Council Plan 2008-2011

Foreword

There is a level of optimism about the borough 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 with local people and our public, private and voluntary sector partners, to sustain this improvement. Our Sustainable Community Strategy sets out our joint vision and priorities for the local area, and this Council Plan focuses on Stockton-on-Tees Borough Council's contribution to our shared vision. For the next three years a number of goals are of particular importance.

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

Regeneration remains a key priority, and we have seen significant improvements to Stockton 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 has begun 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 continue the transformation of the riverside area and contribute to local employment, housing, and quality of life.

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

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

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

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

This plan sets out the key improvements we want to make over the next three years. At its heart of is a programme of cultural change, 'Planning for the Future', which has been running for six years. It includes comprehensive leadership and management development which supports a series of organisational improvement projects. Particularly important is the development of improved access to services and customer care. Our 'Access to Services' and 'Customer First' strategies, and the implementation of electronic service delivery options are enabling improvement in how we interact with local people. 2008-11 will also see the development and implementation of our "workwise" programme which will ensure that we realise the potential of the organisation through more effective use of our key assets such as our employees, technology and buildings. These programmes will ensure that Stockton-on-Tees Borough Council is an organisation that is fit to deliver the challenging improvement agenda we have set ourselves.

Leader of the Council   **Chief Executive**

SECTION 1

Purpose, Vision and Priorities

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

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

Who is the Plan for?

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

Vision for the Borough

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

Economic Regeneration and Transport

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

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

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

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

Children and Young People
Our vision across the whole borough is that no child is left behind and that all grow up in loving, stable and safe environments, having the opportunities to achieve their full potential. We will help our children and young people be healthy by tackling childhood obesity, reducing teenage conception rates, reducing substance misuse and helping to support and develop emotional and mental health. It is vitally important that children and young people grow up in a caring environment which ensures they stay safe at all times, this is particularly important for children looked after by the local authority and

ensuring their long term stability is a key priority as is supporting them into education, employment or training on leaving care. Helping our young people, but particularly those from more disadvantaged areas, enjoy and achieve is a key priority. We will support all our young people to meet their full potential by providing a wide range of educational opportunities. Making a positive contribution is important to our young people and we will seek to continually develop our positive activities and facilities for young people making them as accessible, challenging and enjoyable as possible. Finally we will help our young people achieve economic well-being, eliminating poverty for young people and helping school leavers to access further education, employment and training.

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

Stronger Communities
Our vision is for a stronger and more cohesive society where there is a common sense of belonging for all communities and one where the diversity of people's backgrounds is appreciated and positively valued, where there is strong community involvement in public life and where there is a strong and vibrant community and voluntary sector. We will seek to increase community pride, promote equality of opportunity and reduce tension and myth bust to help all our communities to continue living peacefully. Also we will ensure financial inclusion for all residents to ensure they are not denied any of the opportunities our increasingly vibrant borough is offering.

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

Arts, Leisure and Culture

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

Improvement objectives

Section 7 of the Council Plan sets out key objectives and targets to support delivery of this vision over the next three years as well as how we will develop as an organisation. Objectives have been carefully selected as those requiring the most significant leadership and senior management focus over the coming three years, based on:

▪ The priorities of local people measured through a series of comprehensive biennial residents' surveys and other survey and consultation work with residents.
▪ The views of Elected Members on Council priorities
▪ The changing demographic make up of the borough
▪ National policy priorities
▪ Regional and Tees Valley policy frameworks
▪ Systematic review of performance
▪ The consultation that informed the development of the Sustainable Community Strategy and Local Area Agreement.

SECTION 2

Partnership Planning Framework

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

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

In 2005 Renaissance signed a Local Area Agreement (LAA) with central government. Our new LAA for 2008-11 forms the three year delivery plan for the Sustainable Community Strategy. The Local Public Services Board will continue to support the Renaissance Board in developing and driving forward the improvement agenda for the area. As it brings together key senior officers from within public services in the Stockton area it is supporting Renaissance in developing shared approaches to cross cutting public policy challenges.
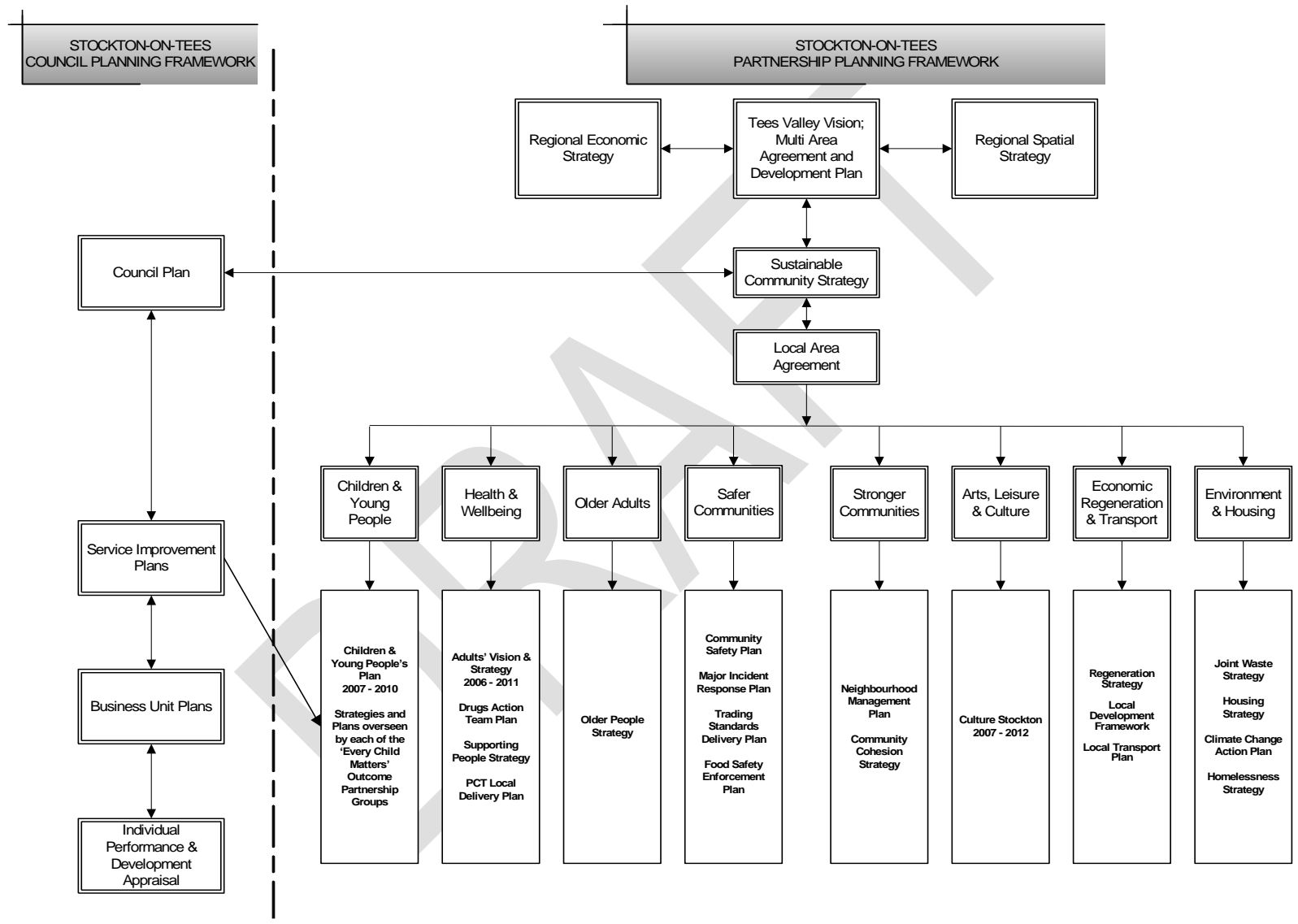
Sitting underneath the Sustainable Community Strategy and LAA Outcome Framework, are a series of thematic strategies and plans relating to the delivery objectives of each priority improvement theme (diagram 1 page 9). The Council Plan also links in and sets out the Local Authority's change priorities to deliver its contribution to the Sustainable Community Strategy and thematic plans. We will deliver our priorities through a series of key service improvement objectives and organisational change programmes which are resourced within our Medium Term Financial Plan (section 6). The Council's Cabinet and Senior Management Team will lead delivery and monitoring.

