

COUNCIL PLAN 2010 – 2013

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Part Two

Key Council Service Priorities

Stockton Borough – the Place

Economic Regeneration and Transport

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

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

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

Environment and Housing

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

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

Culture and Leisure

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

Stockton Borough – the Place

Theme: Economic Regeneration and Transport			
No	Development Priority	Key Actions	Key Success Criteria
1.	Minimise the effects of the economic downturn on Stockton through proactive responses and partnership working.	Provide support to begin, sustain and improve local businesses.	Businesses supported to start grow and survive: - X no. of business start ups by March 2013.
		Improve employability, learning and skills opportunities for residents.	Increased employment rate through improved employability: - 181 jobs appointed through future jobs fund by 31.03.11 - Overall employment rate as per LAA target - Skills target?
2.	Regenerate the Borough through the delivery of major local and sub-regional projects.	<ul style="list-style-type: none"> - Support the Stockton-Middlesbrough Initiative (SMI). - Development of Northshore. - Housing regeneration schemes at Mandale, Hardwick, Parkfield and Swainby Road. - Integrated Health and Social Care facility - Revitalise Billingham and Stockton Town Centres. 	Create a 21 st century environment and a high quality place to live, work and visit: <ul style="list-style-type: none"> - Completion of Billingham Forum redevelopment by Jan 2011 - Tees White Water course upgrade by Dec 2010 - 10% reduction in void units in Stockton Town Centre by 2012 - Billingham Town Centre regeneration complete by 31.12.12.
3.	Improve and promote a sustainable transport network.	<ul style="list-style-type: none"> - Delivery of local and sub-regional transport schemes. - Deliver Tees Valley Bus Major scheme and the Tees Valley Metro project. 	Improved accessibility for our communities for work, leisure, retail and health: <ul style="list-style-type: none"> - Tees Valley Metro Ph1 agreed by 30.09.10 - Third Local Transport Plan (LTP) developed by 31.03.11 - TV Ph1 Bus Major Scheme complete by 31.12.10.

Theme: Economic Regeneration and Transport (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
4.	Strengthen Strategic Planning through the Local Development Scheme.	Production of fit for purpose Development Plan documents and Supplementary Planning guidance for future development schemes.	Up to date policy framework for the determination of planning applications: <ul style="list-style-type: none"> - Regeneration DPD adopted by 31.12.12 - Minerals & Waste core strategy and Site Allocation DPDs adopted by 31.12.10 - Environment DPD adopted by 31.12.13.

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Appendix 1 - March 2010.

Theme: Environment and Housing			
No	Development Priority	Key Actions	Key Success Criteria
5.	Make the Borough a cleaner, greener and more attractive environment.	<p>Develop Stockton Waste Management Strategy and Action Plan.</p> <p>Deliver high levels of grounds maintenance and cleanliness throughout the Borough.</p> <p>Provide attractive, safe parks, open spaces and cemeteries.</p>	<ul style="list-style-type: none"> - Action Plan developed by 31.12.10. - Achieve individual targets on litter, detritus, graffiti, fly-posting (NI 195). - Cemeteries & Parks Regeneration Programme delivered within individual timescales e.g. xxxx. - Develop a Tree and Woodland Strategy by 31.03.11
6.	Provide appropriate accommodation, assistance and support for residents of the Borough including those who are vulnerable and with special needs.	<p>Enhance the homelessness prevention services through development of a gateway service.</p> <p>Assist residents to live independently through new housing schemes.</p> <p>Work in partnership to maximise affordable housing in the Borough.</p>	<p>Provision of appropriate accommodation, advice and support for older, disabled and vulnerable people:</p> <ul style="list-style-type: none"> - Xx households assisted to live independently through new housing schemes by 2013. - 5% reduction in statutory homeless households by March 2012 (from March 2009 baseline). - xx number of rehabilitating offenders assisted in supported accommodation.

