11% since 2004 (ISPOS MORI 2006).

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SECTION 4

Understanding the Council

Stockton-on-Tees Borough Council was formed 11 years ago in April 1996. Following the break-up of Cleveland County Council, the former borough council was reformed into a new unitary authority, incorporating former County Council functions. This included new responsibilities for Children's Services, Social Services and waste disposal. A new Chief Executive was appointed, who in partnership with the political leadership of the new Council set about a programme of service integration, modernisation and improvement. Running across this programme has been an ongoing commitment to national, regional and sub-regional working, to get the voice of Stockton and the sub-region heard, and hard work and significant input into regional and sub-regional strategy and policy development. We view this as an essential element of our community leadership role – this area has historically been underrepresented, under promoted and underestimated on a regional and national stage, and we believe that we have gone some way to address this historic imbalance and get a better deal for our local communities.

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

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

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

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

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

- Our leader chaired the Association of North East Councils
- Active membership of the Northern Way steering group, getting the Tees Valley city-region on the policy map
- Leadership of the regional Chief Executives group between 2002 and 2005
- Chair of the North East Improvement and Efficiency Partnership, a programme aimed at improving the working of councils across the North East
- In 2006/7, leading on preparation and presentation of the Tees Valley Development Plan business case to Central Government, and proposals for a Multi-Area Agreement.

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

- streamlined and focused management structures with increased delegation of responsibilities to individual Heads of Service and Service Managers which has built our organisational capacity
- a culture of 'distributed leadership', with leadership from the middle as well as the top of the organisation, including second tier and third tier managers which has significantly increased the numbers of senior officers who are leading and driving change
- a modernised political process with improved scrutiny, and longer term forward planning of key decisions which is shared by all political groups
- an enhanced Member Learning and Development Strategy with a focus on achieving chartered status.
- a focus on partnership working, with continual strengthening of our relationship with key public sector partners at both a strategic and operational level, including in particular the police, and PCT. This can be seen in our well-established joint commissioning process for children and adults services, at the leading edge of approaches nationally, and in our recent co-location of police and neighbourhood enforcement teams.
- a management development programme, with programmes of linked organisational learning and cultural change sessions for all third tier

managers (Setting the Standard) and Heads of Service (through Extended Management Team)

- most recently an organisation-wide competency framework applying to all staff and managers linked to a refreshed corporate vision and core values.
- the 'Customer First' programme has focused on cultural change within front-line services aiming to better understand, listen and respond to the Council's customers in our planning and delivery of services.

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

- Back office ICT systems have been modernised, including new payroll, procurement, financial and human resource systems
- The Access to Services strategy is in place and being rolled out, which is modernising our customer access arrangements, linked to a new accommodation strategy and the development of integrated customer services centres and a call centre.
- Strengthened core HR procedures have been put in place in 2005 and 2006 to deal with sickness, employee appraisal and development and grievances.
- A strategic approach to procurement has been introduced which in 2006 resulted in savings of £1.5 million, and contributed to the Council's achievement of its overall Gershon efficiency target of £4m.
- Core corporate governance standards and procedures, including schemes of delegation, risk management processes and business continuity planning have all been reviewed and improved.

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

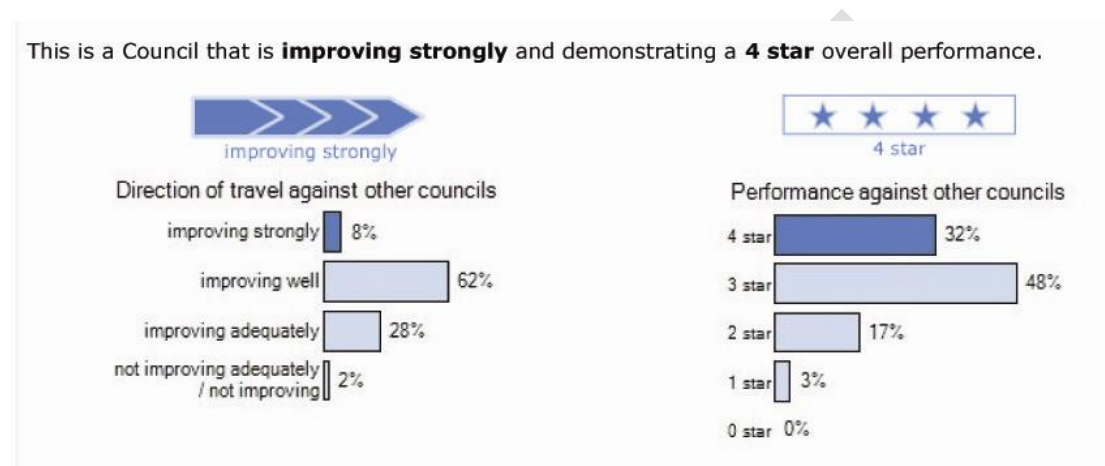
This improved organisational capacity and culture, linked to our strong community leadership, clear drive and focus towards service outcomes means that Stockton Council is a strong organisation, with highly motivated staff who are delivering improving public services. This plan focuses on how we can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

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

SECTION 5

Achievements

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

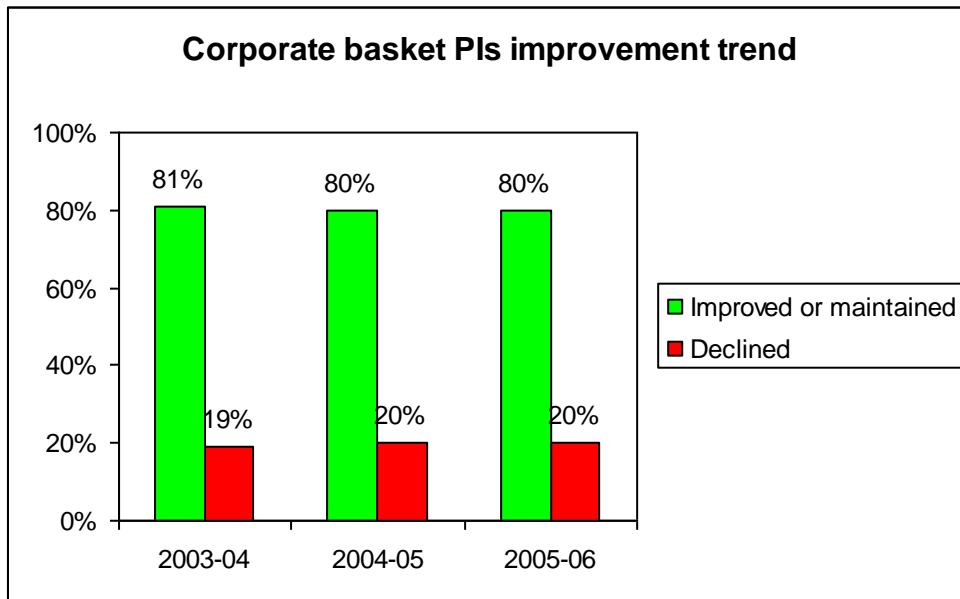


This Comprehensive Performance Assessment rating is made up of a series of service scores. Since last year our service ratings have improved across the board and we now have the highest number of top marks of any local authority nationwide. We score the top mark of 4 in 5 out of 8 key measurement areas.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