Council Planning Framework

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

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

STOCKTON-ON-TEES COUNCIL PLANNING FRAMEWORK

STOCKTON-ON-TEES PARTNERSHIP PLANNING FRAMEWORK

Regional Economic Strategy ↔ Tees Valley Vision; Multi Area Agreement and Development Plan ↔ Regional Spatial Strategy

Council Plan ↔ Sustainable Community Strategy

Local Area Agreement

Service Improvement Plans

Business Unit Plans

Individual Performance & Development Appraisal

Children & Young People

Children & Young People's Plan 2007 - 2010

Strategies and Plans overseen by each of the 'Every Child Matters' Outcome Partnership Groups

Health & Wellbeing

Adults' Vision & Strategy 2006 - 2011

Drugs Action Team Plan

Supporting People Strategy

PCT Local Delivery Plan

Older Adults

Older People Strategy

Safer Communities

Community Safety Plan

Major Incident Response Plan

Trading Standards Delivery Plan

Food Safety Enforcement Plan

Stronger Communities

Neighbourhood Management Plan

Community Cohesion Strategy

Arts, Leisure & Culture

Culture Stockton 2007 - 2012

Economic Regeneration & Transport

Regeneration Strategy

Local Development Framework

Local Transport Plan

Environment & Housing

Joint Waste Strategy

Housing Strategy

Climate Change Action Plan

Homelessness Strategy

SECTION 3

Understanding the Borough

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

Stockton-on-Tees is 204 sq km in size with a population of 189,100[1]. The residents live in 76,900 households. Population density is 927 people per square kilometre. The population within Stockton-on-Tees has risen by 7.9% since the 1991 Census, compared with the North East average of a 1.8% fall.

Age Breakdown (rounded)

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

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

Resident Population

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

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

The Borough has a unique social and economic mix, with areas of disadvantage situated alongside areas of affluence. Measuring deprivation against the Government's Index of Multiple Deprivation (2007), 33 of our 117 Super Output Areas (SOAs) are amongst the worst 20% nationally, 12 within the most deprived 10% in England. Whilst 26 of our SOAs fall within the top 20% of most affluent wards nationally, 6 are within the top 10% in England. Encouragingly, since the 2000 index there has been a clear improvement in the number of households living in the most deprived areas, a fall of nearly 14,407 households in the worst 10% nationally (a 57% reduction). The improvement is represented by a reduction in the red areas on the maps overleaf.

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

Index of Multiple Deprivation 2000

Index of Multiple Deprivation 2007
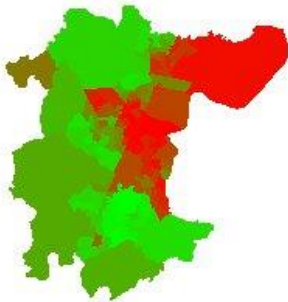
The 2004 revision of the Community Strategy identified 36 indicators for measuring quality of life and progress against the long term vision that the Council has for the local area. Stockton on Tees Borough is improving across the environment sector, the community safety and wellbeing aspect, health, economic regeneration, education and lifelong learning and culture and leisure services in comparison to the regional averages and against the national picture. Also the gap has narrowed both in terms of across the most deprived and affluent parts of the community and this shows that targeted service provision by the Council is improving the quality of life more rapidly for the most disadvantaged residents.

Despite the borough's levels of deprivation, a survey carried out in 2006 showed residents were more satisfied with the Borough as a place to live than they had been since 1998 (84% satisfied in 2006). In addition, more people feel that their area is likely to improve over the next couple of years and there is greater optimism in the most disadvantaged areas of the borough.

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

Recent increases are projected to continue and the profile of the population will change dramatically as supported by projected figures from the Office of National Statistics.

Age Group	Stockton 2006	Stockton 2029
19 Years and under	48,000	46,100
20 to retirement	108,300	110,100
Retirement and over	33,100	53,800

Source: Revised 2004-based Subnational population projections, **Office for National Statistics.**

There has also 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. Alongside this we have increasing numbers of residents with disabilities, in part due to the aging population. There will also 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 concentrate 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 core Sustainable Community Strategy Priority themes
1. Tackling crime and anti-social behaviour	Safer Communities
2. Facilities for teenagers & children	Children & Young People
3. Better leisure/ sports facilities	Health and Wellbeing
4. Better cleanliness	Environment and Housing
5. More/ cheaper bus services	Economic Regeneration & Transport
6. Improved town centre facilities	
7. Creation of jobs	
8. Regeneration of run-down areas	
9. Attracting new business	
10. Provision of affordable housing	Environment and Housing

SECTION 4

Understanding the Council

Stockton -on-Tees Borough Council was formed 12 years ago in April 1996. Following the break-up of Cleveland County Council, the former borough council was reformed into a new unitary authority, incorporating former County Council functions. This included new responsibilities for Children's' Services, Social Services and waste disposal. A new Chief Executive was appointed, who in partnership with the political leadership of the new Council set about a programme of service integration, modernisation and improvement. Running across this programme has been an ongoing commitment to national, regional and sub-regional working, to get the voice of Stockton 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 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 went through two cycles of review to ensure that the priorities remained relevant with core additions being:

- The broadening of the Education priority to include a cross-cutting priority of services for Children and Young People

- The increased prioritisation of transport issues in line with increasing public expectations in this area

- Increased prioritisation of cultural services, including leisure and arts provision, as a cross-cutting priority which supports effective regeneration of the borough.

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

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. This programme has 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 and accredited Member Learning and Development Strategy.

- 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 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)

- 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 opening a call centre.

- Strengthened core HR procedures have been put in place in 2005 and 2006 to deal with sickness, employee appraisal and development and grievances.

- A strategic approach to procurement has been introduced.

- Core corporate governance standards and procedures, including schemes of delegation, risk management processes and business continuity planning have all been reviewed and improved.

Underpinning these improvements has been the highest standard of financial management and a clear focus on efficiency, without which we would have been unable to focus outwardly and resource this challenging change agenda. In 2007 we were one of only two councils nationally to achieve the top marks possible in the Audit Commission's Use of Resources assessment which covers value for money, financial management, financial planning, financial standing and internal control.

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

SECTION 5

Achievements

Stockton-on-Tees Borough Council was judged to be a four star council that is improving strongly in CPA 2007. Stockton is one of only nine English Councils to achieve this two years running and demonstrates the highest all round performance of any top rated council. This is a significant achievement that reflects the hard work and commitment of members and officers in working to meet the needs and aspirations of local people. In addition to these overall results, the council was one of two to achieve top marks for all parts of the Use of Resources assessment in 2007 reflecting our strong financial management and value for money.

