

Big Plans Bright Future Council Plan 2015-2018



Stockton-on-Tees
BOROUGH COUNCIL

Your Council

Big plans, bright future

FOREWORD

It is hard to believe that a year has passed since we produced our Council Plan for 2014-17 and the foreword that accompanies it. We are immensely proud of what we have achieved over this last year in line with our vision and ambitions set out in our plan.

Many of those achievements are visible in terms of the physical changes that can be seen in the continued development of our town Centre's, housing regeneration schemes, parks and open spaces, street lighting and roads and pathways. Our fantastic year round events programme, the majority of which is free is well received and supported by local residents, businesses and visitors and is the envy of many. Of course not everything that we have delivered is visible. A lot of the work we do is in relation to safeguarding vulnerable children, young people and adults and ensuring that those who don't always have the same life chances and opportunities as most people are given the best help and support that we possibly can. We remain committed to making our borough a place where people feel safe and the work we do in partnership with others is ensuring that Stockton remains the safest place in Tees Valley. We know that for many of our residents access to employment is key, not only to ensuring they are able to have a decent standard of living but also to their wider health and well-being. We have continued to work with businesses and employers to help create new opportunities through apprenticeship schemes and helping to secure investment that generates new jobs. It's impossible to capture everything that has been achieved over the last year in this foreword so I would encourage you to read more in the Leaders' Statement and Annual Review for 2014/15.

Many of the challenges we reflected on last year remain, and in some cases have grown. As a Council we continue to face the budget reductions required of us by Central Government, alongside growing demands for, and expectations from, the services we provide. By 2018/19 government funding is expected to reduce by a further £15 million meaning that it will have reduced by £67 million since 2010. In addition to the savings already delivered, it is now expected that we will need to save a further £17 million by 2018. This means we have had to take some hard decisions, with undoubtedly more to come. As far as possible we have protected frontline services by looking at innovative and alternative ways to deliver them, by securing external funding in some cases and through our own invest to save schemes. With the scale of the challenge we face, set against the increased demands, protecting frontline services from any form of change will be progressively more difficult. We were, however, heartened by the results of our most recent residents' survey which indicated that the people of our borough trust the Council and are satisfied with the way we run things and the majority of the services we provide, as well as believing the Council provides value for money.

We have, and will continue to, work with other local authorities and representative bodies to question the allocation of Central Government funding. In the meantime we remain committed to doing all we can to support our residents, particularly those who are the most vulnerable, to help our businesses grow, our voluntary, community and social enterprise sector to thrive, to tackle the health inequalities and to continue with our regeneration plans to ensure that the borough of Stockton-on-Tees is a place with which we are all proud to be associated.

We firmly believe that with our strong leadership, resilient and resourceful workforce, effective partnerships, robust financial management and solid governance we will continue to rise to the challenges we collectively face.



Councillor Bob Cook

Leader, Stockton-on-Tees Borough Council



Neil Schneider

Chief Executive



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SECTION 1

PURPOSE, VISION, POLICY PRINCIPLES AND PRIORITIES

WHAT IS THE COUNCIL PLAN?

This Council Plan sets out the overall ambitions and priorities of the Council and charts the objectives, key actions and outcomes we aim to deliver over the next three years. It also identifies the measures of success we will use to challenge and monitor our progress.

The plan sets out the **key** priorities for the Council over the next three years and identifies the policy principles on which they are based, providing the overarching framework to support decision-making and the allocation of resources.

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

WHO IS THE PLAN FOR?

The Plan provides clarity and focus on the direction of travel of the Council. It is a resource for councillors, managers and staff within the authority, setting out where we are going and how we will know what success looks like. It is to be used to support decision-making about the allocation of financial and human resources and performance management and reporting.

It is also a resource for the Council's public, private and voluntary sector partners, national government, setting out the Council's contribution to delivering local services and how we are developing as an organisation.

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



OUR VISION FOR THE BOROUGH

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

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

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

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

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

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

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

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

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

OUR CULTURE AND VALUES

We will deliver this Council Plan by drawing on our organisational culture, values and behaviours and continue to develop our organisational resilience in the face of the significant financial and capacity challenges we face. The Council prides itself on being open, honest and fair; on leading by example; retaining our longer term ambitions for the borough in the face of adversity; being determined; delivering genuine value for money and setting high standards of customer-focused public service. On communicating clearly and regularly with the community we serve, providing opportunities for people to engage with us and influence decisions and on being challenging, innovative and well organised.

POLICY PRINCIPLES

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

- **Protecting the vulnerable through targeted intervention**, particularly those people in our communities who are subject to, or at risk of harm, people who are homeless or at risk of becoming homeless, those who are financially excluded or whose circumstances make them vulnerable.
- **Promoting equality of opportunity through targeted intervention**, specifically in relation to tackling health inequalities, meeting the skills gap and improving access to job opportunities, tackling fuel poverty, education and training opportunities, access to affordable housing, financial and digital inclusion.
- **Developing strong and healthy communities** through the provision of mainstream and preventive services that are available to all those who choose to access them.
- **Creating economic prosperity** across the borough.

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

Funky Feet Activity Class for Young Children



PRIORITIES

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

ECONOMIC REGENERATION AND TRANSPORT

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

Our key objectives to deliver this are to:

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

ENVIRONMENT AND HOUSING

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

We plan to deliver this by:

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

COMMUNITY SAFETY

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

We will achieve this through:

- Reducing crime and the fear of crime by tackling:
 - Anti-social behaviour
 - Violent crime (including robbery)
 - Drug related offending
 - Criminal damage
 - Alcohol related crime
 - Domestic violence
- Supporting the development of effective probation services
- Ensuring effective public protection

CHILDREN AND YOUNG PEOPLE

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

We will do this by:

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

HEALTH AND WELLBEING

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

We aim to do this by:

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

STRONGER COMMUNITIES

We want our communities to become even stronger and more cohesive, where there is a common sense of belonging and where the diversity of people's backgrounds is appreciated and positively valued, where there is strong community involvement in public life and where there is a vibrant and sustainable voluntary, community and social enterprise sector.

In order to achieve this we will:

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

ADULTS

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

We plan to do this by:

- Ensure safe arrangements for protecting adults who are at risk of abuse or neglect
- Ensuring all adult service users receive personalised care and support
- Delivering early intervention services to maximise independence
- Ensuring adult and young carers are identified and supported
- Ensuring compliance with the Care Act

ARTS, LEISURE AND CULTURE

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

We will do this through:

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

ORGANISATIONAL AND OPERATIONAL EFFECTIVENESS

In order to deliver high quality, customer-focused services that meet the changing needs of local communities within the available resources the Council needs to ensure it has the right organisational capacity, governance arrangements and continues to develop as a resilient, learning, responsive organisation.

We will deliver this by:

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

CONTEXT AND BACKGROUND

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

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

STOCKTON-ON-TEES - THE PLACE

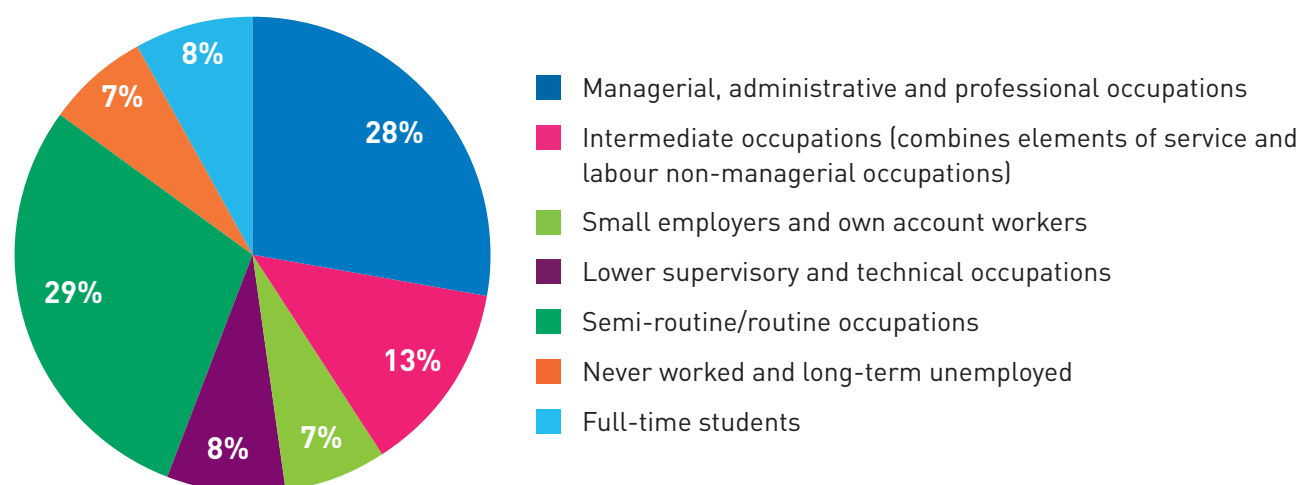
Stockton-on-Tees is a borough of wide contrasts, a mixture of busy town centres, urban residential areas and picturesque villages.