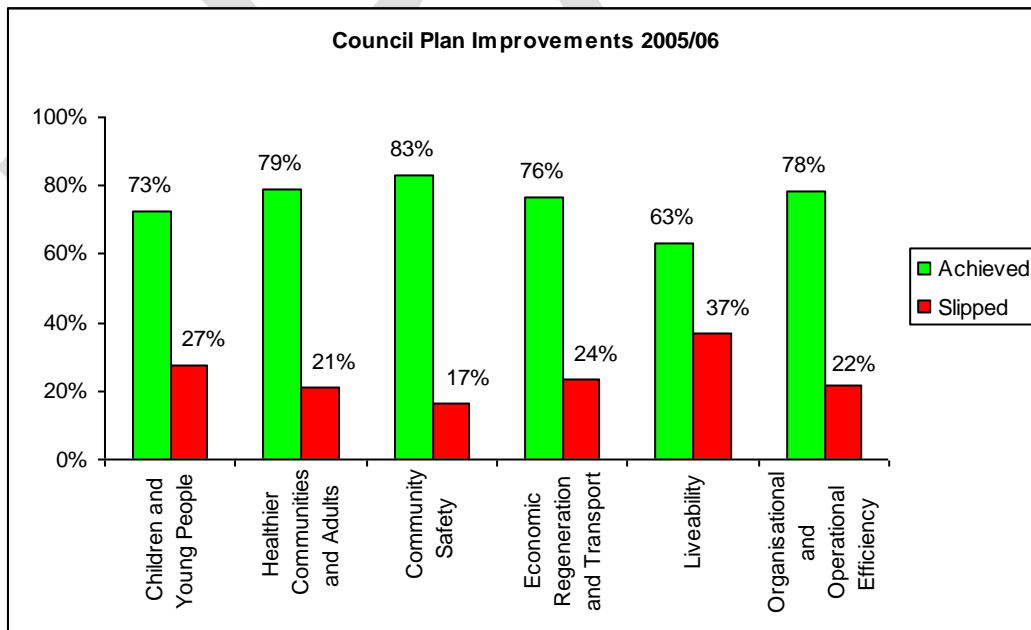
Service performance	Audit Commission assessment (out of 4)
Children's Services	4
Benefits	4
Housing	4
Use of Resources	4
Corporate Assessment (capacity of council)	4
Adults Care Services	3
Culture	3
Environment	3

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

achieve around 60% of the challenging performance stretch that we set in partnership with Central Government.



We are also achieving strongly on our Council Plan and consistently across our priority themes. In 2005/06 we achieved 75% of our service improvement objectives and 76% of our organisational objectives. This strong improvement trend is continuing in 2006/07.



The Council was shortlisted for the prestigious 2007 Local Government Chronicle awards in four categories, including Council of the Year, and won the IT and e-government award. We have a strong track record of achieving such recognition, having won finance team of the year twice as well as management team of the year.

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

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

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

Top Quartile
The percentage of citizens satisfied with the overall service provided by their council
Satisfaction with household waste collection
Satisfaction with waste recycling (local facilities)
Satisfaction with standards of cleanliness
Percentage of all council tenants stating that they are satisfied with the overall service provided by their landlord
Percentage of all council tenants stating that they are satisfied with opportunities for participation in management and decision making, in relation to housing services provided by their landlord
Second Quartile
Satisfaction with complaints handling
Satisfaction with the Planning Service by those making an application
Satisfaction with sports and leisure facilities
Satisfaction with libraries
Satisfaction with civic amenity waste disposal sites
Third Quartile
Satisfaction with museums and galleries
Satisfaction with theatres and concert halls
Bottom Quartile
Satisfaction with transport information
Satisfaction with buses
Satisfaction with parks and open spaces

Our organisational strength is demonstrated by:

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

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

- Presenting Tees Valley City Region governance and devolutionary proposals to the Secretary of State;
- Driving development of Advanced LAA and Multi-area agreement models integrating place-shaping at neighbourhood level, promising stronger, more coherent, local regeneration;
- Developing a new democratic model, the Directly Elected Executive, as an alternative to the mayoral model in authorities with multiple townships.

- Strong contribution to regional improvements – our Chief Executive chairs the North East Improvement Partnership for local government.
- Lead on Tees Valley Joint Strategy Unit Committee
- Our Director of Children, Education and Social Care is Chair of the joint regional meeting of directors of Children and Adults Services and Secretary to the National Association of Directors of Social Services
- We are active participants in the Beacon Council scheme and in 2006 obtained joint funding with Manchester City Council to set up Health Learning Networks in the North East and North West.
- Chair of North East Learning Network of Assistant and Deputy Chief Executives (2006/7)

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

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SECTION 6

Service Priorities

Children and Young People

There have been outstanding improvements in Children's services across the board. The latest educational results (summer 2006) demonstrate continued improvements building on significant improvements in 2005. KS1 performance continues to be above the national average; KS2 results ranked us as the most consistently improved LA over time in the country, as acknowledged by the Schools Minister; KS3 results improved over last year at all levels and in all subjects; and at KS4 the strong position achieved by last year's record increase has been further improved on. There continue to be no schools in special measures and only one primary school currently under a notice to improve. Of the 26 school inspections during 2005-06, 96% were judged satisfactory or better, 77% good or better and 15% outstanding, an overall improvement from the previous year. The LA priority of promoting diversity and inclusion in all schools is reflected also in inspection reports with all those inspected last year deemed to have appropriate policies and procedures in place. These inclusive practices are reflected in strong performance relating to pupil exclusions which remain significantly below comparator groups, and significant improvement in the percentage of permanently excluded pupils offered full time alternative education provision (from 75% in 2004/5 to 87% offered full time provision in 2005/6).

Children's Social Care has improved across a range of areas, for example: sustained reduction in the number of children on the child protection register for 2 years or more; improved stability of placements for children looked after; all child protection cases which should be reviewed were; the timeliness of initial and core assessments of children in need continued at higher levels than comparator groups.

The Council is making significant strides in meeting the requirements of the Children's Act. A strong commitment to partnership working is reflected in the operation of a Children's Trust Board, linked to the Local Strategic Partnership, and supported by thematic sub-groups. A Local Safeguarding Children Board is established. A commissioning unit, jointly funded by the Council and Primary Care Trust, is in place to co-ordinate commissioning activity for all Children' services and to support a range of pooled budget arrangements. An Integrated Services Strategy is rolling out, linked with the development of Extended School Clusters, the Children's Centre programme, and coterminous with Local Area Partnership boundaries. Integrated information sharing arrangements are progressing well, co-ordinated through a single Project Board: the integrated Children's system is being rolled out with a new database system provided by Careworks; and piloting of the Common Assessment Framework process is taking place; development of the Information Sharing Index is progressing.

Users of Education Services in Stockton-on-Tees remain highly satisfied with the services provided. Satisfaction with primary schools in 2006 was 88%,

nursery schools is 84% and secondary schools is 78%. School survey results which measure the satisfaction of headteachers with the Council's services were outstanding with 46 of the total of 76 questions in the upper quartile and only one in the lower quartile.

Our key priorities for 2007-2010 remain focused around the Every Child Matters 5 outcome framework, but within this we have highlighted specific objectives which need the attention of senior councillors and officers to drive forward. For 2007 – 2010 we are focusing on:

1	Reducing inequalities in health outcomes
2	Improving quality of support for children in care
3	Enhancing safeguarding arrangements with a focus on prevention
4	Raising standards of attainment across all key stages
5	Improving outcomes for vulnerable children, though developing integrated service areas
6	Developing the range of support, guidance and positive activities available to young people
7	Engaging parents, carers and children and young people in service development and review

Healthier Communities and Adults

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

- True cost of care has been implemented.
- Improving community equipment delivery and reduced Occupational Therapy waiting lists.
- There has been an increase in the number of Person Centred Plans completed over the last year for people with a learning disability.
- Achieved a “green rating” for our drugs action team, with improving drugs services being a key focus with the LAA.
- LPSA continues to drive our focus on a number of critical areas, including smoking cessation and the carers’ service, both of which are on track to achieve their challenging 2007 stretch targets.