Theme: Environment and Housing (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
7.	Meet the challenges of the housing market.	<p>Deliver a successful large-scale voluntary stock transfer of the council owned housing.</p> <p>Implement the 'Private Rented' project to drive up standards in the private rented sector.</p>	<p>Sustainable communities with quality accommodation:</p> <ul style="list-style-type: none"> - Transfer of stock by 31.12.10 - Implement energy efficiency schemes that address fuel poverty and improve SAP ratings by X% - X number of affordable homes delivered by 2013.
8.	Tackle climate change through carbon reduction and resilience to extreme weather events.	<p>Reduce carbon emissions from Council buildings.</p> <p>Implement year 3 of carbon management programme.</p> <p>Develop Surface Water Management Plan including communications to raise awareness of flood risk.</p>	<ul style="list-style-type: none"> - Reduction in the Borough's carbon emissions by a minimum of 25% by 2013. - Year 3 Street light dimming scheme action plan complete by 31.03.11 - Surface Water Management Plan approved by 31.03.11.

Appendix 1 - March 2010.

Theme: Culture and Leisure			
No	Development Priority	Key Actions	Key Success Criteria
9.	Develop our events programme, to involve local people and raise the profile of the area.	<p>Develop a three-year events strategy and communications plan.</p> <p>Develop signature, medium and local event programme.</p> <p>Deliver a successful Stockton Christmas Festival.</p> <p>Establish new strategic partnerships to support the development of arts programmes which contribute to priorities for Children & Young People and Adults' services.</p>	<p>LAA NI 11 – Engagements in the Arts – Active People Survey, March 2011 target of 1% increase over baseline of 38%.</p> <p>BV119d The percentage of residents satisfied with arts activities and venues – target to be determined.</p> <p>A vibrant Stockton which supports economic and community development</p> <ul style="list-style-type: none"> - Events Strategy developed by April 2010 - increased footfall in Town Centre in pre-Christmas period - 1,200 participate in SIRF carnival.

Appendix 1 - March 2010.

Theme: Culture and Leisure (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
10.	Highlight and celebrate our heritage.	<p>Development and production of a Heritage Strategy and Action Plan.</p> <p>Deliver Preston Hall Museum & Park capital projects, including new-build, Museum works to enable development, redevelopment of main Hall and new displays.</p> <p>Improve Preston Park and Borough-wide programme to supplement and improve visitor/public offer during phased partial site closure 2009-2012.</p>	<p>NI 10 (BV 170b) Museum visits in person per 1,000 population: amended target to take account of partial closure and phased development - 75,000 total visits, 2009/10; 60,000, 2010/11; 45,000 2011/12.</p> <p>BV 170a Museum user figures (includes outreach) – to be confirmed.</p> <p>BV 170c Organised school group visits (amended target – 9,800, 2009/10; 7,690, 2010/11; 5,900, 2011/12).</p>

Theme: Culture and Leisure (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
11.	Refresh our Libraries and invest in new technologies to increase effectiveness.	<p>Refurbishment of Stockton Central Library.</p> <p>Develop new Library Service delivery models.</p> <p>ICT: introduce RFID as part of the refurbishment process in two additional libraries, and seek further funding to establish this provision in all library service points.</p> <p>Contribute to the design and development process of the new PFI funded health / care / community facility in Billingham, to ensure effective integration of a modern, welcoming library provision that meets the needs of the community.</p>	<p>NI 9 Use of public libraries – Active People Survey baseline of 48.3% - target to be confirmed.</p> <p>New Library service delivery model developed:</p> <ul style="list-style-type: none"> - 2 Libraries fitted with RFID - Stockton Central Library refurbished within timescales.

Appendix 1 - March 2010.

Theme: Culture and Leisure (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
12.	Increase participation in sport and active leisure.	<p>Strengthen the key strategic networks for sport and active leisure, by embedding the Strategic Sports Network within Stockton Renaissance with strong links to relevant thematic partnerships.</p> <p>Improve coordination between facilities and activity providers to get the maximum benefit from assets e.g. the barrage white water course, playing pitches, and TAL leisure centres.</p> <p>Improve communication and marketing of sports opportunities and the benefits of participation, with particular reference to health and wellbeing outcomes.</p> <p>Maximise the social, economic and health impact and benefits associated with sporting events, including the 2012 Olympic Games.</p> <p>Increase/ enhance the role of the voluntary/ community sector to improve the provision of sustainable community sports opportunities.</p> <p>Ensure the BSF programme delivers sport and leisure facilities which meet the needs of 'Campus Stockton' and complement the other facilities in the Borough.</p>	<p>An increase in the % of adults volunteering in sport for at least an hour per week – target to be determined.</p> <p>An increase in the % of young people and adults participating in community sports organisations – target to be determined.</p> <p>Improved participation in TAL programmes from BME communities, people with disability, and children / young people in care / leaving care.</p> <p>BSF schools provide an accessible and differentiated range of high quality sports facilities for pupils and for local communities.</p> <p>Refurbishment of Billingham Forum complete by X.</p>

Appendix 1 - March 2010.