Stockton-on-Tees Borough area is 20,393 Hectares (Ha)¹ in size with a population of 193,190² living in 83,337 dwellings.³ This gives a population density of 9.4 people per Ha. The borough's population has increased by 7.6% since the 2001 Census, whereas across the North East region there has only been an increase in population of 3.7%.

Usual residents	Stockton-on-Tees	North East	England and Wales
All ages	193,190	2,610,480	56,948,230
Males	94,710	1,278,450	27,049,200
Females	98,490	1,332,020	28,899,040

As illustrated below, the borough has a unique social and economic mix. In practice this means that there are discrete geographical areas of multiple and isolated types of deprivation situated alongside areas of relative affluence.

National Statistics Socio-economic Classification (Census 2011)



1. Census 2011

2. Office for National Statistics' mid 2013 population estimates

3. Tees Valley Unlimited mid 2013 households estimates. Dwelling estimates are rolled forward from total household spaces from the 2011 Census.

STOCKTON-ON-TEES - DEPRIVATION

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

Across the borough there is a unique social and economic mix, with areas of acute disadvantage situated alongside areas of affluence. Whilst 29% of the population live within the top 20% of least deprived areas of England, 27% live in the 20% most deprived areas.⁵ In addition, 29 out of the 117 Lower Super Output Areas (LSOAs) across Stockton-on-Tees are within the 20% least deprived LSOAs in England, whereas 34 of the LSOAs are within the 20% most deprived LSOAs in England.

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

Despite the borough's levels of relative deprivation, a survey carried out in 2012 showed that residents were more satisfied with Stockton borough as a place to live than the residents in the other local authorities that participated.⁶

STOCKTON-ON-TEES - THE PEOPLE

A lot of work has been carried out in recent years to look at the changing profile of the borough's population, the impact this is likely to have on public services and how the Council's services will need to adapt.

The borough's population is projected to increase by 4.1% by 2022 then by another 3.5% by 2030 and a further 2.3% by 2037; equating to an additional 20,193 residents in 2037 compared with 2015. The numbers of residents aged 65-79 and over 80 are projected to increase dramatically; whereas the number of people aged 45-64 is projected to decrease. The percentage increase in the borough is greater than that for the population across the North East. In the North East region the numbers of residents aged 65-79 and over 80 are projected to increase less than in the borough and across the North East there is an expected reduction in the population aged 0-15, 16-29 and 30-44, compared with an increase in our borough.

Population projections for Stockton-on-Tees

	2015	2022	2030	2037	Projected population change from 2015 to 2037	
	Stockton-on-Tees					North East
All ages	195,665	203,738	211,005	215,858	10.3%	5.5%
Aged 0-15	38,125	40,878	40,758	40,215	5.5%	-0.9%
Aged 16-29	34,972	32,712	33,778	35,999	2.9%	-0.4%
Aged 30-44	36,468	39,238	40,146	38,176	4.7%	-0.4%
Aged 45-64	52,176	51,460	48,770	48,640	-6.8%	-11.9%
Aged 65-79	25,061	28,556	32,612	34,824	38.9%	29.5%
Aged 80+	8,864	10,895	14,940	18,005	103.1%	92.4%

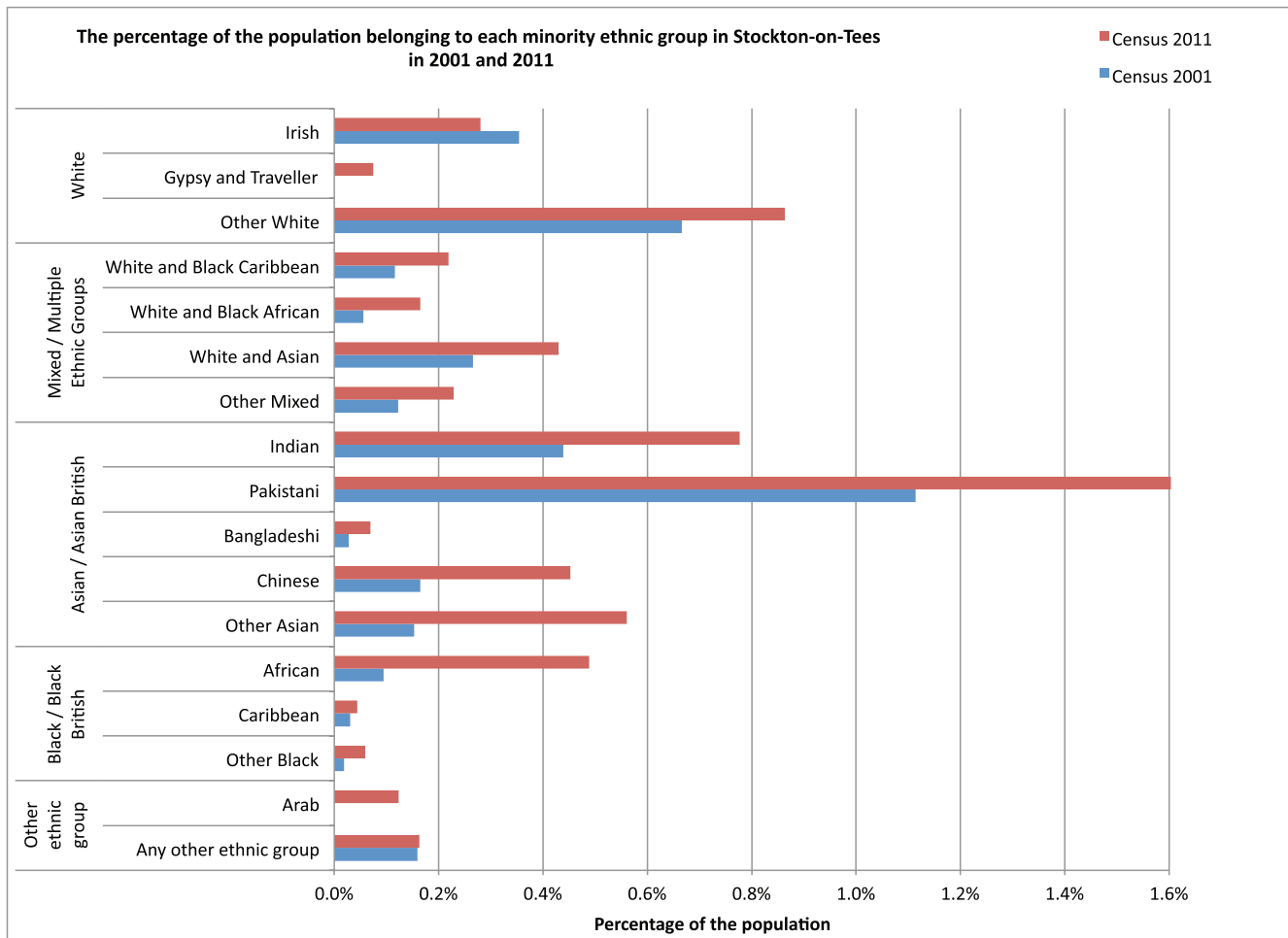
Source: ONS interim 2012-based sub-national population projections.