- We gained additional beacon scheme funding to develop a North East Healthy Communities Learning Network, taking on a lead role in tackling some of the embedded health problems across the region.

Our key priorities for 2007-2010 focus on increasing independence and the voice and choice vulnerable adults have in their services, and on reducing health inequalities which are a significant issue in Stockton.

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

Community Safety

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

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

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

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

Economic Regeneration and Transport

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

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

- The continued development of the Stockton/Middlesbrough Initiative, including an iconic bridge scheme.
- Work on three town centres, Stockton-on-Tees, Billingham and Thornaby is ongoing. Demolition has started in both Billingham and Thornaby, while the plans for the Southern Gateway to Stockton-on-Tees have taken a big step forward with planning consent being given for a new food supermarket.
- At Mandale (Thornaby) the first new homes have been occupied as part of the regeneration of the estate. Masterplans have been prepared and development partners appointed at both Hardwick and Parkfield.
- Tees Valley Living secured £19million of funding from CLG for housing market restructuring across the Tees Valley including in Parkfield, and Stockton are continuing to lobby for more funding from the comprehensive spending review.
- Over 800 start-up businesses were established with support from the Business Link Programme in 2006/07 (over twice the targeted level) with over 30% being run by people from the most deprived wards in the Borough.
- The percentage of young people of school leaving age engaged in employment, training or education has risen from 64% in 2004/5 to 74% in 2006/07 and the number of people moving from incapacity benefit to paid work has almost doubled.
- Economic optimism is exceptionally strong and far above England average levels (28% of those surveyed in Stockton expect improvement compared to an English average of 11%).

A quarter of all residents (24%) feel that their local area has got better over the past two years, with twenty six per cent feeling it will continue to improve

in the next two years (a net change of plus twenty three percentage points since 2002). Key changes since 2004 reflect increased optimism around housing and shopping facilities. Residents in Central Stockton and Thornaby were most likely to cite housing issues, whilst those in Billingham and Thornaby are the most likely to highlight improved shopping facilities.

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

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

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

Liveability (including environment, housing and civic renewal)

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

- Less than 120 bin collections (out of 4,153,660) were missed in 2006/07 and only 3% of relevant land and highways fell below acceptable cleanliness levels.

- Household waste arisings being composted has improved further, building on a three-year improvement trend rising from 2.03% in 2003/04 to 4.88% in 2006/07.
- Stockton's Horticultural Services won the LGC Management Team of the Year award in 2006.
- Stockton won 10 awards in Northumbria in Bloom 2006, including the Whitbread Trophy for Best Town or City. In addition we were awarded a silver medal in National Britain in Bloom in September 2006.

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

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

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

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

- Our most recent survey data coming from the National resident satisfaction survey shows satisfaction with both housing management and opportunities for involvement are now at top quartile levels.

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

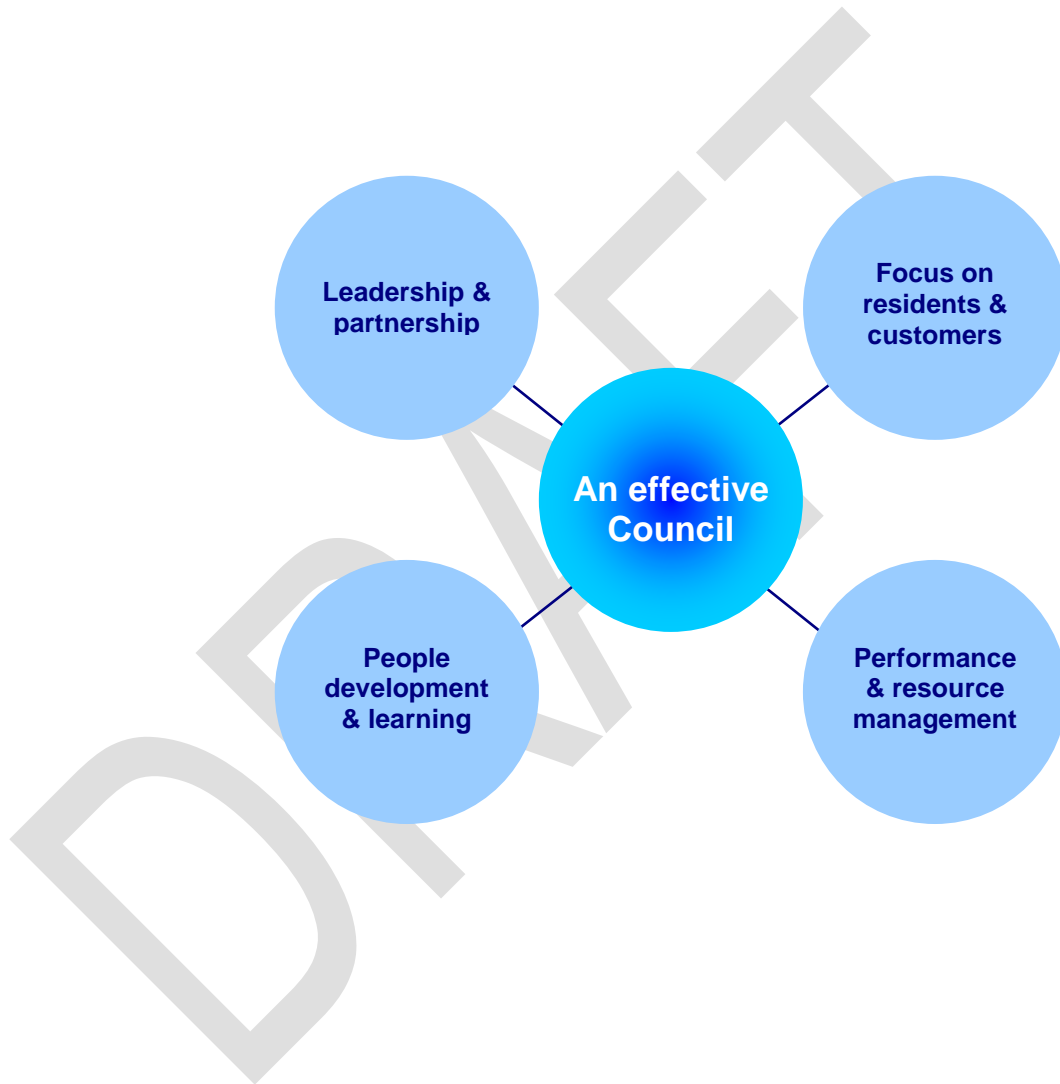
Our key priorities for 2007-2010 focus on a number of continuing areas such as improvements in housing, waste management, cleanliness and parks and open spaces, but there are two emerging priority objectives. The first, tackling climate change is a response to the overwhelming evidence of adverse impacts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

1	Improve the environment and tackle climate change
2	Sustainable waste management
3	Improved parks and open spaces
4	Improve housing quality and choice
5	Prevent homelessness