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

| Service performance	Audit Commission assessment (out of 4)
Children's Services	4
Benefits	4
Housing	4
Use of Resources	4
Corporate Assessment (capacity of council – 2003 assessment)	4
Adults' Care Services	3
Culture	3
Environment	3

The Council has consistently improved its services over the last three years with over three times as many of its key performance measures improving as deteriorating. In 2006/07 79% of our key 'corporate basket' of performance measures improved. This also included strong achievement on the key stretched targets within our Local Public Service Agreement where we achieved 80% of the challenging performance stretch that we set in partnership with Central Government.

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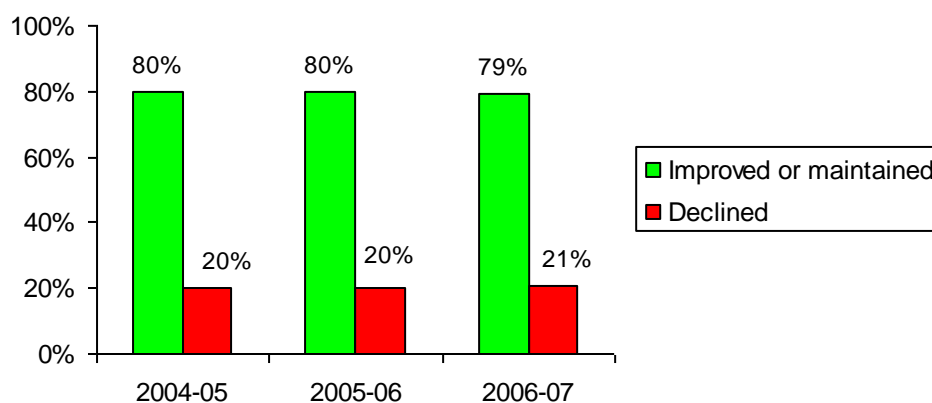
We are also achieving strongly on our Council Plan and consistently across our priority themes. In 2006/07 we achieved 73% of our service improvement objectives and 77% of our organisational objectives. This strong improvement trend is continuing in 2007/08.

Council Plan Improvements 2006/07
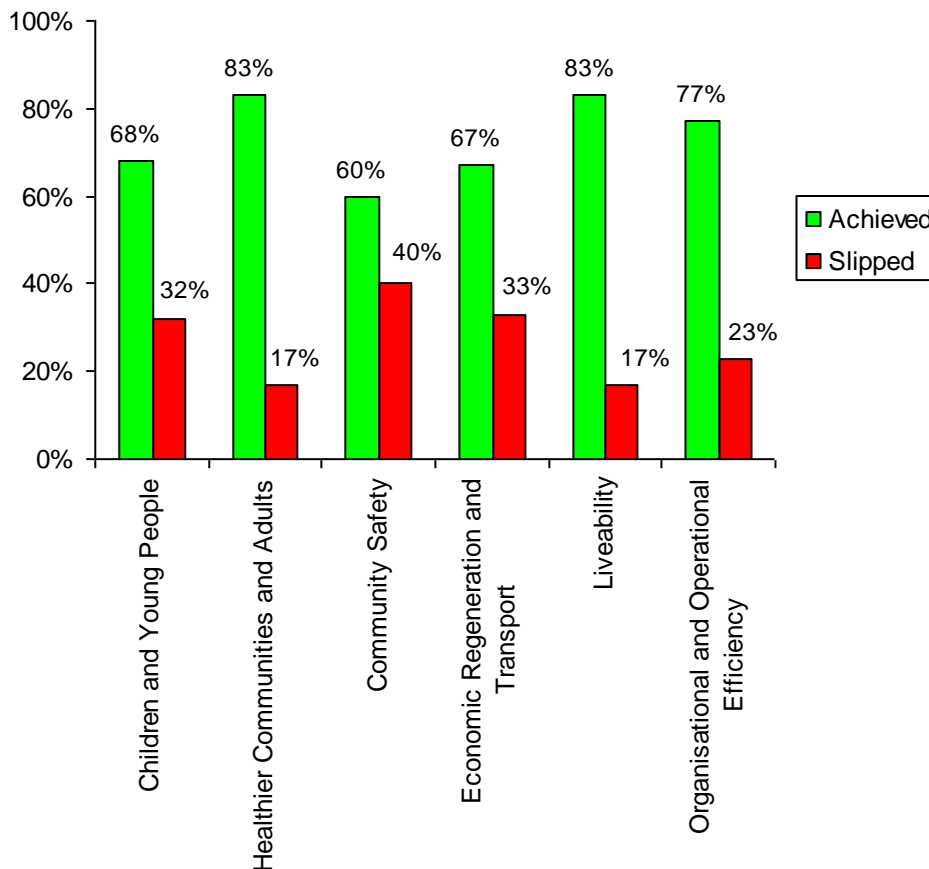
Over the medium term we have made a significant difference to the quality of our services and, most importantly, listened to the views of local people about services. Key achievements include:

- Significant improvements in educational attainment with 2007 GCSE (5 x A*-C) results our best ever at 60% compared to 41.3% in 1999, narrowing the gap between local and national performance.

- Lowest crime rate in the Tees Valley in 2007. Significant reductions in crime levels especially in robberies and dwelling burglaries. The total number of dwelling burglaries In Stockton last year was the lowest number for at least 15 years.

- Winner of Best City in Northumbria in Bloom four years running and Best City in Britain in Bloom 2007.

- Transforming the cleanliness of the Borough from one of the dirtiest in 2001 to one of the cleanest and best presented in 2006 and 2007.

- Massive reduction in unemployment from 6% in 1998 to 3.1% in 2007 (August) compared with a national reduction of 1.5%, outperforming the Tees Valley and the rest of the North East.

- Beacon status for Cleveland Emergency Planning Service in 2007.

- Winner of 2007 Best Cultural Event North East and Best Event Tees Valley for the Stockton International Riverside Festival.

- Improved town centre facilities in Stockton, with schemes under way in Billingham and Thornaby; three major housing regeneration schemes underway in Mandale, Parkfield and Hardwick.

- Safer Stockton Partnership in Home Office top 10%; top rated Drugs Action Team 2007; 'Most valued contribution to Arson Prevention' in Fire Brigade Community Safety Awards 2007.

- In the National Performance Framework results for 2006-07, the Trading Standards service improved or maintained performance in all the indicators and is above the national average for all the service areas measured.

- A top rated Youth Offending Service. One of only 8 nationally to achieve the top level 5 for overall performance in the national framework.

In the last national residents survey, the borough's residents reported high levels of satisfaction with the council and many services. These results have been compared with other councils:-

Top 25%
The percentage of citizens satisfied with the overall service provided by their council
Satisfaction with household waste collection
Satisfaction with waste recycling (local facilities)
Satisfaction with standards of cleanliness
Percentage of all council tenants stating that they are satisfied with opportunities for participation in management and decision making, in relation to housing services provided by their landlord

Above Average
Satisfaction with complaints handling
Satisfaction with the Planning Service by those making an application
Satisfaction with libraries
Satisfaction with civic amenity waste disposal sites
Percentage of all council tenants stating that they are satisfied with the overall service provided by their landlord
Below Average
Satisfaction with sports and leisure facilities
Satisfaction with museums and galleries
Satisfaction with theatres and concert halls
Bottom 25%
Satisfaction with transport information
Satisfaction with buses
Satisfaction with parks and open spaces

Our organisational strength is demonstrated by:

- Inspectors commenting in their 2007 Annual Audit and Inspection Letter 'the council makes a strong contribution to wider community outcomes.'