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

5. Calculated using the ONS 2012-based population estimates for each LSOA.

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

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



SOURCE: Ethnic Group (Census 2011)

UNDERSTANDING THE COUNCIL

Stockton Borough Council is a unitary authority that came into existence in 1996 and has subsequently developed into a consistently high performing authority evidenced through positive external inspection, review and assessment findings, outcomes from resident satisfaction surveys and our performance data.

THE POLITICAL LANDSCAPE

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

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

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

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

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

The Council also has other Committees including for example:

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

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

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

NATIONAL POLICY AND LEGISLATIVE CONTEXT

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

- Growth and Infrastructure Act
- Small Business, Enterprise and Employment bill.
- Apprenticeship Reforms
- Energy Act
- Town and Country Planning Order (General Permitted Development) 2014
- Anti-social Behaviour, Crime and Policing Act
- Offender Rehabilitation Act 2014
- Serious Crime Bill
- Broadening of the Troubled Families Programme.
- Special Educational Needs Reform
- Academies and Free Schools
- Better Care Fund
- Fulfilling Lives - Ageing Better
- The Care Act
- The Welfare Reform Act
- Health and Social Care Act
- Academies and Free Schools.
- Health and Social Care Act
- Electoral Registration and Administration Act
- Devolution Agenda
- Local Government Transparency Regulations
- Immigration Act
- Social Value Act
- The Finance Act
- Public Service Pensions Act

CONSULTATION

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

- A combined authority for the Tees Valley
- Viewpoint – standard surveys and rapid response online surveys
- Scrutiny reviews of ‘a safer place for children’, ‘home care’, ‘school place planning’, and street café furniture and a-boards’
- Service specific reviews – e.g. smoking cessation, dementia
- Council website development (phase 2)
- ‘Specialist markets’ and major events (e.g. Stockton International Riverside Festival, Stockton Cycling Festival) feedback

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

The Adult Viewpoint Panel was recently refreshed and is made up of over 1,300 residents aged 18+. It is representative of the borough in terms of age, gender, ethnicity and geography.

'Loud & Clear' is a 'sounding board' for key topics that we want to explore with young people in the borough, in support of the Stockton Youth Assembly.

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

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

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

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



Stockton Strategic Partnership Annual Event at Preston Hall

REGULATORY INSPECTIONS, PEER AND INDEPENDENT ASSESMENTS AND SCRUTINY

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

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

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

REGULATORY INSPECTIONS, PEER AND INDEPENDENT ASSESMENTS

- Local Government Association adult safeguarding peer review
- Critical friend review of children's social care and child protection arrangements
- Local Government Association children's safeguarding peer diagnostic
- Tees Achieve Ofsted Inspection
- Ofsted inspections of schools, early years settings, children's centres, and children's homes.
- Electoral Commission - Assessment and review of Registration and Elections services
- Customer Service Excellence
- Association for Public Service Excellence

SCRUTINY

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

The proposed scrutiny programme for 2015/16 is set out below which is subject to review by the new elected administration following local elections in May 2015: (will be available on 5th March 2015)

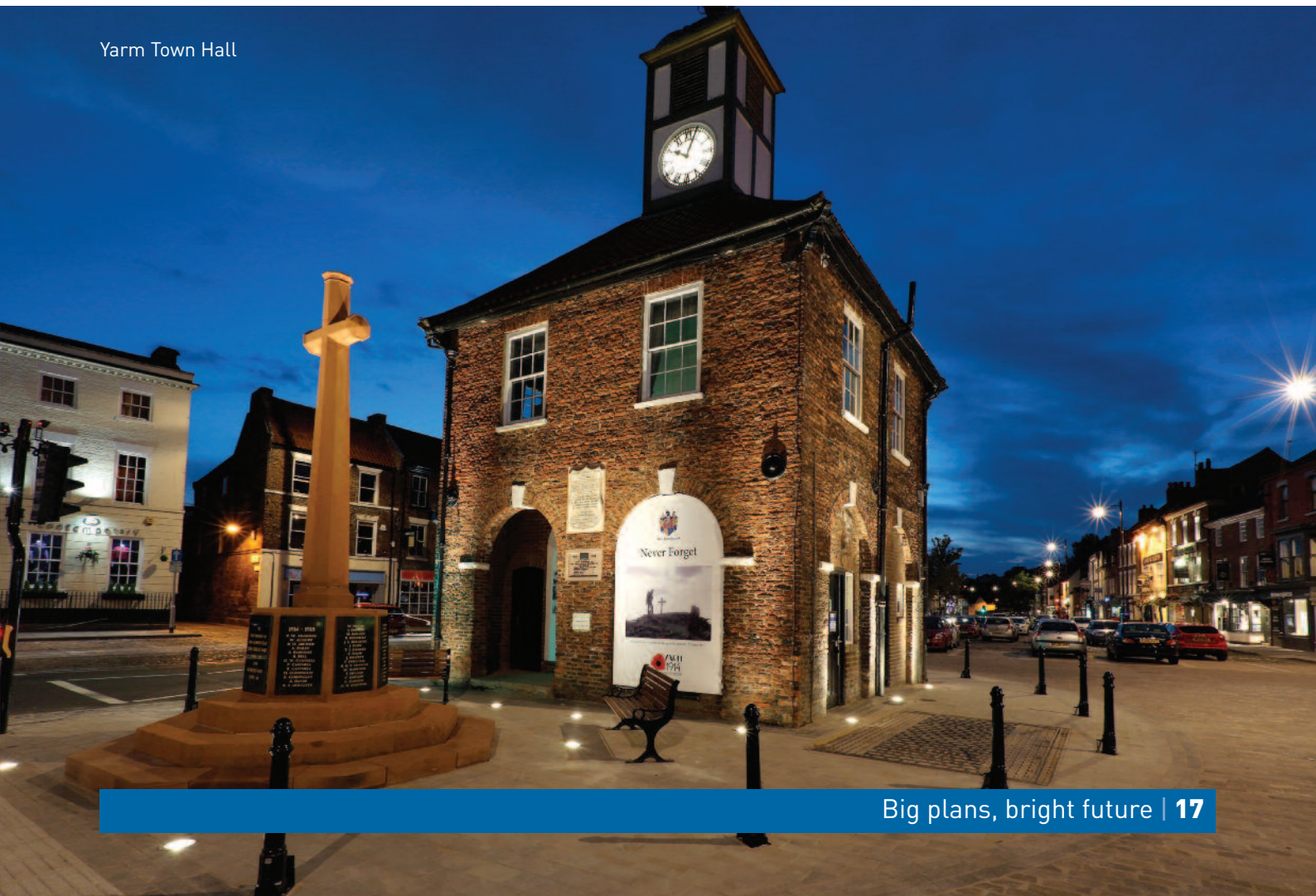
The Adult Services and Health Select Committee continues to be responsible for receiving statutory and non-statutory health consultations and briefings. In addition, a joint Tees Valley Scrutiny Committee scrutinises health issues and NHS services which are provided across the Tees Valley sub region.

OTHER KEY STRATEGIC PLANS

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

- Joint Health and Wellbeing Strategy 2012-18 (Health and Well Being Board)
- A Brighter Borough for All - Tackling Family Poverty across Stockton-on-Tees (Stockton Strategic Partnership)
- Joint Strategy for Carer Support Services for Adults, Children and Young People 2013-17
- Domestic Abuse Strategy 2014-17
- Early Help and Prevention Strategy for Children, Young People and their Families
- Stockton-on-Tees Local Safeguarding Children Board (SLSCB) Annual Report and Business Plan
- Looked After Children and Care Leavers Strategy 2014-17
- Crime and Community Safety Plan (Safer Stockton Partnership)
- Youth Justice Plan
- Green Vision
- Local Development Plan
- Area Transport Plan
- Housing Strategy
- Tees Valley Unlimited Statement of Ambition/City Deal (TVU Board)
- Tees Valley Strategic Economic Plan

Yarm Town Hall



THE COUNCIL'S RESOURCES

The Council's Key resources are:-

- Financial
- Human
- Physical assets

FINANCIAL RESOURCES

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

A new system for revenue funding of local government was introduced by the Government with effect from April 2013. Under the new scheme a Settlement Funding Assessment is determined for each local authority. This Settlement Funding Assessment is split between Revenue Support Grant and Business Rates Retention. Under the new Business Rate Retention Scheme, local authorities collect the business rates and pay 50% back to Central Government. The remaining 50% is subject to a comparison with a national calculation and a Tariff or Top Up applied..