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

SECTION 7
Key organisational priorities

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



Leadership and effective partnerships

Leadership and accountability

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

Political and Managerial Partnership

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

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

Scrutiny

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

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

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

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

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

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

Distributed Leadership Model

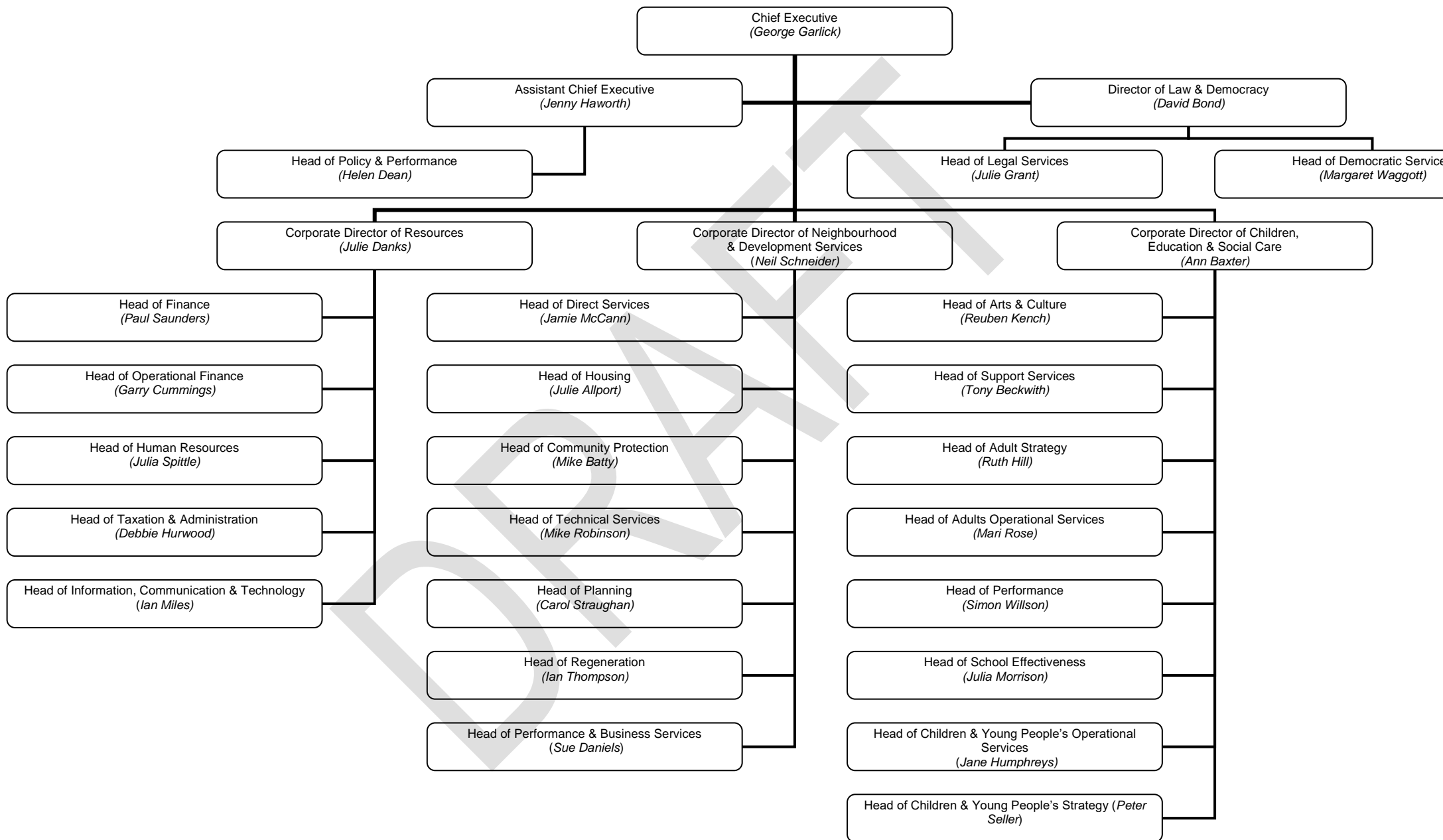
Managerially the council operates a distributed leadership model with a small Corporate Management Team focused on supporting Cabinet, developing corporate strategy and contributing to national, regional and sub regional policy. Heads of Service are responsible for the development and delivery of

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

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

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

Together the groups play a key role in the organisational development of the Council, enable greater joined up working and the sharing of knowledge and information across the council on common issues. Details of each Corporate Working group's achievements and work plans for 2007/08 can be found in annex 1.



Effective partnerships

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

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

Planning for the Future

The Council is an evolving organisation which constantly seeks to ensure it is fulfilling its role in the most effective way. The managerial structure of the council has evolved to meet the needs of the organisation. This type of organisational change has been through our “Planning for the Future” programme with an emphasis on ensuring that structures not only meet current and short term needs but also needs in the medium and longer terms providing stability to the organisation while anticipating change.

Planning for the Future 1 was completed in 2003 and focused on moving the organisation up the next improvement curve through a streamlined management team, new Heads of Service roles and increasing delegation to the new Heads of Service and organisational leadership from this tier. A Development Network for Heads of Service was set up which then led to a programme of organisational development to embed the new model, including a matrix of respective first and second tier roles, 360 degree appraisal for all Heads of Service and the set up of a Management Development Programme.

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

Planning for the Future 3 is underway focusing on enabling “leadership from the middle” – empowering third and fourth tier officers to make decisions, innovate and shape council policy and practice. Our Management Development programme forms part of the broad organisational development process that encourages the types of behaviours needed by managers to meet the current and future challenges of local government. Its purpose is to build a shared culture that engenders a continuous improvement philosophy and to enhance management capability, in order to strengthen the organisations ability and capacity to achieve its objectives.

Improvement Priorities

We have identified the following key objectives:

- Build organisational leadership and management capacity by:
 - Delivering the Extended Management Team and Setting the Standard programmes for 2007/08

- Reviewing the Management Development Programme in light of the work undertaken by the Improvement Partnership and Planning for the Future 3.
- Progressing Planning for the Future 3 (review management and leadership requirements and structures)
- Developing /sourcing training for managers in political sensitivity, harnessing innovation and business process re-engineering to enhance efficiency of organisation.
- Enhance Member development achieving Chartered status for Member Learning and Development
- Strengthening community leadership role of Stockton Renaissance (LSP) by
 - Developing a new Community Strategy
 - Implementing recommendations from peer review of Stockton Renaissance
 - Developing a revised Local Area Agreement
 - Developing a Community Cohesion Strategy
 - Implementing changes to LSP role and remit and the “duty to cooperate”
- Strengthening the Council’s approach to partnership working by continuing to roll out our programme of Partnership health checks and implementing the recommendations

Focus on residents and customers

Engaging local people

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

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

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

Understanding needs

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

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

Customer First

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

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

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

Improvement Priorities

We will continue to improve our performance in this area by:

- Implementing the Local Government White Paper:
 - Community Call for Action
 - Enhanced scrutiny of partners
 - Area based scrutiny
 - New executive leadership model
 - Enhanced Standards Committee role
- Implementing the recommendations of Ethical Governance audit light touch health check
- Meeting the requirements of the Electoral Administration Act
- Meeting the Electoral Commission performance standards
- Improve access to services by:
 - Completing Phase 1 of the Access to Services Programme
 - Developing and launching stage 2 of the Customer First Programme

Performance and Resource Management

Performance management and effective systems

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

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

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

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

Strong and embedded resource management

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

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

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

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

term financial plan position and the budget setting process includes consultation with all members via a seminar, drop in sessions and group meetings, prior to the relevant Cabinet and Council meetings. There have been lower levels of Council Tax increases in comparison with similar councils (27% since 2000/01 compared to a nearest neighbour average of 33.2%).