Theme: Culture and Leisure (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
12.	Increase participation in sport and active leisure. (cont.)	Refurbishment of Billingham Forum. Deliver active sport and leisure programme.	

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Stockton Borough – the People

Children and Young People's services

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

Adults' services

Our vision is that older people in Stockton grow older with dignity and maintain a high quality and independent lifestyle. This includes ensuring older adults are at the heart of community leadership and development exercising real choice and control.

Health and Wellbeing

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

Community Safety

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

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

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.

Stockton Borough – the People

Theme: Children and Young People's Services			
No	Development Priority	Key Actions	Key Success Criteria
13.	Ensure effective multi-agency safeguarding of our most vulnerable children and young people	<p>Implementation and annual review of the Local Safeguarding Children Board action plan.</p> <p>Implementation and annual review of the children and family elements of the Domestic Violence Strategy taking into account recommendations from the EIT review.</p> <p>Implement the National Improving Information Sharing and Management (IISaM) programme.</p> <p>Work with health partners on the reporting and evaluation of data on emergency admissions to hospital for children and young people.</p>	<p>NI 59: Initial assessments for children's social care carried out within 35 days of their commencement. Target to be determined.</p> <p>NI 60: Core assessments for children's social care carried out within 35 days of their commencement. Target to be determined.</p> <p>NI 64: Duration of CP plans 2 yrs+ (proper description needed) – target of 0%.</p> <p>NI 65: Children becoming the subject of a child protection plan for a second or subsequent time – target to maintain within a range of 10-15%.</p> <p>NI 70: Reduce emergency hospital admissions caused by unintentional and deliberate injuries to children and young people – target to be determined.</p>

Theme: Children and Young People's Services (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
14.	Raise achievement for all children, particularly for vulnerable and hard to reach groups, through continued improvements in educational attainment across key stages.	<p>Improve further the educational attainment of children and young people from all vulnerable groups i.e. BME, FSM, SEN, CiC and Persistent Absentees.</p> <p>Narrow the gaps in attainment through improving performance of schools below floor targets at Key Stages 2 and 4.</p> <p>Secure further improvement in educational performance for English and Maths at all Key Stages.</p>	<p>NI 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest – 30.6% by 2010/11.</p> <p>NI 73: Achievement at level 4 or above in both English and Maths at Key Stage 2 - 82.0% by 2010/11.</p> <p>NI 75: Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths – 56.9% by 2010/11.</p> <p>NI 76: Reduction in the number of schools where fewer than 55% of pupils achieve level 4 or above in both English and Maths at KS2 – 2 schools for 2010/11.</p> <p>NI 87: reduce the percentage of persistent absentee secondary school pupils (those missing 20% or more of the school year) – 2010/11 target of 5.2% from 2007/08 baseline of 5.9%.</p> <p>NI 99: Children in care reaching level 4 in English at KS2 – 30.8% 2009/2010.</p> <p>NI 100: Children in care reaching level 4 in Maths at KS2 – 30.8% 2009/2010.</p> <p>NI 101: Children in care achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths – 9.5 % 2009/2010.</p>

Appendix 1 - March 2010.