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

NHS related services.

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

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

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

MTFP EXPENDITURE at 15-16 Budget Setting	Approved 2015/16(£k)	Estimate 2016/17 (£k)	Estimate 2017/18 (£k)
Service Group			
Resources/L&D/Corporate	20,498	20,244	20,244
DNS	39,905	39,813	39,772
CESC & Public Health	100,829	101,650	101,650
Corporate Items & Provisions	3,246	4,037	4,370
Total Expenditure	164,478	165,744	166,036

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

The authority has taken a planned approach to meeting the identified gaps in the budget, with its previous Efficiency, Improvement and Transformation (EIT) programme and subsequent service reviews having identified over £34m in savings and delivering a range of improvements in areas such as administration, procurement and the utilisation of assets.

The current programme comprises a number of large scale reviews in areas of high spend known as 'Big Ticket Reviews'. These include Energy and Waste, Children's Social Care and Adult Social Care and are aimed at reducing the growth in demand (and costs) through looking at the reasons for the increased demand and assessing what role preventive services will have in relation to this as well as exploring different ways of delivering the services. These reviews have identified £7m in savings and have a further target of over £6m by 2018/19.

As a local authority we develop innovative

solutions to generate savings and ensure we are delivering value for money.

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

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

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

CAPITAL PROGRAMME 2012-2018	Current Approved Programme £'000	Programme Revisions £'000	Revised Programme £'000
Schools Capital	48,928	0	48,928
Housing Regeneration & Town Centres Schemes	59,017	1,495	60,512
Transportation	23,393	7,238	30,631
Other Schemes	33,077	10,600	43,677
Total Approved Capital MTFP	164,415	19,333	183,748

HUMAN RESOURCES

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

We currently employ 2,565 Full Time Equivalent employees (FTEs)⁷. This is a reduction of over 700 FTEs over the past four years and we expect to see a further reduction of 150 FTEs over the course of this plan.

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

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

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

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

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

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

7. This is correct as of 31 December 2014 and excludes schools



PHYSICAL ASSETS

The Council owns and operates a significant number of buildings and also has an extensive portfolio of land holdings. The Council has undertaken a major review of its property assets under the Efficiency, Improvement and Transformation Review Programme (EIT). This has resulted in significant efficiencies and financial savings being achieved. By 2016/17 a total saving on physical assets of £1.4m per annum will be generated, as well as generating significant capital receipts -

Key aspects of the review have included:

- Rationalisation of office accommodation resulting in a requirement for a smaller number of office buildings, with consequential savings in operating costs.
 - Changes to the Libraries Services, co-locating libraries in buildings providing children's centre services. This represents a more efficient use of the building
- The Council has developed and approved an approach to Community Asset Transfer, encapsulated in the "Let's Share" Community Asset Transfer Strategy. It has also worked closely with Catalyst (the borough's voluntary and community sector infrastructure organisation) in their development of a Community Building Trust. Four community buildings have been transferred to this Trust and will be operated for the benefit of their local communities. A significant benefit will be materialised for the Council. Further asset transfers are also being considered
 - A co-ordinated approach to the disposal of land and property assets making clear links to issues such as pupil place planning and sports strategies.



New Billingham Library and Customer Service Centre

SECTION 4

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

DELIVERY PLANS (Themes)

Performance Indicators in **BLUE** contribute to monitoring our 'Tackling Family Poverty' agenda. Objectives and Actions in **BOLD** contribute to meeting our Public Sector Equality Duties.

ECONOMIC REGENERATION AND TRANSPORT

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

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	ERT100	Percentage of working age people (16-64) that are claiming Job Seeker's Allowance	> 0.5% point reduction on position at end of 2014/15	> 0.5% point reduction on position at end of 2015/16	> 0.5% point reduction on position at end of 2016/17
	ERT101	Percentage of young people (18-24) that are claiming Job Seeker's Allowance	> 0.8% point reduction on position at end of 2014/15	> 0.8% point reduction on position at end of 2015/16	> 0.8% point reduction on position at end of 2016/17
	ERT102	Percentage of unemployed people trained through Tees Achieve (to access employment opportunities) that move into employment	> 30%	> 30%	> 30%
	ERT200	Number of young people engaged in local authority supported enterprise activities with schools and colleges	5% increase on 2014/15 outturn	5% increase on 2015/16 outturn	5% increase on 2016/17 outturn
	ERT201	Number of business investments in the borough with assistance provided by the local authority	> 210	> 220	> 230
	ERT300	Percentage of Stockton town centre vacant units (primary or secondary ground level businesses)	<17%	<16%	<15%
	ERT400	Average road journey time per mile during the morning peak	< 2 minutes, 30 seconds	< 2 minutes, 30 seconds	< 2 minutes, 30 seconds
	ERT401	Buses running on time in the borough	Improvement on previous year's outturn	Improvement on previous year's outturn	Improvement on previous year's outturn
	ERT402	Percentage of roads in the borough where maintenance may be required	< 6%	< 6%	< 6%

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver key infrastructure including enhancing the transport network	<ul style="list-style-type: none"> • Support the development and programming of the Tees Valley Strategic Infrastructure Plan and Strategic Economic Plan • Develop and deliver against the SBC Infrastructure Plan to support land use allocation and undertake feasibility work for investment in infrastructure/facilities including areas in the south of the borough. • Set priorities and deliver the programme for the 2015-16 Local Transport Plan and Highway Maintenance programmes • Work with Darlington Borough Council and Peel Holdings PLC to bring forward the development and master planning of Durham Tees Valley Airport 	Head of Economic Growth and Development Services	
Deliver vibrant and economically successful town centres	<ul style="list-style-type: none"> • Lead the growth and diversification of quality specialist markets in Stockton Town centre • Lead and support the development, growth and diversification of the evening economy and leisure sector • Increase the number, quality and diversity of operating businesses in town centres • Adopt and implement planning policies to support the vitality and viability of Stockton Town Centres 	Head of Economic Growth and Development Services	
Further regenerate the borough's housing	<ul style="list-style-type: none"> • Conclude the major housing regeneration schemes at Hardwick, Mandale and Nursery Gardens • Continue the site clearance and progress the site delivery plan for Victoria estate • Continue to progress the West End Gardens (previously known as the Parkfield / Mill Lane Phase Two) Housing regeneration scheme • Complete the initial phase Norton Park (formerly Swainby Road) housing regeneration scheme 	Head of Housing and Community Protection	Head of Economic Growth and Development Services

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Improve economic prosperity for residents across the borough	<ul style="list-style-type: none"> • Support adults and young people to develop their skills to take advantage of employment opportunities offered by local businesses • Work with young people to build enterprise skills • Identify young people at risk of becoming NEET (Not in Education, Employment or Training) and work with partners to develop and provide support to meet identified need (including recommendations from the EET scrutiny review) • Work in partnership across the Tees Valley to develop the combined Authority in support of wider economic benefits to the area. 	<p>Head of Economic Growth and Development Services</p> <p>Corporate Director of Resources</p>	<p>Head of Education, Early Years and Complex Needs</p> <p>Head of Culture, Leisure and Adult Learning</p> <p>Director of Law and Democracy</p>
Improve economic prosperity for new and existing businesses across the borough	<ul style="list-style-type: none"> • Identify new development opportunities at strategic regeneration sites throughout the borough • Lead with partners on the regeneration of Northshore to ensure that new developments meet the strategic aims of the master plan • Support the progression of inward investment, working with key partners to secure new businesses and sustain and grow existing businesses within the borough • Support and promote delivery of the Enterprise Zone • Identify a portfolio of sites to meet demand for employment land for a variety of uses and allocate in the Local Plan 	<p>Head of Economic Growth and Development Services</p> <p>Business and Enterprise Manager</p>	
Create a culture that encourages and sustains enterprise and start-up businesses	<ul style="list-style-type: none"> • Engage with key businesses to facilitate their participation in enterprise activities • Delivery of a package of financial and business support and advice to support new and existing businesses • Support enterprise and economic growth by ensuring a fair, responsible and competitive trading environment 	<p>Head of Economic Growth and Development Services</p> <p>Business and Enterprise Manager</p> <p>Director of Public Health</p>	