Improvement Priorities

Our key improvement objectives are to:

- Improve operational efficiency by:
 - Achieving efficiency targets highlighted by the Gershon review of public service efficiency
 - Developing the Stockton – Darlington partnership
 - Reviewing Medium Term Financial Plan (MTFP) in light of Comprehensive Spending Review 07
 - Undertaking Value for Money Reviews
 - Improving our approach to asset management
- Maintain Council's "4-star" CPA rating
- Further improve Council's performance management and programme management frameworks
- Improve ICT across the council by:
 - Develop a new ICT strategy
 - Enable employees to work flexibly through technology
 - Implement new firewall infrastructure
 - Design ICT architecture refresh
 - Build new ICT data centre
- Reduce sickness absence levels
- Strengthen approach to Information governance by:
 - Develop and implement programme of training in data quality to support data quality framework
 - Conduct a Records Management pilot project
 - Complete Records Audit to establish data baseline for developing Records Management System

People development and learning

People development

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

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

Learning

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

Improvement Priorities

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

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

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SECTION 8
Medium Term Financial Plan

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

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

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

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

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

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

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

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

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

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

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

These sums include significant funds for regeneration and housing renewal in the Borough as well as money for improving the way the Council provides its services, and improvements to its leisure facilities. The Council has also devolved a significant sum of money to ward councillors to be used for environmental improvements. Currently the Council is part way through a review of its accommodation needs. By identifying any under utilised assets the Council hopes to generate

capital receipts that will be used to supplement future capital programmes.

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SECTION 9
Improvement Action Plan

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Key improvement priorities 2007-2010

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

Children and Young People

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
1	Reduce inequalities in health outcomes for children and young people.	<ul style="list-style-type: none"> ▪ Reduce the under 18 conception rate through implementation of the Teenage Pregnancy Action Plan. ▪ Increase the number of schools achieving the Healthy Schools Standard. ▪ Reduce the impact of substance misuse through implementation of the Children and Young People Substance Misuse Action Plan ▪ Finalise the Transforming School Meals & Healthy Eating Strategy by April 2007 and implement 2007/09 action plan. 	<ul style="list-style-type: none"> ▪ BVPI 197 – Under 18 conception rate – reduce 1998 baseline of 48.3 per 1,000 by 50% by 2010. ▪ All schools to achieve the Healthy School Standard by December 2009 (75% by summer 2007). ▪ Increase the number of schools to achieve the Drugs Education Team Award: target of 80% by summer 2007 ▪ Halt the year on year rise in obesity among children under 11 by 2010. 	CESC CCYP CESC CCYP CESC CCYP CESC CCYP	CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's
2	Further	<ul style="list-style-type: none"> ▪ Increase access to more specialist 	<ul style="list-style-type: none"> ▪ % children in care with 3 or more placements 	CESC	CYPP

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

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

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		Partnership and draw up action plan during 2007/08.	<p>agreed during 2007/08</p> <ul style="list-style-type: none"> ▪ % of de-registrations that had been on the child protection register for 2+ years – reduce to < 6% by 2008/09 ▪ Sustain high level of performance in timely completion of core assessments and aim to achieve 90%+ by 2008/09. • Maintain re-registrations on the child protection register between 10-15%. 	<p>CCYP</p> <p>CESC</p> <p>CCYP</p> <p>CESC</p> <p>CCYP</p> <p>CESC</p> <p>CCYP</p>	<p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>
		<ul style="list-style-type: none"> • Respond to Scrutiny Review of Anti-bullying strategy and implement recommendations. 	<ul style="list-style-type: none"> ▪ Scrutiny review of Anti-Bullying work to be completed and action plan drawn up for 2008/09. 	<p>CESC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p>
4	Continue to raise standards in schools and improve levels	<ul style="list-style-type: none"> ▪ Deliver the Building Schools for the Future (BSF) programme. 	<ul style="list-style-type: none"> ▪ Wave 6 of the national BSF programme has the following timeline anticipated: Strategy for change developed by summer 2008; Outline Business Case by spring 2009; contracts agreed in 2011/12 and first school open in 	<p>CESC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
	of attainment and achievement across key stages for all children.	<ul style="list-style-type: none"> ▪ Sustain focus on improving achievement and standards across early years, primary and secondary and post 16 phases ▪ Continue focus on improving value added at Key Stage 3 through the LPSA2 target and the impact of the Secondary National Strategy. 	<p>2012/13.</p> <ul style="list-style-type: none"> ▪ Foundation Stage. Achievement in Early Learning goals: 59% in 2007 61% in 2008 ▪ Key Stage 2 (KS2) level 4 or above: <ul style="list-style-type: none"> - BV 40 - English 85% in 2007, 86% in 2008. - BV 41 - Maths 83% in 2007 and 86% in 2008 ▪ Key Stage 3 Level 5 or above: <ul style="list-style-type: none"> - BV 181a English 78% in 2007, 82% in 2008. - BV 181b - Maths 79% in 2007, 82% in 2008. - BV 181c - Science 76% in 2007, 80% in 2008. - BV 181d - ICT 76% in 2007 and maintain in 2008. ▪ Key Stage 3 average points score across the 3 core subjects 34.9 by summer 2007.(LPSA Target) ▪ Key Stage 4 Level 2 Threshold: 58.8% in 2007, 61.9% in 2008. ▪ KS4 average points score 364.4 in 2007, 378.4 in 2008. 	<p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p> <p>CECSC</p> <p>CCYP</p>	<p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p> <p>CYPP</p> <p>SIP: Children's</p>
			<ul style="list-style-type: none"> ▪ BV 45 - Pupil absence (% half days missed): 	CECSC	CYPP

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
			Primary - 4.74 % in 06/07 school year 4.79% in 07/08. <ul style="list-style-type: none"> ▪ BV 46 - Pupil Absence (% half days missed) Secondary 6.65% in 06/07 school year. And 6.60% in 07/08. ▪ Pupil Absence (% half days missed) Special Schools. 9.00% in 06/07 school year and 8.70% in 07/08 ▪ Maintain at 0 the number of LA maintained schools moving from level 3 of SRAS (Schools Requiring Additional Support) to an Ofsted inspection designation ▪ Maintain or reduce the number of permanent exclusions at no more than 23 per year. ▪ School Improvement Partner function to be implemented in Primary and Special Schools from April 2008. 	CCYP CESC CCYP CESC CCYP CESC CCYP CESC CCYP CESC CCYP	SIP: Children's CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's CYPP
		<ul style="list-style-type: none"> ▪ Implement and manage the School Improvement Partner function within the context of Stockton's school improvement framework as part of the national third wave roll out. ▪ Implement e-learning strategy across primary and secondary schools. ▪ Continue to review school organisation arrangements to secure sufficient school and nursery places. ▪ Revised school admissions 	<ul style="list-style-type: none"> ▪ From April 2007, implement e-learning strategy across primary and secondary schools. ▪ The proportion of parents receiving first choice 	CESC CCYP CESC CCYP	CYPP SIP: Children's CYPP SIP: Children's CYPP

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		arrangements to take account of 'fair access' requirements of the 2006 Education Act.	school place for their child to be sustained at a minimum of 98% in 2007/8 (Targets to be reviewed for 2009 onwards following implementation of new equal ranking arrangements.)	CCYP	SIP: Children's
5	Improve outcomes for vulnerable groups through improved access to local integrated support and services.	<ul style="list-style-type: none"> ▪ Roll out phases 1, 2 & 3 of the strategy for Integrated Children's Services. ▪ Undertake review of Services for Children with Complex Needs ▪ Continue the programme for increased access to Children's Centres. ▪ Complete the roll out of Extended School Programme 	<ul style="list-style-type: none"> ▪ Phase 1 to be implemented by end of 2007. Phase 2 and 3 to be implemented by 2009. ▪ Complex Needs Review completed and recommendations agreed by Children's Trust board by December 2007, with action plan to be implemented from April 2008 onwards. ▪ Access to Children's Centres available for the 30% most disadvantaged areas by March 2008, and for the whole Borough by 2010. ▪ All schools to meet the 'full core offer' required for extended schools by 2010. 	CESC CCYP CESC CCYP CESC CCYP CESC CCYP	CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's CYPP SIP: Children's
6	Develop the	<ul style="list-style-type: none"> • Establish an integrated Youth 	<ul style="list-style-type: none"> • % 16 – 18 yr olds NEETs (not in 	CCYP	SIP: Children's