Theme: Children and Young People's Services (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
15.	Secure further improvement in young people's participation, retention and achievement in further education, training and employment	<p>Implement the 14-19 strategy.</p> <p>Implementation and annual review of IAG (Information, Advice and Guidance) Quality Standards Action Plan.</p> <p>Deliver the new arrangements for commissioning of post 16 provision in line with the national programme arising from the 'Raising Expectations' white paper and the 'Machinery of Government' future plans.</p>	<p>NI 90: Take up of 14-19 learning diplomas – target to be determined.</p> <p>NI 79: Achievement of a level 2 qualification by the age of 19 – target to be determined.</p> <p>NI 80: Achievement of a level 3 qualification by the age of 19 – target of 54% by 2010/11 from 2005/06 baseline of 43.2%.</p> <p>NI 117: NEETs – target to be determined.</p>
16.	Seek to reduce poverty and the impact of poverty on children, young people and their families.	<p>Support the development of a Family Poverty Strategy.</p> <p>Implement revised Integrated Services arrangements and evaluate their impact.</p> <p>Deliver the CAF strategy action plan.</p> <p>Implementation and annual review of the Childcare Sufficiency Assessment to address gaps in provision and manage the local childcare market.</p> <p>Implementation and annual review of the Extended Schools Strategy.</p>	<p>LAA NI 116: Proportion of children living in poverty – Target to be determined.</p> <p>NI 118: Take up of formal childcare by low income working families – Target to be determined</p> <p>Extended Schools core offer to be available across all areas by September 2010.</p>

Theme: Children and Young People's Services (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
17.	Improve the quality of learning and school buildings through implementing Building Schools for the Future (BSF) and Primary Capital Programmes (PCP).	<p>In line with national BSF programme requirements, agree contracts for building projects, 2011/12, and complete building programme and open schools, from 2012/13.</p> <p>Implement Primary Capital Programme.</p>	Programmes are completed in line with national programme requirements.

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Theme: Adults' Services			
No	Development Priority	Key Actions	Key Success Criteria
18.	Improve choice and control over personal health and wellbeing.	<p>Implement the Personalisation project and embed self-directed support, including self-assessment, support planning and associated information management requirements.</p> <p>Implement the 'bringing people back home' plan for clients with learning disabilities.</p> <p>Develop self-care training courses.</p> <p>Implement revised care pathways within Integrated Service Areas, to improve timeliness of assessments and provision of care packages.</p> <p>Maximise access to information, advice and advocacy services for all user groups, using a range of media to improve signposting and wayfinding.</p>	<p>NI 130/VSC17 (LAA): 30% people receiving self-directed support as a percentage of clients/carers receiving community based services 18 or over by 2010/11.</p> <p>NI 132/VSC12 (LAA): 85% of all assessments completed in 28 days by March 2011.</p> <p>NI 133/VSC13: 90% of all packages of care completed in 28 days by March 2011.</p> <p>CQC annual performance rating for 'Choice and Control' improves to 'good' by 2011.</p>

Appendix 1 - March 2010.

Theme: Adults' Services (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
19.	Ensure effective safeguarding arrangements are in place for all service users.	<p>Develop and implement a quality assurance framework for casework recording.</p> <p>Revise the pathway for management of safeguarding referrals to improve consistency of response.</p> <p>Ensure relevant safeguarding training programmes are in place and accessed by staff in all services.</p> <p>Further develop joint work between Contracts Team, Adult Safeguarding Lead, and service providers to ensure safeguarding standards within the private, voluntary and independent sectors meet the level of Local Authority run services.</p>	<p>Local: Number of agreed POVA (Protection of Vulnerable Adults) referrals to be reduced to xxx by March 2011.</p> <p>Local: xx% of staff from independent sector provision, commissioned by the council, to have received appropriate training in safeguarding by March 2010.</p> <p>Local: results of regulatory inspection and internal contract monitoring show improved performance against safeguarding standards (xx% to be good or better by 2013).</p>

Appendix 1 - March 2010.

Theme: Health and Wellbeing			
No	Development Priority	Key Actions	Key Success Criteria
20.	Reduce health inequalities by adding 'life to years and years to life'.	Improve access to smoking cessation, exercise, diet and health programmes, screening and life checks, targeted at areas / communities with greatest need.	<p>NI 121/VSB02: 74.84 per 100K population from heart disease, stroke and related diseases by 2010/11.</p> <p>NI 137 / VSXXX: Improve healthy life expectancy, and reduce the gap between males and females.</p>
21.	Reduce substance misuse (including alcohol and tobacco) by children, young people and adults and reduce the effect on children, young people and family life.	<p>Implement recommendations of Scrutiny Review of alcohol services based on needs assessment.</p> <p>Further develop access to substance misuse support services.</p> <p>Implementation and annual review of the Young People's Substance Misuse action plan.</p>	<p>NI 123 / VSB05 (LAA): <i>smoking cessation rate – improve to 1092 per 100K of the population by 2011.</i></p> <p>NI 40 (LAA): 17.07% increase in the number of drug users in effective treatment from baseline year (1135).</p> <p>NI 139/VSC26: Reduction in alcohol related admissions to 169.239 per 100k pop by March 2010 (<i>update for 2011</i>).</p> <p>NI 115: Reduced level of substance misuse by young people – target reduction from 08/09 baseline to be determined.</p>