ENVIRONMENT AND HOUSING

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

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	EH100	CO2 emissions from the local authority's operations	< 27,776 tonnes	< 25,574 tonnes	> 15.3% reduction from 16/17 outturn
	EH101	Business miles travelled by the local authority's employees (thousands)	5% reduction from 2014/15 outturn	5% reduction from 2015/16 outturn	5% reduction from 2016/17 outturn
	EH102	Percentage of household waste landfilled	< 5.0%	< 5.0%	< 5.0%
	EH103	Percentage of household waste reused, recycled or composted	> 28.0%	> 28.0%	> 28.0%
	EH105	Percentage of areas with unacceptable levels of litter	< 4%	< 4%	< 4%
	EH106	Percentage of areas with unacceptable levels of detritus	< 5%	< 5%	< 5%
	EH200	Number of additional homes provided (net)	> 530	> 525	> 525
	EH201	Number of additional affordable homes provided (gross)	> 100	> 90	> 90
	EH202	Number of long term empty homes brought back into use	TBC	TBC	TBC
	EH203	Percentage of households approaching the local authority and accepted as statutory homeless	< 2%	< 2%	< 2%
	EH300	Percentage of households in fuel poverty	< 15.3%	< 15.3%	TBC re new method of assessment
	EH301	Number of households in fuel poverty receiving home improvements following end of two-year programme	Measure to be reviewed following new guidance	Measure to be reviewed following new guidance	Measure to be reviewed following new guidance

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop and deliver the Council's Green Vision	<ul style="list-style-type: none"> • Work with partners to deliver the energy company obligation programme to externally insulate solid wall housing throughout the borough. • Utilise surplus low grade industrial heat for homes and businesses via inter connected district heating networks • Identify and take-up opportunities for local on-site and off-site renewable energy generation such as PV electricity, ground source heat and offshore wind. • Develop national excellence in the ultra-low emissions vehicles market. • Locally manage waste and resources via extended industrial park networks • Undertake a feasibility study for the provision of a crematorium facility within the borough • Develop local skills, businesses and mechanisms involved with retro-fitting domestic and commercial buildings to achieve energy neutral status, and extreme weather resilience • Protect and enhance the borough's networks of parks, open spaces and other environmental assets in line with our Green Infrastructure Strategy. • Develop and manage the outdoor environment in ways which will provide multiple benefits for local communities and ensure the borough remains a highly attractive place to visit and to work. • Provide and protect attractive parks and green spaces • Provide effective management of waste collection and disposal 	<p>Head of Economic Growth and Development Services</p> <p>Head of Direct Services</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Address the housing requirements of the borough	<ul style="list-style-type: none"> • Deliver a pro-active housing options service to prevent and tackle homelessness and meet housing needs making effective use of the gateway service • Implement the '10 point plan' to drive up standards (housing condition and management) in the private rented housing sector. • Increase the number of new and affordable housing in the borough (through partnership working with Registered Housing Providers/ HCA and securing additional affordable homes through developer contributions negotiated via the planning process in line with the local plan). • Assess the boroughs housing requirements, identify a portfolio of sites to meet the need, through ensuring allocation of sites in the local Plan. 	Head of Housing and Community Protection	Head of Economic Growth and Development Services
Improve resilience to extreme weather events	<ul style="list-style-type: none"> • Work with the Environment Agency to progress a flood protection scheme for Lustrum Beck and Port Clarence • Ensure appropriate emergency planning functions are in place to deal with extreme flooding events • Develop and implement snow plan, winter maintenance and extreme heat plans • Protect the environment for future generations by tackling the threats and impacts of climate change 	Head of Economic Growth and Development Services Head of Direct Services Director of Public Health	All Corporate Directors

COMMUNITY SAFETY

OUTCOME - A safer Stockton-on-Tees

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	CS100	Overall crime rate per 1,000 population	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS101	Number of criminal damage and arson incidents	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS102	Number of theft offences	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS103	Number of sexual offences	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS104	Number of violence against the person offences	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS105	Number of domestic violence offences	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS106	Number of robbery offences	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS107	Number of anti-social behaviour incidents	Maintain previous year's performance	Maintain previous year's performance	Maintain previous year's performance
	CS200	Young People receiving a conviction in court and sentenced to custody	TBC	TBC	TBC
	CS201	First time entrants to the Youth Justice System	TBC	TBC	TBC
	CS202	Rate of proven re-offending by young offenders	TBC	TBC	TBC

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce crime and the fear of crime	<ul style="list-style-type: none"> • Facilitate the delivery of the Community Safety Plan 2014-17 through tackling: <ul style="list-style-type: none"> • Anti-Social Behaviour • Violent Crime (including robbery) • Drug Related Offending • Criminal Damage • Domestic violence • Alcohol related crime • Ensure new developments meet Secure by Design and Park Mark standards • Continue delivery of preventative action through Integrated Youth Support services and in conjunction with the Police • Effective delivery of the Troubled Families Programme • Deliver the Youth Justice Plan • Further develop the range of intervention programmes for young people who offend • Further development of restorative approaches to justice • Work with local Courts to sustain high levels of confidence in Youth Offending Service provision 	<p>Head of Housing and Community Protection</p> <p>Head of Economic Growth</p>	<p>Director of Public Health</p> <p>Head of Children and Young People's Services</p> <p>and Development Services</p>
Support the development of effective Probation Services	<ul style="list-style-type: none"> • Work as an active partner with the newly commissioned CRC to deliver appropriate community rehabilitation services locally 	Head of Housing and Community Protection	Director of Resources
Ensure effective public protection	<ul style="list-style-type: none"> • Improve quality of life and wellbeing by ensuring clean and safe public spaces • Implement measures and operational changes following publication of the revised Counter Terrorism Strategy guidelines 	<p>Director of Public Health</p> <p>Head of Housing and Community Protection</p> <p>Head of Direct Services</p>	Head of Policy, Improvement and Engagement

CHILDREN AND YOUNG PEOPLE

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

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	CYP100	Uptake of free early education / childcare places	Local SBC target of 85% uptake to be achieved by March 2016	TBC	TBC
	CYP101	Proportion of children aged under 5 in each Children's Centre	>=85%	>=85%	>=85%
	CYP102	Early Years Foundation Stage - proportion of children with overall Good Level of Development	Improve at least in line with the national rate of improvement	TBC	TBC
	CYP200a	Progress of Special Educational Need Pupils at KS2	Improve at least in line with the national rate of improvement for SEN from Key Stage 1 to KS2	Please note that due to national curriculum changes this measure will only be for 2015 and will have to change in 2016	Please note that due to national curriculum changes this measure will only be for 2015 and will have to change in 2016
	CYP200b	Progress of Special Educational Need Pupils at KS4	Improve at least in line with the national rate of improvement for SEN from Key Stage 2 to KS4	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets
	CYP201a	Measure of 2 or more levels of progress from KS1 to Key Stage 2 for FSM ever 6 pupils	Reduce the gap from the 2014 outcome at least in line with the national rate of reduction	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	CYP201b	Measure of 3 or more levels of progress from KS2 to Key Stage 4 for FSM ever 6 pupils	Reduce the gap from the 2014 outcome at least in line with the national rate of reduction	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets
	CYP202a	Measure of 2 or more levels of progress from KS1 to Key Stage 2 for LAC pupils	Reduce the gap from the 2014 outcome at least in line with the national rate of reduction	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets
	CYP202b	Measure of 3 or more levels of progress from KS2 to Key Stage 4 for LAC pupils (see rationale)	Reduce the gap from the 2014 outcome at least in line with the national rate of reduction	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets	Please note that due to national curriculum changes this measure will only be for 2015/16 Corporate targets and will have to change for 2016/17 Corporate targets
	CYP203a	Number of schools judged to be good or outstanding (Primary)	No more than 5 Schools to be judged as less than good	Number will need to be negotiated when the number of converter schools at that point is known	Number will need to be negotiated when the number of converter schools at that point is known
	CYP203b	Number of schools judged to be good or outstanding (Secondary)	Target will be no more than 50% of schools to be judged as less than good	Target will be no more than 35% of schools to be judged as less than good	Target will be no more than 25% of schools to be judged as less than good
	CYP300	Proportion of assessments completed in 45 days	>=95%	>=95%	>=95%
	CYP301	Number of full CAF's initiated	TBC	TBC	TBC