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
	range of support, guidance and positive activities available to young people.	<p>Support service, as part of the rollout of integrated services programme.</p> <ul style="list-style-type: none"> • Further develop outreach facilities including youth cafes and a youth bus. • Develop a new play strategy and action plan. • Develop a multi agency Young Persons Homelessness Strategy • Review current Youth Information and Advice services to inform future commissioning decisions. • Improve facilities at playing pitches for youths and young people. 	<p>employment, education and training) to be reduced to a target of 7.9% by 2010.</p> <ul style="list-style-type: none"> • 70% of vulnerable young people reaching statutory school leaving age between June 2004 and June 2007 to be engaged in education, employment or training for at least 16 hours in any week during November 2007. • Play Strategy and action plan agreed by Summer 2007 with implementation during 2008. • Increase junior visits to leisure centres by at least 2% by March 2008 (baseline 41,000 in 2005/6) • Young Persons Homelessness Strategy developed and agreed by December 2007. • Cease the use of Bed and Breakfast Accommodation for 16 and 17 year olds by 2010. • A 5 year improvement plan for playing pitches is developed in conjunction with friends groups, clubs and associations by June 2008. 	<p>CEC CCYP</p> <p>CEC CCYP</p> <p>DNS CALC</p> <p>CEC/DNS CCYP</p> <p>DNS CALC</p>	<p>CYPP SIP: Children's</p> <p>CYPP SIP: Children's</p> <p>Tees Active Business Plan</p> <p>CYPP Homeless Strategy SIP: Children's Housing</p> <p>SIP: Direct Services</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
7	Ensure parents, carers (incl. young carers), children and young people are actively engaged in service development and review.	<ul style="list-style-type: none"> <li data-bbox="495 280 1068 411">▪ Embed the PIC network in service planning, consultation and review systems as part of the Corporate Consultation strategy. <li data-bbox="495 451 1068 515">▪ Extend direct payments for children and young people with a disability. 	<ul style="list-style-type: none"> <li data-bbox="1090 280 1762 411">▪ All partnership groups linked to the CTB are able to demonstrate engagement with parents, carers, children and young people as appropriate. <li data-bbox="1090 451 1762 582">▪ The number of direct payments to families and carers of children and young people will increase from the 2006 baseline of 29 to 50 by 2008. 	<p data-bbox="1843 280 1930 304">CESC</p> <p data-bbox="1843 344 1930 368">CCYP</p> <p data-bbox="1843 451 1930 475">CESC</p> <p data-bbox="1843 515 1930 539">CCYP</p>	<p data-bbox="2069 280 2157 304">CYPP</p> <p data-bbox="2016 344 2210 368">SIP: Children's</p> <p data-bbox="2069 451 2157 475">CYPP</p> <p data-bbox="2016 515 2210 539">SIP: Children's</p>

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Healthier Communities and Adults

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

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

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

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

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

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> <li data-bbox="495 280 1068 344">▪ Establish Centre for International Street Arts as a permanent local facility. <li data-bbox="495 485 1068 580">▪ Further development of the Cultural Quarter to strengthen the arts infrastructure. <li data-bbox="495 721 1068 849">▪ Develop the strategy for the future development of the Library Service and sustain progress on Public Library Service Standards. <li data-bbox="495 973 1068 1037">▪ Complete work on improvements to Preston Hall Museum by 2008/09 <li data-bbox="495 1098 1068 1193">▪ Further develop the 'Museum on the move' to support a community programme. 	<ul style="list-style-type: none"> <li data-bbox="1090 280 1762 344">▪ Permanent Street Arts Centre established by 2009. <li data-bbox="1090 485 1762 549">▪ Advice, support and training provided for 50 Art businesses by 2010. <li data-bbox="1090 721 1762 785">▪ Library Review completed and strategy agreed by December 2007. <li data-bbox="1090 861 1762 925">▪ Sustain 9 out of 10 Public Library Standards in 2007/08. <li data-bbox="1090 1034 1762 1129">▪ BV 170a - Number of visits to and usage of museums to increase to 630 per 1,000 population in 2007/08. 	<ul style="list-style-type: none"> <li data-bbox="1807 280 1942 312">CESC <li data-bbox="1807 344 1942 376">CALC <li data-bbox="1807 485 1942 517">CESC <li data-bbox="1807 549 1942 580">CALC <li data-bbox="1807 721 1942 753">CESC <li data-bbox="1807 785 1942 817">CALC <li data-bbox="1807 973 1942 1005">CESC <li data-bbox="1807 1037 1942 1069">CALC 	<ul style="list-style-type: none"> <li data-bbox="2036 280 2192 344">Leisure Strategy <li data-bbox="2036 376 2192 440">SIP: Arts & Culture <li data-bbox="2036 485 2192 549">Leisure Strategy <li data-bbox="2036 580 2192 644">SIP: Arts & Culture <li data-bbox="2036 721 2192 785">Leisure Strategy <li data-bbox="2036 817 2192 880">SIP: Arts & Culture <li data-bbox="2036 973 2192 1037">Leisure Strategy <li data-bbox="2036 1069 2192 1133">SIP: Arts & Culture

Community Safety

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
14	Reduce Crime and the fear of Crime	<ul style="list-style-type: none"> ▪ Deliver Community safety priorities in partnership with Safer Stockton partnership ▪ Develop policies to design out crime in new planning developments. 	<ul style="list-style-type: none"> ▪ Reduce total crime by 15% from the 2003/04 baseline of 20534 by March 2008 ▪ Achieve 80% of targets in the community safety plan by March 2008 ▪ Policies included in the Core Strategy Local Development Framework adopted by October 2009 and Residential Design Guide SPD adopted and implemented by January 2009 ▪ BV 215a - Non-DNO street light faults repaired in 4.5 days 	DNS CCSP CSIN DNS CCSP CSIN DNS CCSP CSIN	CS Plan SIP: Community Protection LDF SIP: Planning CS Plan SIP: Technical Services
15	Reduce anti-social behaviour and offensive incidents	<ul style="list-style-type: none"> • Tackle and prevent anti-social behaviour and offensive incidents 	<ul style="list-style-type: none"> • Reduce re-offending rates amongst young offenders (LPSA 4) • BV 174 – The number of racial incidents recorded by the Authority per 100,000 population 	CESC CCYP CSIN DNS CCSP CSIN	CS Plan Youth Justice Plan SIP: Community Protection

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> ▪ Develop Domestic Violence Strategy. ▪ Deliver the Respect Action Plan 	<ul style="list-style-type: none"> • BV 175 – The percentage of racial incidents that resulted in further action • Domestic Violence Strategy to be in place by March 2008. • Maintain satisfaction rating of anti-social behaviour service as excellent or good service at 88%. • Increase number of assisted arrests arising from CCTV monitoring by 5% per year from baseline of 156 by March 2008 (181 in 2007/08) 	DNS CCSP CSIN DNS CCSP CSIN DNS CCSP CSIN DNS CCSP CSIN	SIP: Community Protection CS Plan SIP: Community Protection CS Plan SIP: Community Protection CS Plan SIP: Community Protection
16	Reduce the impact of drug and alcohol misuse on our communities	<ul style="list-style-type: none"> ▪ Reduce alcohol-related anti social behaviour by children and young people 	<ul style="list-style-type: none"> ▪ Undertake at least 10 test purchases a year 	DNS / CESC CASH	DAT Plan SIP: Adults, Community Protection