- Strong scrutiny arrangements focusing on policy development and performance improvement.

- 'A strong commitment to ethical standards….' IDeA Peer Review of Ethical Governance 2007.

- Establishing the Stockton Darlington Partnership to jointly provide a range of corporate and transactional services to Stockton and Darlington councils to address increasing customer and government expectations and financial pressures.

- Achieving top marks for Use of Resources including financial management and value for money.

During 2007, the Council was inspected by the Audit Commission. This corporate assessment will be published in April 2008.

SECTION 6

Medium Term Financial Plan

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

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

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

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

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

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

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

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

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

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

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

These sums include significant funds for regeneration and housing renewal in the Borough as well as money for improving the way the Council provides its services, and improvements to its leisure facilities. The Council has also extended funding to continue home adaptations for sick and disabled people, cemeteries inspection, repairs and maintenance of council buildings and additional alley gate security. The Council is part way through a review of its accommodation needs. By identifying any under utilised assets the Council hopes to generate capital receipts that will be used to supplement future capital programmes.

Section 7 – Key Objectives

ACTION PLAN
2008-11

2008/09 will be a transitional year for Stockton as we begin to implement the new performance framework, which has the Local Area Agreement at its heart. The agreement will consist of up to 35 measures which will form a performance contract between Stockton and the Government. These measures have to be chosen from a "menu" of 198 measures known as the National Indicator Set or NIS. The NIS is still in development and Local Area Agreements must be submitted to government by 31st May 2008 to enable ministers to sign them off by the end of June 2008.

However, the measures that are likely to be included in the Local Area Agreement also need to be included in the Council Plan to provide officers and members with a joined up local performance framework. At this stage we are able to indicate in the "success measures and outcomes" section of the action plans where there is likely to be a link to the Local Area Agreement and other measures in the NIS; but in most cases we are not able to provide targets as data is still being collected against emerging definitions and guidance and targets have yet to be negotiated with Government.

Any targets that are outstanding have been highlighted in yellow text

Any measures that are likely to be included in the Local Area Agreement are in **bold text**

Economic Regeneration and Transport

Our ambition is for a Stockton-on-Tees which is at the heart of an economically successful Tees Valley, which offers high employment levels and improved facilities for shopping, recreation and leisure. One of our key targets is to ensure we have vibrant and successful town centres in each of our communities, concentrating on Stockton, Billingham, Thornaby and Yarm but also our smaller town centres and markets across the borough.

We will have a strong local economy with better jobs and improved employability through further developing our existing employment base as well as attracting new employers to the borough making sure our residents have the necessary skills and qualifications to secure the new jobs created. We will develop improved city-scale facilities across the Tees Valley to ensure that we have shopping, leisure and residential facilities in the area to rival any city and make better use of the River Tees as a leisure facility through iconic projects such as the new footbridge and ambitious Green Blue heart initiative to develop excellent green space between Stockton and Middlesbrough with the Tees at its heart.

Finally, we will develop improved transport networks by further developing our road network but also our public transport provision to ensure that Stockton-on-Tees remains an area with low congestion and not one which is reliant only on the private car.

Over the next three years we will concentrate on:

- Supporting an economy which attracts investment and promotes business growth by supporting more businesses to start up and helping them to survive.
- Tackling worklessness by removing barriers to employment and enterprise through the development of an Employability Strategy for the borough. This will amongst other things help increase training and employment opportunities, supporting and encouraging more people to move from benefits into work.
- Revitalising all our town centres, concentrating on Thornaby, Billingham and Stockton.
- Contributing to the regeneration of the urban core of the Tees Valley, delivering a city scale riverside environment between Stockton and Middlesbrough.
- Providing a sustainable and effective transport network, ensuing work, leisure, retail and health facilities are accessible by a variety of methods.
- Ensuring good and sustainable design is at the heart of major regeneration schemes

Theme: *Economic Regeneration and Transport*					
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
1	Support an economy which attracts investment and promotes business growth	Achieve more business start-ups in the borough Support the growth and survival of existing businesses and inward investment Support the continued development of business parks throughout the Borough	**Increase the new business registration rate in the borough by x% (NI 171)** **Reduction in the proportion of working age people claiming out of work benefits in the worst performing neighbourhoods by x (NI 153)** *(annual targets are being developed for these indicators as part of the LAA development process)* Durham Tees Valley Airport Business Park developed by March 2012	DNS CRT	SIP: Regeneration and Economic Development Regeneration Strategy Northern Way Growth Strategy Regional Economic Strategy Tees Valley City Region Business Case

Theme: *Economic Regeneration and Transport*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
2	Tackle worklessness by removing barriers to employment and enterprise	Increase training and employment opportunities for residents from regeneration areas Support more residents to move from benefit into employment in partnership with Jobcentre Plus and other agencies Support the Employability Consortium in the development of an Employability Strategy for the borough	**Increase the overall employment rate by x% (NI 151)** **Learners achieving an Entry Level 3 qualification in numeracy (NI 162)** target? *(annual targets are being developed for these indicators as part of the LAA development process)*	DNS CESC CRT CASH	SIP: Regeneration and Economic Development SIP: Adults Regeneration Strategy Northern Way Growth Strategy Regional Economic Strategy Tees Valley City Region Business Case
3	Revitalise the Borough's town centres	Stockton Town Centre Regeneration Thornaby Town Centre Regeneration Billingham Town Centre Regeneration	Completion of the economic appraisal of the Riverside site by April 2009 All phases of Thornaby Town Centre regeneration completed by August 2009 Billingham Town Centre Regeneration Scheme agreed by July 2009	DNS CRT	SIP: Regeneration and Economic Development Regeneration Strategy Town Centre Master Plans

Theme: *Economic Regeneration and Transport*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
4	Contribute to the regeneration of the Tees Valley Urban Core through the Stockton Middlesbrough Initiative	Deliver a city scale riverside environment at the urban core of the Tees Valley	Commence implementation of projects as identified in the SMI Strategic Plan by April 2010 Stockton-Middlesbrough Initiative Road Network Action Plan developed by September 2008 Facilitate the commencement of North Shore Phase 1 by April 2009	DNS CRT	SIP: Regeneration and Economic Development SIP: Technical Services Regeneration Strategy Regional Economic Strategy Northern Way Growth Strategy Tees Valley City Region Business Case

	Theme: *Economic Regeneration and Transport*				
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
5	Provide a sustainable and effective transport framework to support economic regeneration	Develop Area Transport Model in partnership with the Joint Strategy Unit Improve accessibility for work, leisure, retail and health via transport links through development of Tees Valley Bus Network review	Tees Valley bus network bid submitted to GONE/DfT for programme entry in accordance with timetable Reduction in the percentage of principal roads where maintenance should be considered by x% (NI 168) Reduction in the percentage of non-principal roads where maintenance should be considered by x% (NI 169) **Working age people with access to employment by public transport (and other specified modes) (NI 176)**	DNS CRT	SIP: Technical Services SIP: Regeneration and Economic Development Regeneration Strategy Local Transport Plan Tees Valley City Region Business Case

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

Environment and Housing

We have a vision for a cleaner, greener Stockton which leads the UK in waste minimisation, has excellent parks and green spaces and the highest quality housing provision. We will have neighbourhoods in which our residents feel pride and have a real sense of belonging and ownership.