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	CYP302	Proportion of children becoming the subject of a child protection plan for a second or subsequent time, within 2 years	<=8%	<=8%	<=8%
	CYP303	Proportion of child protection plans lasting 2 years or more	<=2%	<=2%	<=2%
	CYP304	Long term placement stability for looked after children – proportion in current placement for 2 years	>=65%	>=65%	>=65%
	CYP305	Care leavers in EET (current 16 to 21-year-olds)	>=55%	>=55%	>=55%
	CYP306a	Adoption timescales A1 – average time taken (in days) between a child entering care and moving in with their adoptive family.	Maintain performance equal to or better than the 3 year national average	Maintain performance equal to or better than the 3 year national average	Maintain performance equal to or better than the 3 year national average
	CYP306b	Adoption timescales A2 – average time taken between the Local Authority receiving court authority to place a child and finding a match to an adoptive family	Improve performance equal to or better than the 3 year national average	Maintain performance equal to or better than the 3 year national average	Maintain performance equal to or better than the 3 year national average
	CYP400	Percentage of young people aged 16-19 who are NEET or Not Known	Improve on the years previous performance so that performance is better than the Tees Valley average by at least the same rate.	Improve on the years previous performance so that performance is better than the Tees Valley average by at least the same rate.	Improve on the years previous performance so that performance is better than the Tees Valley average by at least the same rate.

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Improve educational performance of all children and young people across the borough.	<ul style="list-style-type: none"> Review school organisation and admissions plans and arrangements to ensure sufficiency of places for all children and young people in suitable settings. Explore opportunities to increase vocational provision within the borough to meet learner needs. 	Head of Education, Early Years and Complex Needs	
Support young people to make a successful transition into adulthood.	<ul style="list-style-type: none"> Implement Raising Participation Age requirements for young people in education or training opportunities through to the age of 18. Deliver support for 'at risk' families and young people through the Preventions Team (Youth Offending Service), Family Intervention Projects, and Troubled Families initiative. Develop courses and initiatives to improve progression for post 16 learners 	Head of Children and Young People's Services Head of Education, Early Years and Complex Needs	Head of Culture, Leisure and Adult Services Head of Housing and Community Protection
Improve outcomes for children and young people in care	<ul style="list-style-type: none"> Develop the range of local placement support and resources for children and young people in care and care leavers through implementation of the Looked After Children Strategy. Extend work based training opportunities for young people leaving care. Continue the implementation of the joint venture for local residential and education provision for children with complex needs. 	Head of Children and Young People's Services Head of Education, Early Years and Complex Needs	Head of Finance, Governance and Assets

HEALTH AND WELLBEING

OUTCOME - Every child has the best start in life

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	HW100	Percentage of children in reception class (aged in 4 to 5-year-olds) measured as obese	9.5%	9%	9%
	HW101	Percentage of children in year six (10 to 11-year-olds) measured as obese	21.5%	21%	20%
	HW102	Under 18 conceptions (three year rolling average rate per 15 to 17-year-olds per 1,000 population)	43	43	42
	HW400	Proportion of children in relative poverty (living in households where income is less than 60% of median household income before housing costs)	TBC	TBC	TBC

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop our plans around Early Intervention and prevention for families.	<ul style="list-style-type: none"> • Work with Partners to support the delivery of the Early Help Strategy • Implement the early years pilot 'A Fairer Start' with partners in 2015/16 and 2016/17 including commissioning an evaluation of the programme by August 2015 • Develop a universal and targeted healthy child pathways across Public Health commissioned services.e.g. Health visiting and school nursing, in liaison with partners. 	Director of Public Health	<p>Adult Service Lead</p> <p>Consultant in Public Health</p>
Reduce the impact of poverty on family life	<ul style="list-style-type: none"> • Continue to monitor the impact of the Welfare Reform Act to inform policy and service delivery as necessary including: <ul style="list-style-type: none"> • Financial inclusion • Digital inclusion • Access to information, advice and guidance • Access to benefits and support • Implementation of recommendations from Child Poverty and Welfare Reform scrutiny reviews • Impact of Locality Forum action plans. • Work with partners to reduce fuel poverty in 2015-16, from 2012-13 levels including delivery of Warm Homes Healthy People work. • Work with partners to reduce excess winter deaths in 2015-16, from 2012-13 Public Health England rates. • Review the Brighter Borough for all – Tackling Family Poverty Framework, undertaking a needs assessment and gap analysis. 	<p>Head of Housing and Community Protection</p> <p>Head of Economic Growth and Development Services</p> <p>Consultant in Public Health</p> <p>Head of Policy, Improvement and Engagement</p>	Head of Customer Services and Taxation
Reduce Levels of Obesity in Children and Young People	<ul style="list-style-type: none"> • Monitor the Family Weight Management Service and Public Health School Nursing Service to ensure a healthy child pathway is implemented in schools. (including Statutory Child Measurement programme). • Undertake public health awareness campaigns that promote healthy eating and physical activity building on national campaigns such as change4life. • Ensure mandatory level of nutritional standards in school meals is achieved. 	<p>Director of Public Health</p> <p>Head of Education, Early Years and Complex Needs</p>	Head of Direct Services

HEALTH AND WELLBEING

OUTCOME - Ill health is prevented wherever possible

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	HW103	Chlamydia diagnosis. Measured as a rate of those tested and subsequently diagnosed. (crude rate of 15-24 year olds)	2400	2300	2300
	HW201	Percentage of smoking population accessing the stop smoking service commissioned by SBC Public Health	8%	8.5%	9%
	HW202	Smoking Quitters (number of four week quitters for smoking cessation service commissioned by SBC Public Health)	1300	1300	1350
	HW204	Uptake of NHS health check programme by those eligible. Health check take up (percentage of those eligible population aged 40 – 74 offered an NHS health check who receive an NHS Health check) based on 100% practice population over five years with 20% being invited for an NHS health check each year. <ul style="list-style-type: none"> Heart checks 	50% of those invited i.e. 10% of 5yr eligible population per year	50% of those invited i.e. 10% of 5yr eligible population per year	50% of those invited i.e. 10% of 5yr eligible population per year
	HW300	Rate of emergency hospital admissions for alcohol related harm (per 100,000 population)	TBC	TBC	TBC
	HW301	Successful completion of drug treatment opiate users (percentage of opiate (drugs originating from opium) users that left drug treatment successfully who do not re-present for treatment within six months)	7%. To be measured in April 2015	7%. To be measured in April 2016	7%. To be measured in April 2017
	HW302	Successful completion of drug treatment- non opiate users (percentage of non-opiate users that left drug treatment successfully who do not re-present for treatment within six months)	42%. To be measured in April 2015	42%. To be measured in April 2016	42%. To be measured in April 2017