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> ▪ Increase effective action against supply of drugs and alcohol. 	<ul style="list-style-type: none"> ▪ Number of arrests for class A supply offences increased by 5% per year from baseline of 139. 	<p style="text-align: center;">DNS CCSP</p>	<p style="text-align: center;">DAT Plan CS Plan SIP: Community Protection</p>
17	Ensure our residents are safe	<ul style="list-style-type: none"> ▪ Promote a fair and equitable market place providing protection for consumers ▪ Reduce Road Casualties through road safety schemes ▪ Provide targeted cycling, walking, driver and motorcycling training programmes. 	<ul style="list-style-type: none"> ▪ Carry out 100% of inspections of high risk premises. ▪ Deliver Trading Standards Delivery Plan by March 2008 ▪ Deliver Food Safety enforcement Plan by March 2008 ▪ 98% of programmed LTP schemes are delivered. ▪ BV 165 - 100% of pedestrian crossings to have facilities for disabled people by 2008 	<p style="text-align: center;">DNS CCSP DNS CCSP DNS CRT DNS CRT</p>	<p style="text-align: center;">SIP: Community Protection SIP: Community Protection SIP: Community Protection Local Transport Plan SIP: Technical Services Local Transport Plan SIP: Technical Services</p>

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> ▪ Be prepared to respond to Emergency situations 	<ul style="list-style-type: none"> ▪ Develop the Tees Valley Road Safety Partnership with Police and Highways Agency by September 2007 ▪ Numbers trained: Cycle Training: 1050 by March 2008 Motor Cycle: 370 by March 2008 Driver Training: 230 by March 2008 ▪ Council's major incident Response Plan is reviewed and updated annually. 	DNS CRT DNS CRT DNS CAII	Local Transport Plan SIP: Technical Services Local Transport Plan SIP: Technical Services SIP: All

Economic Regeneration and Transport

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
18	Support an economy which attracts investment and promotes business growth	<ul style="list-style-type: none"> ▪ Work with key stakeholders to attract visitors to Stockton Town Centre as lively and safe destination to shop and visit. ▪ Encourage and support residents to start their own business ▪ Develop a comprehensive Development Strategy for the Borough 	<ul style="list-style-type: none"> ▪ Increase number of visitors/enquiries to Stockton Tourist Information Centre by 500 per year to 44,000 in 2007/08 and 44,500 in 2008/09 ▪ Increase satisfaction with Stockton Markets from the 2005 baseline of 52% to 57% by March 2008 ▪ Develop a programme of events on and around the high street by March 2008 ▪ Increase number of VAT registrations from 3130 (in 2005) to 3165 by April 2008 ▪ Guidance updated and included in Local Development Framework Core Strategy by October 2009 	<p>DNS CALC</p> <p>DNS CRT</p> <p>DNS CALC</p> <p>DNS CRT</p> <p>DNS CRT</p>	<p>SIP: Regeneration & Economic Development</p> <p>SIP: Regeneration & Economic Development</p> <p>SIP: Regeneration & Economic Development</p> <p>SIP: Regeneration & Economic Development</p> <p>LDF SIP: Planning</p>

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

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

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
			<ul style="list-style-type: none"> ▪ Area transport model developed by March 2008 	DNS CRT	Local Transport Plan SIP: Technical Services
		<ul style="list-style-type: none"> ▪ Develop Stockton Middlesbrough Initiative Road Network Action Plan ▪ Improve accessibility for work, leisure, retail and health via transport links, through development of Tees Valley Bus Network review. 	Transport Action Plan developed by March 2008 <ul style="list-style-type: none"> ▪ BV224b – un-classified roads requiring maintenance to be at 9% or below by March 2008 ▪ BV223– Principal Roads requiring structural maintenance to be at 12% or below by March 2008 ▪ Tees Valley bus network bid to be submitted to GONE/DfT for programme entry by July 2007. 	DNS CRT DNS CRT DNS CRT	Local Transport Plan SIP: Technical Services Local Transport Plan SIP: Technical Services Local Transport Plan SIP: Technical Services

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

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Liveability (including environment, housing and civic renewal)

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

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

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

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
27	Deliver quality and choice in the housing market and address housing market failure	<ul style="list-style-type: none"> <li data-bbox="501 284 1061 443">▪ Increase access to quality and affordable accommodation through: provision of decent council properties and advice and assistance on housing benefit issues <li data-bbox="501 1015 1021 1075">▪ Progress Regeneration of Hardwick, Parkfield and Mandale 	<ul style="list-style-type: none"> <li data-bbox="1097 284 1711 379">▪ BV 184a - Reduce number of non-decent council owned properties to 23% by March 2008 and 0% by 2010/11 <li data-bbox="1097 590 1756 686">▪ BVPI 78 a - Average time taken for all Housing Benefit and Council Tax Claims (HB & CTC) submitted reduced to 29 days in 2007/08. <li data-bbox="1097 756 1756 884">▪ BVPI 78 b - Average processing time taken for all written notifications of changes to a HB/CTC claimants circumstance that require a new decision reduced to 9 days in 2007/08. <li data-bbox="1097 916 1711 976">▪ Implement choice based lettings scheme by 2010 <li data-bbox="1097 1015 1742 1075">▪ At least 44 homeowners in regeneration areas benefit from home ownership schemes <li data-bbox="1097 1107 1711 1168">▪ Demolish 677 obsolete houses in Hardwick, Parkfield and Mandale by March 2010. 	<ul style="list-style-type: none"> <li data-bbox="1854 284 1917 309">DNS <li data-bbox="1863 347 1908 373">CH <li data-bbox="1854 590 1917 616">DNS <li data-bbox="1863 654 1908 679">CH <li data-bbox="1854 756 1917 782">DNS <li data-bbox="1863 820 1908 845">CH <li data-bbox="1854 916 1917 941">DNS <li data-bbox="1863 979 1908 1005">CH <li data-bbox="1854 1107 1917 1133">DNS <li data-bbox="1863 1171 1908 1197">CH 	<ul style="list-style-type: none"> <li data-bbox="2024 284 2204 344">Tristar Business Plan <li data-bbox="2024 383 2204 408">SIP: Housing <li data-bbox="2024 622 2204 647">SIP: Housing <li data-bbox="2024 788 2204 813">SIP: Housing <li data-bbox="2024 948 2204 973">SIP: Housing <li data-bbox="2024 1139 2204 1165">SIP: Housing
			<ul style="list-style-type: none"> <li data-bbox="1097 1216 1711 1276">▪ Increase the % of voluntary and community governance agreements to 75% by 2010. 	<ul style="list-style-type: none"> <li data-bbox="1854 1216 1917 1241">DNS <li data-bbox="1863 1279 1908 1305">CH 	<ul style="list-style-type: none"> <li data-bbox="2024 1248 2204 1343">SIP: Regeneration and Economic