We will improve waste management by continuing to develop our approach to waste minimisation and recycling and create better open spaces by further developing both our large flagship parks as well as our smaller neighbourhood green spaces and urban grey spaces, such as town and neighbourhood centres. We will tackle climate change by preparing for potential changes in the services we deliver and how we deliver them as well as trying to reduce our own carbon footprint.

We will continue to improve our housing carrying on our regeneration activities to offer people the homes they want to live in through regeneration, redevelopment and having sites ready for new developments where needed. We will deliver design quality in our new developments, processing planning applications as efficiently as possible but ensuring that new buildings meet the need and aspirations of our communities.

Over the next three years we will concentrate on:

- Tackling climate change by developing and implementing key policies such as our Carbon Management Programme and reduce the consumption of non-renewable energy through Council operations. We will reduce the amount of environmental pollution in our borough and further investigate how we can maximise the amount of waste we re-use and recycle.
- Making the borough a cleaner, greener place through ensuring high levels of grounds maintenance, promoting waste reduction and implementing the Environmental Select Committee recommendations on waste management.
- Continuing to provide attractive and safe parks, open spaces and cemeteries.
- Delivering quality and choice in our housing market, including developing a choice-based lettings scheme across the Tees Valley and supporting older people to live in their own homes for longer.
- Preventing homelessness by further developing our range of temporary accommodation to meet the needs of all client groups.

No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
7	Tackle climate change and improve the quality and security of the environment for current and future generations	Develop planning policies for sustainable developments in energy efficiency, production and use and sustainable building materials and techniques Implement Climate Change Action Plan and Carbon Management Programme Reduce consumption of non-renewable energy and pollution emission by Council staff Reduce the amount of environmental pollution through seeking viable alternative and sustainable fuels for council vehicles Develop strategies to reduce the authority's energy consumption and examine renewable energy options Investigate options to maximise waste reused or recycled from the Council's waste stream in line with the Joint Waste Management Strategy 2008	Local Development Framework (LDF) Core Strategy developed by October 2009 Reduction in the borough's carbon emissions by a minimum of 25% from 2005/06 levels by 2013 **Reduction in the amount of carbon dioxide produced by local authority operations by x% (NI 185)** **Increase in the level of attainment on adapting to climate change through the UK Climate Impact Programme to Level x (NI 188)** **Children travelling to school – mode of transport usually used (NI 198)** Target? Reduction in staff business travel by 5% by March 2011 Increase to 90% of all council vehicles to be operating on bio-diesel by March 2010 Good practise model developed by 2010	DNS CE CRT	SIP: Planning SIP: Technical Services SIP: Direct Services Joint Waste Management Strategy 2008 Climate Change Action Plan Carbon Management Programme

No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
	Theme: *Environment and Housing*				
8	Make the Borough a cleaner, greener place to live, work and visit	Ensure high levels of grounds maintenance and cleanliness levels throughout the Borough	**Performance on litter, detritus, graffiti and fly-posting at less than 5% of sampled areas not at acceptable standard (NI 195)**	DNS CE	SIP: Direct Services SIP: Planning
		Deliver the Environmental Select Committee's recommendations on waste management	Waste management action plan developed and implemented (in line with timescales) by April 2011		Joint Waste Management Strategy 2008
			Improved street and environmental cleanliness – All reported incidents of fly tipping removed within average of 1 day of reporting (E003) (links to NI196 -Year on year change in total incidents, compared with year on year change in enforcement actions)		
		Develop Planning policies and guidance to promote waste reduction and recycling via improved waste storage facilities and design guides by March 2010	Percentage of household waste sent for reuse, recycling and composting (NI 192) - Increase recycling and composting activity to achieve the national combined target of over 40% by 2010		
			Percentage of municipal waste landfilled (NI 193) - Increase in the recovery of municipal waste (including recycling, composting and energy from waste) to achieve the national target of 53% by 2010		

Theme: *Environment and Housing*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
9	Provide attractive and safe parks, open spaces and cemeteries	Develop a strategic vision for parks and green space management through the Tees Valley Greenspace Strategy by September 2008

Deliver the improvement plan for the Borough's cemeteries and closed churchyards

Prepare and adopt the Open Space and Landscaping supplementary planning document by January 2009 to provide guidance and standards for the provision and maintenance of open spaces, recreational facilities and landscaping in new developments | Green Flag status to be held by five parks, and one or more cemeteries, by March 2009

Improved customer satisfaction levels of visitors to facilities and residents as a whole (measured through Place Survey and Residents Survey) | DNS

CE | SIP: Direct Services

SIP: Performance and Business Services

SIP: Planning

Tees Valley Green Infrastructure Strategy |

	Theme: *Environment and Housing*				
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
10	Deliver quality and choice in the housing market and address housing market failure	Continue progress of prioritised Housing Market Renewal schemes at Hardwick, Parkfield and Mandale

Undertake options appraisal for investment into and delivery of housing management services by September 2008

Introduce a Home Improvement Agency (HIA) to assist elderly and vulnerable households maintain safe and independent living by April 2008

Introduce a sub-regional Choice Based Lettings scheme with a common allocations policy across the Tees Valley by September 2008

Develop housing policies in Local Development Framework Core Strategy and Regeneration Development Plan Documents to encourage affordable and special needs housing | Reduction in the proportion of non-decent council owned properties to 0% by 2010/11 (NI 158)

Reduction in the time taken to process Housing and Council Tax Benefit new claims and change events (NI 181) *target?*

133 properties demolished in Hardwick, Parkfield and Mandale by March 2009

200 clients per year provided with advice and assistance through the Home Improvement Agency

Tackling fuel poverty – x% people receiving income based benefits living in homes with a low energy efficiency rating (NI 187) | DNS

CHCS | SIP: Housing

SIP: Planning

Housing Strategy |

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

Safer Communities

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

Over the next three years we will concentrate on
- Reducing crime and fear of crime through the delivery of the 2008-11 Community Safety Plan and by designing out crime when planning new developments
- Reducing anti-social behaviour and offensive incidents by tackling and preventing such behaviour
- Reducing the impact of drug and alcohol misuse on our communities through increasing effective action against alcohol related anti-social behaviour and increasing effective action against the supply of drugs and alcohol
- Ensuring our residents are safe through promoting a fair and equitable market place providing protection for consumers; reducing road casualties through effective road safety schemes; providing targeted walking, cycling, driver and motorcycle training programmes; reviewing and improving the road casualty reduction service; and developing a street lighting improvement and replacement plan

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

Theme: *Safer Communities*					
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
14	Reduce the impact of drug and alcohol misuse on our communities	Increase effective action against alcohol related anti-social behaviour Increase effective action against supply of drugs and alcohol	Reduction in the average offending rate by those identified as Class A drug misusers in the course of their contact with the criminal justice system by x% (NI 38) **Increase in the number of drug users recorded as being in effective treatment by x (NI 40)** **Reduction in the percentage of people who perceive Stockton to have a high level of drug use or drug dealing by x% (NI 42)** *(annual targets being developed on these indicators as part of the LAA development process)*	DNS CHCS	SIP: Community Protection Adult Drug Treatment Plan 2008

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

Children and Young People

Our vision across the whole borough is that no child is left behind and that all grow up in loving, stable and safe environments, having the opportunities to achieve their full potential.