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure provision of comprehensive, integrated sexual health services	<ul style="list-style-type: none"> Use the outcomes of the sexual health needs assessment to inform commissioning and service development for 2015/16 and 2016/17 in line with commissioning new integrated sexual health services including outreach provision. Devise and implement a plan with partners to improve sexual health among specific vulnerable groups e.g. the asylum seeker population 	Consultant in Public Health	<p>Head of Children and Young People Services</p> <p>Head of Education, Early Years and Complex Needs</p>
Ensure robust plans are in place to protect the health of the population in accordance with statutory responsibility of the Director of Public Health	<ul style="list-style-type: none"> In partnership, implement the actions from the Health Protection Plan for Stockton Borough. Update Stockton Borough Council's Business Continuity Plan and arrangements to reflect new organisational and structural changes Update SBC major incident plan Seek assurance that robust plans are in place to increase screening and immunisation rates in the borough, particularly for those groups that are most vulnerable Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy 	<p>Director of Public Health</p> <p>Head of Economic Growth and Development Services</p>	<p>Adult Service Lead</p> <p>Head of Children and Young People's Services</p>
Provide specialist Public Health advice and support to NHS commissioners, particularly the Clinical Commissioning Group	<ul style="list-style-type: none"> Further develop the Public Health contribution to all Clinical Commissioning work streams, including contribution to Strategy development and commissioning intentions Continue to explore potential joint commissioning opportunities with CCG workstreams and the Adults/Children and Young People's Health and Wellbeing Joint Commissioning Groups 	Consultant in Public Health	<p>Adult Service Lead</p> <p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce the negative impact of drug and alcohol dependency	<ul style="list-style-type: none"> • Increase the proportion of people who leave drug and alcohol treatment successfully and achieve sustained recovery • Maintain an evidence-based approach to service improvement and service delivery to ensure a recovery oriented and client focused service • Increase engagement by assertively linking people with substance misuse issues into mutual aid organisations and other peer led support groups and access to peer mentors • Continue to develop pathways to ensure that individuals with substance misuse issues have access to training, education, employment and housing to increase their overall personal recovery • Continue to increase the number of clients who receive psycho-social interventions whilst in drug or alcohol treatment • Promote evidence based messages to reduce risk taking behaviour including substance misuse, particularly those most at risk 	<p>Director of Public Health</p> <p>Consultant in Public Health</p>	<p>Head of Housing and Community Protection</p> <p>Children and Young People's Health and Wellbeing Joint Commissioning Group</p>
Develop better mental health awareness and illness prevention for adults and for children and young people	<ul style="list-style-type: none"> • In partnership with the Health and Wellbeing Board, Adults and Childrens partnerships, promote and improve mental health • Develop recommendations to inform 2015/16 commissioning intentions, based on the outcomes of the health needs assessment on children and young people's mental health. 	Director of Public Health	Head of Housing and Community Protection

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce the number of people experiencing cardio vascular disease, diabetes and lung diseases and provide early diagnoses and intervention for those at risk of disease.	<ul style="list-style-type: none"> • Review the services available to help people stop smoking to ensure they are responsive to need • Encourage those eligible to take up the offer of the Healthy Heart Check, particularly those most at risk • Encourage those eligible to take up the offer of a lung health check particularly in those most at risk • Promote the benefits of a balanced diet and increase physical activity, particularly to at risk communities 	Director of Public Health	<p>Trading Standards and Licensing Manager</p> <p>Head of Culture and Leisure and Adult Learning</p> <p>Head of Direct Services</p>
Develop a multi agency approach to reducing health inequalities	<p>In partnership with the Health and wellbeing organisations:</p> <ul style="list-style-type: none"> • Develop a Health Inequalities Plan to implement the joint Health and Wellbeing Strategy. • Develop a work programme for the Health and Wellbeing board based on Health Inequalities Plan. • Develop a Performance Manangement Framwework to monitor outcome of the plan. 	Director of Public Health	

STRONGER COMMUNITIES

OUTCOME - Stronger, more cohesive communities

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	SC100	Percentage of residents who agree that Stockton-on-Tees is a place where people from different backgrounds get on well together	62%	62%	62%
	SC101	Percentage of residents who feel they can influence decisions affecting the local area	35%	35%	35%
	SC102	Percentage of residents who have given unpaid help to any group, club or organisation in the past 12 months	37%	38%	40%
	SC200	Percentage of the adult population registered to vote at 1 December	96%	96%	96%
	SC201	Percentage of attainers (16 to 17-year-olds) registered to vote at 1 December	43%	43%	43%

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Support the continued development of a strong and vibrant voluntary, community and social enterprise sector (VCSE)	<ul style="list-style-type: none"> • Establish an approach to market development, including work with the Voluntary, Community and Enterprise Sector, including use of the market development innovation fund • Work with procurement to raise awareness of commissioners of the requirements of the Social Value Act • Support the development and implementation of a Volunteering Strategy for the borough • Work in partnership with the council's asset team to facilitate asset transfer. • Work with the Land and Property Team to improve the governance of Community Centres. 	Head of Policy, Improvement and Engagement	<p>Adult Services Lead</p> <p>Consultant in Public Health</p> <p>Head of Finance, Governance and Assets</p>
Deliver effective community consultation and engagement	<ul style="list-style-type: none"> • Undertake the Residents' Survey for 2015 • Develop an approach to consultation with young people • Implement the consultation database solution • Develop and implement action plans to address corporate elements identified through the employee survey 	Head of Policy, Improvement and Engagement	<p>Head of Democratic Services</p> <p>Director of Law and Democracy</p> <p>Head of HR and Communications</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver effective local democracy	<ul style="list-style-type: none"> • Implement individual electoral registration in compliance with Cabinet Office requirements including awareness raising and promotion. • Promote the scrutiny function. • Manage and deliver the Member Learning and Development programme. • Review Member Learning and Development Strategy and maintain accreditation for Charter Plus. • Deliver the elections programme: Parliamentary, District, Parish, Police and Crime Commissioner, Member of Youth Assembly. • Conduct a Borough wide mini-canvass prior to 2015 Elections • Conduct postal vote refresh • Implement Democratic Engagement Strategy - Opening the Doors to Democracy. 	Head of Democratic Services	Head of HR and Communications
Promote and champion the requirements of equality legislation	<ul style="list-style-type: none"> • Implement the new approach to equality/community impact assessments • Raise awareness of the framework for equality, diversity and community cohesion 	Head of Policy, Improvement and Engagement	All Corporate Directors

ADULTS' SERVICES

OUTCOME - Enhanced quality of life for people with care and support needs

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	AS100	Overall satisfaction of carers with social care services	Maintain satisfaction rate above comparator group	Improve to match average for comparator group	Improve to match average for comparator group
	AS101	Overall satisfaction of people who use services with their care and support	Maintain satisfaction rate above comparator group	Maintain satisfaction rate above comparator group	Maintain satisfaction rate above comparator group
	AS102	Proportion of service users who feel they have control over their daily life	Maintain satisfaction rate above comparator group	Maintain satisfaction rate above comparator group	Maintain satisfaction rate above comparator group
	AS103	Proportion of people who use services who say that those services have made them feel safe and secure	Maintain satisfaction rate above comparator group average	Maintain satisfaction rate above comparator group average	Maintain satisfaction rate above comparator group average
	AS200	Local safeguarding measure – Proportion of clients satisfied with the outcome of the referral investigation	Maintain at least at 80%	Maintain at least at 80%	Maintain at least at 80%
	AS201	Safeguarding referrals – Proportion of referrals for which, following investigation, the allegations were agreed as fully or partly substantiated	Maintain above 50% and above comparator group average	Maintain above 50% and above comparator group average	Maintain above 50% and above comparator group average
	AS301	Proportion of Self Directed Support service users who convert their Personal Budget to direct payments to manage their own support plan	30%	32%	33%
	AS302	Proportion of people still at home 91 days after discharge from hospital into re-ablement provision	86.4%	88%	90%
	AS303	Rate of permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	840.1*	820	800
	AS304	Rate of delayed transfers of care from hospital, per 100,000 population (aged 18 and over)	Maintain the rate at equal to or below 4.0	Maintain the rate at equal to or below 4.0	Maintain the rate at equal to or below 4.0
AS305	Number of Carers in receipt of information, advice or support as a proportion of clients in receipt of Long term support as defined in SALT.	TBC	TBC	TBC	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure safe arrangements for protecting adults who are at risk of abuse or neglect	<ul style="list-style-type: none"> • Develop and implement revised governance arrangements for the statutory safeguarding board arrangements in line with the Care Act • Provide a high quality response to adult safeguarding issues, ensuring that clients and carers are fully involved, and that our operational safeguarding procedures are in line with Tees-wide policy. • Ensure that duties under the Mental Capacity Act are discharged including administration of the Deprivation of Liberty Safeguards. • Ensure that all providers of adult care services are held to account for the quality and effectiveness of their safeguarding arrangements, in line with service specifications. 	Adult Services Lead	
Ensure all adult service users receive personalised care and support	<ul style="list-style-type: none"> • Promote personalisation through provision of accessible public information. • Monitor and review operation of the Resource Allocation System for personal budgets to ensure it continues to be fair and equitable for all service users. • Offer all eligible service users the option of managing their own Personal Budget. 	Adult Services Lead	
Deliver early intervention services to maximise independence	<ul style="list-style-type: none"> • Review reablement and intermediate care provision as part of Adult Services Big Ticket Programme. • Improve access to information, advice and guidance for people through development of the e-marketplace. • Support delivery of the Better Care Fund programme • Promote use of preventative services, including Assistive Technology and Community Bridge Building 	Adult Services Lead	<p>Head of Programme and Change Management</p> <p>Director of Public Health</p> <p>Head of Housing and Community Protection</p> <p>Head of Policy, Improvement and Engagement</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure adult and young carers are identified and supported	<ul style="list-style-type: none"> • Implement revised contract monitoring arrangements for commissioned Carer Services. • Further develop arrangements for involving carers in the provision of support services; providing advice and information; giving access to short breaks; and supporting their health and wellbeing in line with the Joint Strategy for Carer Support Services. • Review the Joint Strategy for Carer Support Services to ensure it meets the requirements of the Care Act. 	Adult Services Lead	Head of Programme and Change Management
Ensure compliance with the Care Act	<ul style="list-style-type: none"> • Develop an action plan that meets the wider requirements of the Care Act. 	Adult Services Lead	Head of Programme and Change Management