Theme: Health and Wellbeing (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
22.	Reduce levels of obesity in children, young people and adults.	<p>Implement recommendations of scrutiny review of obesity services.</p> <p>Implementation and annual review of the Sport Strategy Action Plan.</p>	<p>LAA NI 56: Obesity in primary school age children in Year 6. Reduce the percentage of children in Year 6 with height and weight recorded who are obese to 19.17% by 2010/2011.</p> <p>LAA NI 53: Prevalence of breastfeeding at 6-8 weeks from birth – increase to 38% by 2010/11.</p> <p>NI 57: Children and young people’s participation in high-quality PE and sport. – target to be determined.</p>

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Appendix 1 - March 2010.

Theme: Community Safety			
No	Development Priority	Key Actions	Key Success Criteria
23.	Reduce levels of youth offending and anti-social behaviour.	<p>Implementation and annual review of the Youth Justice Strategy.</p> <p>Deliver</p> <ul style="list-style-type: none"> - ASB Strategy, - Reducing reoffending action plan. 	<p>NI 19: Reduce re-offending rate by young offenders –target to be determined.</p> <p>LAA NI 111: First time entrants to the Youth Justice System aged 10-17 – Target to be determined.</p> <ul style="list-style-type: none"> - Reduction in % of people that perceive Stockton to have high levels of anti-social behaviour from baseline of 29%.
24.	Reduce crime and the fear of crime.	<p>Deliver Community Safety Priorities through implementation of:</p> <ul style="list-style-type: none"> - Community Safety Plan - Domestic Violence Reduction strategy - Alcohol Strategy and Action plan. <p>Undertake Community Safety Consultation Programme.</p>	<p>Reduction in residents perception and fear of crime:</p> <ul style="list-style-type: none"> - Maintain Stockton's position of having lowest overall crime rate in Tees Valley. - 5, 000 residents participate/provide feedback.
25.	Ensure our residents are safe.	<p>Deliver Environmental Health statutory plans.</p> <p>Trading Standards & Licensing plan implementation.</p> <p>Road Safety schemes.</p>	<p>Promote/Protect the Health, safety and wellbeing of customers, consumers, employees and residents of Stockton:</p> <ul style="list-style-type: none"> - Env. Health action plans delivered by 31.03.11 - TS & L action plan delivered annually - 10% increase in pedestrian and cycle training by 31.03.11

Appendix 1 - March 2010.

Theme: Stronger Communities			
No	Development Priority	Key Actions	Key Success Criteria
26.	Create the conditions for a strong and vibrant Third Sector.	Develop and deliver the 3 rd Sector Strategy	NI 7: Environment for a thriving third sector
27.	Further develop Community Engagement infrastructure and activity.	Develop and deliver the Engagement Strategy. Implement the recommendations for the EIT Review of Engagement.	NI 3: Civic participation in the local area. NI 4: % of people who feel they can influence decisions locally. NI 6: Participation in regular volunteering.
28.	Develop an appropriate Member Learning and Development Strategy that supports and enables Members to be effective.	Review the Council's Member Learning & Development Strategy in line with Council priorities. Compare existing Member Learning and Development arrangements against regional and national best practice. Submit for assessment against the criteria for Members Charter Plus, the Council's Member Learning & Development Strategy.	Refreshed Member Learning and Development Strategy reflective of Council priorities. Achievement of the Charter Plus accreditation. Enhanced Member capacity and effectiveness.