Over the next three years we will:

- Help our children and young people be healthy by tackling childhood obesity, reducing teenage conception rates, reducing substance misuse and helping to support and develop emotional and mental health.
- Help our children and young people to stay safe. It is vitally important that children and young people grow up in a caring environment which ensures they stay safe at all times, this is particularly important for children looked after by the local authority and ensuring their long term stability is a key priority as is supporting them into education, employment or training on leaving care.
- Help our young people, but particularly those from more disadvantaged areas, enjoy and achieve. We will support all our young people to meet their full potential by providing a wide range of educational opportunities.
- Help our children and young people in making a positive contribution. We will seek to continually develop our positive activities and facilities for young people making them as accessible, challenging and enjoyable as possible. Help our young people achieve economic well-being, eliminating poverty for young people and helping school leavers to access further education, employment and training.

Theme: *Children and Young People*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
16	Be Healthy	Promote positive sexual health and reduce the level of conceptions in under 18 year olds. Implement Children and Young People Substance Misuse Plan Deliver programmes to address levels of obesity in children and young people. Reduce health inequalities for children and young people across the Borough. Further develop services to address the mental health and emotional well-being of children and young people.	**Under 18 conception rate – reduce 1998 baseline of 48.3 per 1,000 by 50% by 2010 (NI 112)** Substance misuse by young people. (NI 115) Target to be determined **Obesity among primary school age children in Year 6 – target rate of 20.11% for 2010/11 (NI 56)** **Prevalence of breastfeeding at 6-8 weeks from birth – target of 38% for 2010/11. (NI 53)** **Effectiveness of Child and Adolescent Mental Health Services (CAMHS) – Improve rating in annual self-assessment from current position of 12 to 15 by April 2011 (NI 51)** **Emotional health of children (NI 50)** Target to be determined	CESC CCYP	SIP: Children & Young People Children and Young People's Plan Teenage Pregnancy Strategy PCT Local Delivery Plan C&YP Substance Misuse Commissioning Plan Teeswide CAMHS Strategy Transforming School Meals Strategy Parenting Strategy

	Theme: *Children and Young People*				
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
17	Stay Safe	Improve outcomes for children in our care through implementation of 'Care Matters: Time for Change' Develop improved safeguarding training programme for staff. Implement new procedures for serious case / child death reviews. Improve arrangements for quality assurance of casework, to ensure more consistent practice Develop fostering and adoption services to further improve the long-term stability of placements for children looked after. Implement system for monitoring incidents of bullying. Implement national Improving Information Sharing and Management (IISaM) programme.	**Initial assessments for children's social care carried out within 7 days – improve to 90%+ by 2011 (NI 59)** Maintain at 0 the number of child protection plans lasting 2 years or more The proportion of children becoming the subject of a child protection plan for a second or subsequent time to be maintained within a range of 5 to 10% **Percentage of children under 16 yrs in care for more than 2.5 years living in the same placement for at least 2 years – improve to 70% by 2008/09. (NI 63)** Proportion of looked after children being adopted – target of 9.5% for 2008/09 (NI 61) ContactPoint implemented in line with national timetable (currently April 2009) e-CAF implemented in line with national timetable (currently mid 2009)	CESC CCYP	SIP: Children & Young People Children and Young People's Plan LSCB Action Plan

Theme: *Children and Young People*					
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
18	Enjoy and Achieve.	Further improve educational achievement across key stages for all children; in particular at Key Stage 3; for pupils from Pakistani communities and for other vulnerable groups Increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase. Improve the quality of strategic leadership, management and governance in schools and settings across the borough across phase. Increase the range of accessible culture, leisure, sporting activities for children and young people by developing services across statutory, voluntary and independent sectors. Develop strategy for meeting requirements of new Early Years Outcomes Duties (EYOD).	**Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest – 2009 target 32.6% (NI 92)** **KS4 Level 2 Threshold (5+ A*-C grades at GCSE or equivalent) including English and Maths. 2009 target 53.2% (NI 76)** **Progression by 2 levels in English and in Maths between Key Stage 3 and Key Stage 4. 2009 target English 63.8% and Maths 33% (NI 97 & NI 98)** Percentage care leavers aged 16+ to have at least 1 GCSE or equivalent - improve to 75% and sustain during 2008-11. The SEN/non-SEN gap –5+ A*-C GCSE inc. English and Maths – reduce the gap by 0.1% in 2008 (NI 105). Reduce the percentage of persistent absentee secondary school pupils (those missing 20% or more of the school year) - 2009 target 5.45% (NI 87). Maintain number of permanent exclusions at max 23 per year LA schools moving from SRAS (Schools Requiring Additional Support) to an Ofsted inspection designation - target of 0.	CESC CCYP	SIP: Children & Young People Children and Young People's Plan 14 – 19 Strategy Play Strategy

Theme: *Children and Young People*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
		Deliver the Building Schools for the Future (BSF) programme. Deliver the Primary Capital Programme (PCP). Implement Play Strategy action plan.	BSF outline business case submitted in Spring 2009. PCP Strategy for Change agreed with DCSF by September 2008. All schools to meet the 'full core offer' required for extended schools by 2010.		
19	Make a Positive Contribution	Continue to develop the involvement and participation of children and young people, parents and carers in developing services that more closely meet their needs. Support, encourage and celebrate the involvement and participation of children and young people in community life. Reduce levels of youth offending and anti-social behaviour.	100% of looked after children communicate their views for each of their statutory reviews. The number of direct payment agreements will increase to 70 by end of March 2009. **Young people's participation in positive activities: (NI 110)** target to be determined First time entrants to the Youth Justice System aged 10-17 – reduce to a maximum of 450 in 2008/09. Reduce re-offending rate by young offenders. (NI 19) Target to be determined when revised baseline data available Reduce the percentage of children in care, as a ratio to the percentage of all children, given final warnings, reprimands and convictions – improve to <3.0 for 08/09.	CESC CCYP	SIP: Children & Young People Children and Young People's Plan PIC Strategy Youth Justice Plan

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

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

Health and Wellbeing

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

Over the next three years we will concentrate on

- Improving local people's quality of life through further developing access to assistive technology; commissioning a broader range of services to support independent living; developing our Supporting People programme; improving access to supported living for vulnerable people; reviewing the community equipment service and the Learning
- Improving health and emotional wellbeing through programmes relating to smoking cessation, exercise, diet etc; through improving access to substance misuse support services; implementing the recommendations of the alcohol services scrutiny review and the Falls strategy; and through developing a long term care strategy.
- Enabling people to make a positive contribution through increasing access to support for carers; establishing the Local Involvement Network and further developing service user consultation mechanisms
- Increasing choice and control through better processes for managing care pathways; embedding personalisation of care; developing an alternative to hospital admission for respiratory patients; developing access to information and advice services particularly for vulnerable groups; developing a transition strategy for young people with complex needs to Adult Services
- Ensuring freedom from discrimination and harassment through carrying out equality impact assessments on services relating to health and wellbeing; and improving information on our website;
- Promoting economic wellbeing through increasing training and employment places for vulnerable groups; increasing the participation and achievement of disabled learners in adult education courses; and further developing the Independent Living Fund Initiative and welfare rights campaigns
- Enabling people to maintain personal dignity and respect by implementing "Dignity in Care principles across all services; and ensuring appropriate safeguarding arrangements and training are in place