No	Objective	Change or improvement priority actions	Targets / success criteria	Responsible	Plan Link
		<ul style="list-style-type: none"> ▪ Develop housing policies in Local Development Framework Core Strategy and Regeneration DPDs to encourage affordable and special needs housing 	<ul style="list-style-type: none"> ▪ Core Strategy adopted by October 2009, ▪ Regeneration DPD by April 2010 	DNS CH DNS CRT	Development LDF Housing Strategy SIP: Housing LDF SIP: Planning
28	Prevent homelessness.	<ul style="list-style-type: none"> ▪ Undertake strategic review of Homelessness in the Borough, including preventative measures. ▪ Review temporary accommodation provision in the Borough and develop action plan. 	<ul style="list-style-type: none"> ▪ Homelessness strategic action plan in place by April 2008 • BVPI 213 - no. of households who consider themselves homeless who approached LA council advice and for whom housing advice casework intervention resolved their situation – 105 by March 2008. • BVPI 183a - reduce average length of stay in B&B accommodation of households which include dependent children or a pregnant woman to 1.5 weeks in 2007/08. • BVPI 183b - Average length of stay in hostel accommodation of households which include dependant children or a pregnant woman to 8 weeks in 2007/08. 	DNS CH DNS CH DNS CH	SIP: Housing SIP: Housing SIP: Housing SIP: Housing

Organisational and operational effectiveness – Focus on Residents and Customers

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

Organisational and operational effectiveness – Leadership and effective partnerships

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

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

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

Organisational and operational effectiveness – Performance and Resource Management

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

No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
		<ul style="list-style-type: none"> ▪ Review Medium Term Financial Plan (MTFP) in light of Comprehensive Spending Review 07 ▪ Undertake Value for Money Reviews 	<ul style="list-style-type: none"> Complete MTFP review by March 2008. ▪ 2007/08 programme of Value for Money reviews complete by May 2008. 	<p>Resources, All CL</p> <p>Resources, All CL</p>	<p>SIP: Resources</p> <p>SIP: Finance, All</p>
37	<p>Improve Council's performance and programme management frameworks</p>	<ul style="list-style-type: none"> ▪ Re-launch the project management framework ▪ Develop project management training ▪ Integrate project monitoring into the Council's Performance Management Framework 	<ul style="list-style-type: none"> ▪ Revised Project Management Framework in place May 07 ▪ Revised training for project management developed by June 07 ▪ Performance Management Framework updated to include monitoring of key projects by July 07 	<p>Resources, PPC, CL</p> <p>Resources, PPC CL</p> <p>Resources, PPC, All CL</p>	<p>SIP: Resources</p> <p>SIP: Resources</p> <p>SIP: Resources</p>
38	<p>Strengthen Council's approach to information governance</p>	<ul style="list-style-type: none"> ▪ Develop and implement programme of training in data quality to support data quality framework 	<ul style="list-style-type: none"> ▪ 90% staff responsible for data quality trained 	<p>POG Resources</p> <p>CDL</p>	<p>SIP: Resources</p>

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

		<ul style="list-style-type: none"> Build new ICT data centre 	<ul style="list-style-type: none"> ICT data centre built during 2008/09 	Resources; CDL	SIP: Resources
41	Reduce sickness absence levels	<ul style="list-style-type: none"> Reduce sickness absence by half a day per year (per full time employee) over the next 2 years 	<ul style="list-style-type: none"> BV12: <ul style="list-style-type: none"> 2007/8 Reduce by half a day based on out-turn 2006/7 2008/9 Reduce by half a day based on out-turn 07/08 	All CDL	SIP: All

Organisational and operational effectiveness – People development and learning

No	Objective	Change or improvement priority actions	Target / success measures	Responsible	Plan Link
42	Improve employment practices and staff involvement	<ul style="list-style-type: none"> Complete job evaluation and develop new pay and grading structure and review Part 3 (Single Status) terms and conditions. Review and update People Strategy. Review and update Council wide Workforce Development Strategy. 	<ul style="list-style-type: none"> Complete pay and grading for Job Evaluation by December 2007. People Strategy agreed by September 2007. Workforce Development Strategy agreed by October 2007 	Resources All CDL Resources, HRSG CDL Resources HRSG CDL	SIP: Resources SIP: Resources SIP: Resources
43	Ensure employees	<ul style="list-style-type: none"> Implement new competency framework and employee appraisal scheme 	<ul style="list-style-type: none"> Competency framework and new appraisal scheme applied to over 90% of employees at all 	All	SIP: All

	have knowledge, skills and tools to improve performance	<ul style="list-style-type: none"> Develop a training and development programme to deliver core competencies. 	<p>levels in 2007/08</p> <ul style="list-style-type: none"> Training and development programme in place by April 2007 	<p>CDL</p> <p>Resources</p> <p>CDL</p>	<p>SIP:</p> <p>Resources</p>
44	Value diversity in our people	<ul style="list-style-type: none"> Publish second edition of Single Equality Scheme in April 2007 	<ul style="list-style-type: none"> 90% actions within the single equality scheme for 2007/08 delivered 	All	SIP: Business Development
		<ul style="list-style-type: none"> Develop and deliver diversity training to officers and Members 	<ul style="list-style-type: none"> Diversity training delivered to all 1st, 2nd and 3rd tier officers and 10% other staff 	All	Single Equality Scheme
			<ul style="list-style-type: none"> All new Members to receive Diversity training as part of induction by December 2007. Ongoing diversity training programme for Members in place by April 2008. 	All	SIP: PPC
		<ul style="list-style-type: none"> Achieve Level 3 of Equality Standard for Local Government. 	<ul style="list-style-type: none"> BV 2a - Level 3 of Equality Standard achieved by 2009. 	All	SIP: PPC

CORPORATE WORKING GROUPS

Corporate Governance

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

Key achievements over the last year include:

- Developed an agreed definition of 'corporate governance' for the Council.
- Established an approach to Information Governance.
- Carried out a self-assessment against the Public Sector Good Governance Framework.
- Established Terms of Reference and Constitution of the Audit Committee.
- Produced a "Chart of Governance" which identifies the key organisational policies and procedures which link to corporate governance.
- Reviewed the Council's approach to risk management.
- In addition, representatives from the Group have joined with Policy Officers and Procurement Corporate Groups in the development of a Partnership Strategy and health check toolkit. The latter is currently being piloted.

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

Human Resource Strategy

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

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

ICT Strategy

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

Over the coming year the group will:

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

Access to Services

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

The Access to Services Steering Group was set up :

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

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

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

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

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

Procurement

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

Its key achievements over the last year include:

- Updated the Procurement Strategy and aligned the strategy to assist delivery of the Community Strategy objectives. The strategy is based on an improved understanding of the council and its' partners requirements.
- e-Procurement – the continuing roll out of a Procure to Pay system
- Re-launch of the Corporate Credit Card – over 50 users of cards for low value one off items and for travel and subsistence
- Development of a business plan for an electronic marketplace
- Reduction of invoice numbers and improvement of payment performance
- Reviewed and updated the requirement for performance bonds in contracts over £200k
- Carried out detailed spend analysis to determine who, where and what se spend money on which has allowed us to focus on aggregation where appropriate.
- Reduced non-contracted spend to ensure the Council is achieving value for money.
- Carried out a skills audit and provided training across the Council facilitated by the 4P's.
- Increased awareness of and use of fairtrade products.

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

Policy Officers

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

of other corporate working groups to develop a refreshed approach to project management and a methodology for Value for Money service reviews.

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

Capital and asset management group

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

- A refreshed, up to date Capital Strategy more closely linked to Council priorities and supported by a medium term (3 year) capital plan. The strategy and plan are based on an improved understanding of the council's capital requirements
- An improved framework for planning individual projects and programmes for incorporation into the plan
- Improved identification and monitoring of potential capital receipts and an improved capital budget structure that will enable improved performance monitoring
- The initiation of a number of property reviews where property assets could be utilised differently.

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

Diversity Group

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

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

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

Index of abbreviations

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

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

Council Service Groupings

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

Cabinet Responsibilities

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