Stockton Borough – the Council

Organisational and Operational Effectiveness

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

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Stockton Borough – the Council

Theme: Our People			
No	Development Priority	Key Actions	Key Success Criteria
29.	Implement our 'People Strategy' and Integrated Children's workforce strategy.	<p>Develop new ways of working and achieve value for money Assess all managers to identify skills gaps in the key Council competencies required to achieve a successful people centred organisation by 31 December 2010.</p> <p>Achieving Excellence in Leadership and Management Review the approach to appraisals and refresh the competencies to ensure they encompass Gallup's 12 elements of great managing and the council's vision by 31 December 2011.</p> <p>Developing the workforce Deliver the actions set out in the Recruitment and Retention Action Plan in partnership with the Recruitment and Engagement Group by 31 March 2013.</p> <p>Recruiting and retaining a diverse and talented workforce Deliver a corporate level employee engagement and communication plan by 31 March 2011.</p>	<p>Leaders and managers who exemplify the behaviours and competencies required within the Council.</p> <p>Raising the skills of the workforce, ensuring behaviours are in line with the competencies. An improvement in the recruitment and retention of the best employees to deliver the best services.</p> <p>Increase the diversity of the workforce in accordance with agreed targets.</p> <p>Employees fully understand the Council's vision and are actively a part of its delivery.</p>

Appendix 1 - March 2010.

Theme: Our People (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
29.	Implement our 'People Strategy' and Integrated Children's workforce strategy. (cont.)	<p>Working Together Continue to review Human Resources Policies and Terms and Conditions, which will support the Council's objectives including the evaluation of the health and well being strategy, flexible working, volunteering, secondment, a corporate suggestion scheme and a travel policy by 31 March 2013.</p>	<p>Effective policies which enable the Council to achieve its identified objectives.</p> <p>Further reduction in average days lost to sickness from 9.14 days per full time employee (FTE) to xx days by 31 March 2011.</p>

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Appendix 1 - March 2010.

Theme: Our Organisational Effectiveness			
No	Development Priority	Key Actions	Key Success Criteria
30.	Establish a shared intelligence framework with partners.	Implement the Local Intelligence Framework.	Improved Data quality and Intelligence to inform decision making.
31.	Deliver the Customer Excellence Programme.	Achieve Corporate Customer Service Excellence Standard by 31 August 2010.	<p>All Council services to be performing at Customer Service Excellence standard.</p> <p>Improved customer satisfaction ratings in MORI survey, from 2008 baseline:</p> <ul style="list-style-type: none"> ▪ % of residents who found staff 'helpful' maintained above 75% by 2010. ▪ % of residents whose enquiry was dealt with at the first point of contact maintained above 75% by 2010. <p>Kudos – national and external recognition of Council-wide excellence in customer service.</p>
32.	Promote a positive image of the Council and pride in the area.	Deliver the recommendations from the EIT Review.	

Theme: Our Organisational Effectiveness (cont.)			
No	Development Priority	Key Actions	Key Success Criteria
33.	Develop a Member Induction Strategy for 2011 that enables Members to become/continue to be excellent Councillors with a good understanding of their role, responsibilities and priorities for the Council.	<p>To make the necessary preparations for the delivery of a comprehensive Members Induction programme post elections 2011.</p> <p>Identify in line with Council priorities required member learning and development requirements, and prepare appropriate Members Induction programme in readiness for post elections 2011.</p>	Induction programme for 2011 aligned to the Council priorities and make up of the new Council delivered in a timely manner.

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Appendix 1 - March 2010.

Theme: Our Value for Money/ Efficiency			
No	Development Priority	Key Actions	Key Success Criteria
34.	Deliver the Efficiency, Improvement and Transformation Programme.	Efficiency, Improvement and Transformation (EIT) Reviews: <ul style="list-style-type: none"> - Implement Year 1 recommendations (according to action plans); - Carry out Year 2 reviews (according to timetables). 	Delivery of identified savings for Year 1 reviews. Completed Year 2 reviews and identified savings.
35.	Investigate feasibility of partnering opportunities.	Partnering: <ul style="list-style-type: none"> - Undertake feasibility studies by 31 March 2011. 	Completed feasibility studies and agreed next steps.
36.	Develop new approaches to commissioning.	Procurement: <ul style="list-style-type: none"> - Implement the Category Management approach to twelve areas of procurement by 31 March 2011. 	Delivery of £1 million efficiency savings in 2011/12.