	Theme: *Health and Wellbeing*				
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
22	Improved Health and Emotional Well-Being.	Support delivery of health projects to targeted areas including additional services for hard to reach groups, ie floating support for new alcohol services; books on prescription; new domestic violence services Address health inequalities via smoking cessation, exercise, diet and health programmes, screening and life checks. Improve access to substance misuse support services Implement recommendations of Scrutiny Review of alcohol services Implement Falls Strategy Develop & implement Long Term Care Strategy and Action Plan, including expansion of Community Matron scheme Review FACS bandings (criteria for access to services) to assess impact on well being and prevention	**Reduce the mortality rate from all circulatory diseases at ages under 75 – target of 74.84 per 100K population for 2010/11 (NI 121)** **Stopping smoking - Increase the number of people using the Smoking Cessation service and who are still 'quitters' after four weeks – target of 777 in 2008/09 (NI 123).** **Increase the number of drug users recorded as being in effective treatment by 150, by the end of March 2009, from current baseline of 1279 (NI 40)** 14 community matrons to be in place by the end of 2008. Maintain at '0' the number of delayed transfers of care for which the Council is responsible	CESC DNS CASH CHCS	SIP: Adults SIP: Community Protection Adults Vision Drugs Action Team Plan PCT Local Delivery Plan

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

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

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

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Theme: *Health and Wellbeing*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
26	Freedom from Discrimination and Harassment	Develop and implement programme of Equality Impact Assessments Review and update website information to support access to services, linked to roll-out of Integrated Services project Review Diversity Profile data relating to age, race and disability, to clarify proportionality of assessments and services for BME groups	Deliver Health and wellbeing related actions from the Single Equality Scheme Carry out Equality Impact Assessments on all Health and wellbeing services by 2010.	CESC CASH	SIP: Adults Adults Vision
27	Economic Well Being	Increase the number of training and employment places for vulnerable groups Deliver 'Brighter Futures' community Learning Disability services Increase the participation and achievement of disabled learners in adult education courses Further develop Independent Living Fund initiative and Welfare Rights campaigns Develop Working Neighbourhoods Fund (WNF) bids for projects to support access to employment and training	Increase to 60 the number of adults with learning disabilities in employment by April 2009 (NI 146). Targets in the Adult Education Service Development Plan, for disabled learner participation, are achieved Increase the number of older people accessing benefit advice and support target to be determined.	CESC CASH	SIP: Adults Adults Vision Adult Education Service Development Plan

Theme: *Health and Wellbeing*					
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
28	Maintaining Personal Dignity and Respect	Implement 'Dignity in Care' principles across all services Further develop joint work between Contracts Team, Protection of Vulnerable Adults (POVA) lead and service providers to ensure appropriate safeguarding arrangements and training provision are in place	Maintain the number of Protection of Vulnerable Adults referrals at >100.	CESC CASH	SIP: Adults Adults Vision

Theme: *Health and Wellbeing*					
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
29	Leadership	Review and update the Adults Vision to reflect the personalisation agenda	Adults Vision revised and agreed by September 2008.	CESC CASH	SIP: Adults Adults Vision
		Implement the Integrated Services (IS) strategy.	Full implementation of IS strategy by April 2009		Integrated Services Strategy and Project Plan
		Develop phase 2 of ISA (Integrated Service Area) Profiles project to support the IS strategy.	ISA profiles linked with Stats@Stockton by April 2009		Older People Strategy
		Complete scoping of new IT system	IT system scoped by September 2008		
		Implement revised governance and performance management framework for the Health & Well Being Partnership.	New Health and Wellbeing Strategy agreed by October 2008		
		Co-ordinate and monitor implementation of the Older People's Strategy Action Plan.	Older People Strategy is delivered in line with the agreed action plan.		
		Complete Care Services Efficiency Delivery project and implement action plan to achieve improved efficiencies in care management processes.	Project complete by March 2009		

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

Stronger Communities

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

We will seek to increase community pride, promote equality of opportunity and reduce tension and myth bust to help all our communities to continue living peacefully. Also we will ensure financial inclusion for all residents to ensure they are not denied any of the opportunities our increasingly vibrant borough is offering and tackling fuel poverty to ensure their homes are warm and comfortable

Over the next three years we will concentrate on:

- Promoting opportunities for public involvement in the democratic process
- Implementing our new Community Cohesion Strategy which includes a raft of activities to promote community cohesion, reduce tensions, empower our communities and celebrate the diversity and commonality of our residents.

Theme: *Stronger Communities*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
31	Promote opportunities for public involvement in democratic processes	Implement an inclusive community engagement strategy for Democratic Service targeting specific groups within the community	Seek to promote opportunities for public involvement within the various democratic processes through the delivery of an inclusive community engagement strategy **Increased percentage of people who feel they can influence decisions in their locality to 28.5% by 2009/10 (NI 4)** Increased percentage of people registered to vote to 97% by end of 2008/09 Develop and deliver a communications strategy to promote equality and community cohesion	LD CCSI PPC CCSI	SIP: LD SIP: PPC

Theme: *Stronger Communities*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
32	Community Cohesion	Implement the Community Cohesion Strategy	Develop and deliver a communications strategy to promote equality and community cohesion by March 2009 Implement all actions in Community Cohesion Strategy by March 2011 Support partners across LSP to implement the Community Cohesion Strategy – monitoring its delivery Develop community reference arrangements for the LSP around community cohesion issues by December 2008. **Percentage of people who believe people from different backgrounds get on well together in their local area (NI 1) target?** **Overall / general satisfaction with local area (NI 5) target?**	PPC CCSI	SIP: PPC

Older Adults

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

Over the next three years we will concentrate on:

- Our community leadership role by supporting the community and voluntary sector and enhancing our family learning and intergenerational programmes.
- Making our communities as welcoming as possible by further developing our housing stock, improving home safety and helping people access the many services and opportunities already available in their localities.
- Providing real choice and equality of access through increasing the uptake of free bus passes, improving public transport information and improving access to community transport services.
- Improving personal well being by supporting older people into employment and enterprise and working with the pension service to improve uptake of benefits

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

Theme: *Older Adults*					
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
34	The welcoming community	Investment and improvement of social housing stock Secure National Affordable Housing Programme (NAHP) funding to improve the provision of quality older persons accommodation Improve the take up of home fire and general safety checks Prevent people being the victims of commercial crime in their own home Develop the Community Safety Plan 2008-11 addressing the needs of older people, including focusing on anti-social behaviour, drug related offending and diverting young people from offending Develop an understanding of the range of services / activities in place within communities and support their development To take forward the recommendations coming from the Local Housing Assessment, specifically on key issues for older people	Reduction in the proportion of non-decent council owned properties to 0% by 2010/11 (NI 158) NAHP funding secured during 2008-11 Increase the number of checks by 5% year on year Percentage of older people who feel they belong to their neighbourhood Target to be determined Understanding of local concerns about anti-social behaviour and crime by the local council and police (NI 27) Target to be determined Reduce the fear of crime. Improve the rating for older people in addressing fear of walking alone outside (Residents Survey) by 2008. Assessment information available Spring 2008 and action plan will be developed following this.	CESC DNS CASH CHCS	SIP: Adults SIP: Housing SIP: Community Protection Older People Strategy Community Safety Plan

Theme: *Older Adults*					
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
35	Real choice, control and equitable access	Increase the uptake of free bus passes Improve public transport information Support and improve access to Community Transport Service Use accessibility planning software to monitor older people's level of access to key services by public transport Estates Review of Council buildings in line with the Disability Discrimination Act	Increase bus pass uptake from 24,000 to 28,000 by March 2009. New bus travel guides and improved shelters on specific routes by June 2008. Increase the number of non-statutory journeys carried by the Community Transport System in line with the trajectory (by 2011) Maintain 2007/08 baseline accessibility level over the period up to and including 2010/11 Council buildings enable physical access to key reception areas or provide alternative accessible routes by 2010.	CESC DNS RES CASH CRT CCSI	SIP: Technical Services Older People Strategy Asset Management Plan

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

Arts, Leisure and Culture

Our vision is of culture supporting all aspects of life in our borough. We will use the arts, music, theatre, film and sport to promote quality of life, aspiration and pride in our borough.

We will promote our festivals, the performing and visual arts, sport and leisure and raise the profile of our heritage to celebrate the unique history of Stockton and our people.

Over the next three years we will concentrate on:

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

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

	Theme: *Arts, Leisure and Culture*				
No	**Objective (Development Priority)**	**Change/Improvement Priority Actions (Key Actions)**	**Outcome/Success Criteria**	**Responsible**	**Plan Link**
39	Raise the profile of Stockton International Riverside Festival (SIRF) and maintain the growth of Carnival participation	Continue to develop SIRF as a leading international festival Complete the Beijing Chaoyang Flying Dragon Circus co-commission and European tour by February 2009	Sustain SIRF visitor satisfaction above 90% each year Increase SIRF carnival participation to 1,100 in 2008; 1,200 in 2009 Attract national media coverage for the event, or for individual commissions / performances	CESC CALC	SIP: Culture Culture Strategy
40	Implement Library recommendations for future development of the Library Service and sustain progress on Public Library Service Standards	Implement recommendations from Strategic Review of Library Service in relation to: ▪ Buildings ▪ Marketing and Branding ▪ Staffing structure ▪ Opening hours ▪ ICT	Sustain 9 out of 10 of the Public Library Service Standards in 2008/09 More people to use libraries in more diverse ways Libraries to become an integral part of the 'Access to Services' provision	CESC CALC	SIP: Culture Culture Strategy

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

Theme: *Arts, Leisure and Culture*

Organisational and Operational Effectiveness

In addition to focusing on improving front line services and local people's quality of life we are committed to developing the council and ensuring organisational and operational effectiveness. We do this through effective performance and resource management, people development and learning and focusing on residents and customers. Over the next three years we will concentrate on:

- Improving operational efficiency through delivery of new Shared Services arrangements – Stockton Darlington Partnership
- Delivery of the ICT strategy
- Responding to the National Performance Framework and leading negotiations on the borough's new style Local Area Agreement
- Developing an approach to modern ways of working, maximising technology, assets and people (Workwise Project)
- Implementing modern and fair recruitment processes, improving recruitment & retention and become an employer of choice
- Building organisational, leadership and management capacity
- Improving workforce data and employee consultation
- Improving training and workforce development
- Enhancing Member Development
- Improving the Council's approach to Diversity and achieving level 3 of the Local Government Equality Standard by 2009
- Rolling out of the Access to Services Programme and Customer First Programme – Stage 2
- Strengthening the Council's community leadership role and the role of Stockton Renaissance
- Enhancing local democracy

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

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

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

No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
			Theme: *Organisational and Operational Effectiveness – People Development and Learning*		
47	Build organisational, leadership and management capacity	Extended Management Team	Run the Extended Management Team programme for the Council	PPC	SIP: PPC
		Setting the Standard (STS)	Run STS organisational development events for top 3 tiers of the Council	CCSI	
		Appraisal process	Rerun the 360 degree appraisal, or equivalent, for EMT by summer 2008.		
		Improve recruitment and retention to senior posts	Complete senior management review by June 2008.	RES	SIP: Resources
			Develop a management development plan by June 2008.	CCSI	People Strategy

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

No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
51	Improve the Council's approach to Diversity	Continue to lead the Council's approach to Equality and Diversity	Use diversity profiles to consider any diversity issues within the workforce and support HR to implement the diversity agenda (April 2008 onwards) Review and Improve the Council's approach to Equality Impact Assessments by September 2008 Achieve level 3 of the Equality Standard for Local Government by December 2008 Support and develop approaches to embedding equality and diversity in procurement: • at regional level (March 2009) • across all SBC procurement activities (March 2010) • across Stockton LPSB (March 2011) Deliver actions within Single Equality Scheme 3rd edition by March 2011 Roll out corporate diversity training programme across the Council by March 2011	PPC CCSI CAll	SIP: All

Theme: *Organisational and Operational Effectiveness – People Development and Learning*

Theme: *Organisational and Operational Effectiveness – Focus on Residents and Customers*					
No	Objective (Development Priority)	Change/Improvement Priority Actions (Key Actions)	Outcome/Success Criteria	Responsible	Plan Link
52	Roll out of the Access to Services Programme	Provide easier access to Council services and increase customer satisfaction	Complete evaluation of trial period of extended opening hours for telephone contact centre by July 2008. Open Thornaby face-to-face multi service centre by March 2009.	RES CAll	SIP: Resources
53	Customer First Programme – Stage 2	Increased quality of Customer Service to all of our customers	All services to achieve level 2 award by March 2009.	All CAll	SIP: All
54	Strengthen Community Leadership Role and the role of Stockton Renaissance	Strengthen the role of Stockton Renaissance	Area Partnership evaluation model designed by September 2008. Evaluation complete and appropriate decisions made by Stockton Renaissance and Cabinet by January 2009. Refreshed Engagement and Communication Strategy for each Area Partnership in place by June 2009.	PPC CCSI	SIP: PPC

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

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Index of abbreviations

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

NDO	Network Distribution Operator
NEET	Not in Education, Employment or Training
NR	Neighbourhood Renewal
PAF	Performance Assessment Framework
PCT	Primary Care Trust
PI	Performance Indicator
PIC	Participation Involvement and Consultation
POG	Policy Officers Group
SDA	Sickness and Disability Allowance
SIP	Service Improvement Plan
SIRF	Stockton 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
RES	Resources

Cabinet Responsibilities

CALC	Cabinet Member, Arts, Leisure and Culture
CAll	Cabinet, All Members
CASH	Cabinet Member, Adult Services and Health
CHCS	Cabinet Member, Housing and Community Safety
CCYP	Cabinet Member, Children and Young People
CE	Cabinet, Environment
CL	Cabinet, Leader
CRT	Cabinet Member, Regeneration and Transport
CCSI	Cabinet Member, Corporate and Social Inclusion

Key Contact Points ANNEX 3

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

For enquiries about **Economic Regeneration and Transport**

(Transport issues)
Mike Robinson
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(Economic Regeneration issues)
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For enquiries about **Environment and Housing**
Julie Allport
Development and Neighbourhood Services
16 Church Road
Stockton-on-Tees TS18 1TX
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For enquiries about **Safer Communities**

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For enquiries about **Children and Young People**
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For enquiries about **Health and Wellbeing** or **Older Adults**
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For enquiries about **Stronger Communities**

Helen Dean
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Church Road
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For enquiries about **Arts, Leisure & Culture**

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For enquiries about **Organisational and Operational Effectiveness**
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