ARTS, LEISURE AND CULTURE

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

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	ALC100	Percentage of visitors who thought SIRC was 'good' or 'very good'	> 90%	> 90%	> 90%
	ALC101	Additional spend in Stockton during SIRC	> £382,200	5% increase on 2015/16 outturn	5% increase on 2016/17 outturn
	ALC200	Percentage of adults with a recent club membership primarily for sport or recreational activity	> 26.5%	> 27.0%	> 27.5%
	ALC201	Percentage of adults achieving at least 150 minutes of physical activity per week	> 59.9%	> 60.4%	> 60.9%
	ALC300	Number of visits to libraries across the borough	>1,005,000	TBC	TBC
	ALC301	Number of visits to Preston Hall Museum	> 220,000	> 235,000	> 235,000

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Implement plans for the library service.	<ul style="list-style-type: none"> • Roll out RFID self-service technology and smart phone enabled interactions • Provide expert professional support and access to information, including material on health, money, skills and innovation, benefits • Encourage reading through targeted reader development programmes such as the Skills for Life and ESOL programmes 	Head of Culture, Leisure and Adult Learning	
Support the creation of excellent art and excellent art experiences.	<ul style="list-style-type: none"> • Support and monitor ARC and Tees Music Alliance as strategic local providers of literary, visual and performing arts • Commission art within the Stockton town centre redevelopment and support the biennial Castlegate/MIMA photography prize • Produce the annual SIRF Community Carnival as a culmination of year-round community arts activity 	Head of Culture, Leisure and Adult Learning	Head of Policy, Improvement and Engagement

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure	<ul style="list-style-type: none"> • Develop and implement the Sports and Active Leisure Strategy 2015-18 • Seek to realise the commercial opportunities presented by Funky Feet and Instinctive Sport programmes • Implement the Continuous Professional Development Plan for teachers and whole schools around physical education and sport • Work closely with the Youth Sport trust to ensure that our young people get the best start in sport/active leisure promoting life long participation • Develop and implement the Stockton Inclusive Sports Action Plan and increase lifestyle sports initiatives that widen participation, including women's running and cycling groups and the cycle-cross off road cycling series • Support local voluntary infrastructure through the Healthy-Club initiative, helping clubs to deal with current challenges and thrive • Maximise the use and efficiency of the built facilities for sport, including those run by Tees Active, schools and community organisations 	Head of Culture, Leisure and Adult Learning	Head of Education, Early Years and Complex Needs
Improve our understanding of the culture and leisure needs and aspirations of our residents, customers and audiences	<ul style="list-style-type: none"> • Collect and cross-reference information about visitors and participants at culture and leisure attractions, to inform improved service design and marketing • Use customer feedback and Freedom of Information requests to add to the feedback and intelligence on our customer expectations 	Head of Culture, Leisure and Adult Learning	

OUR ORGANISATION

Organisational and Operational Effectiveness

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

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

Type	Ref	Description	2015/16 Target	2016/17 Target	2017/18 Target
Performance Indicators	00E200	Percentage of Council tax collected in year	TBC	TBC	TBC
	00E201	Percentage of Business Rates collected in year	TBC	TBC	TBC
	00E300	Percentage of invoices paid by the authority within 30 working days of receiving	95%	95%	95%
	00E400	Days sickness absence per Full Time Employee (FTE)	7.4	7.2	7.0
Survey Indicators	00E100	Percentage of residents satisfied with the way the Council is running the borough	60%	60%	60%
	00E101	Percentage of residents who agree that the Council provides Value for Money	45.5%	45.5%	45.5%
	00E102	Percentage who trust the Council	62%	62%	62%
	00E103	Percentage of residents who are satisfied with how well the Council keeps residents informed about the services and benefits it provides	64%	64%	64%
	00E104	Percentage satisfaction with contacting the Council	70%	70%	70%
	00E105	Percentage satisfaction with how easy it was to find the right person to deal with	73%	74%	75%
	00E106	Percentage of residents who contacted the Council who found staff helpful	70%	70%	70%

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure strong corporate and ethical governance	<ul style="list-style-type: none"> • Review and evaluate governance arrangements for Police and Crime Commissioners. • Review and evaluate governance arrangements for the Health and Wellbeing Board. • Work with the Land Registry and implement the findings from the review of the Land Charges Service. • Further develop and improve the Council's information governance through: <ul style="list-style-type: none"> • The adoption and implementation of appropriate Information Management and Assurance Standards • Development and implementation of approved, risk based, information governance improvement plans. • Ensuring awareness raising to all employees, partners and other stakeholders of Information Governance and the legal /regulatory framework in which the Council operates • Regular measurement and review of information management controls • Monitor data publication in line with the Local Government Transparency Regulations • Co-ordinate the effective use of intelligence across the council to support business development 	<p>Director of Law and Democracy</p> <p>Head of ICT and Design and Print</p> <p>Head of Policy, Improvement and Engagement</p>	<p>Head of HR and Communications</p>
Be clear, open and honest in our communication	<ul style="list-style-type: none"> • Deliver annual programme of key communication campaigns to support major activities and issues in the borough. • Continue to implement the programme to improve the Council's website and to develop further our digital and social media arrangements. 	<p>Head of HR and Communications</p>	<p>Head of ICT and Design and Print</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver Customer Service Excellence	<ul style="list-style-type: none"> • Maintain the national Customer Service Excellence Standard at a corporate level. • Further develop and implement a Channel Shift Strategy 	Head of Customer Services and Taxation	<p>All Directors and Heads of Service</p> <p>Head of ICT and Design and Print</p>
Have a robust performance framework	<ul style="list-style-type: none"> • Raise awareness of the refreshed performance management Framework. • Review the Council Plan in line with the outcomes from National and Local Elections. • Implement and further develop the ICT Performance Management Solution to monitor and report on outcomes. • Interpret emerging policy and legislation following national elections in May 2015. 	Head of Policy Improvement and Engagement	All Directors and Heads of Service
Deliver a balanced and sustainable Medium Term Financial Plan that delivers value for money	<ul style="list-style-type: none"> • Maintain a balanced Medium Term Financial Plan • Implement the outcomes from the comprehensive Spending Review • Implement the Councils savings and review programme 	Head of Finance, Governance and Assets	All Directors and Heads of Service
Optimise the use of Council Assets	<ul style="list-style-type: none"> • Develop and implement the asset disposal plan in line with Asset Review • Update school investment plans 	Head of Finance, Governance and Assets	<p>Head of Policy, Improvement and Engagement</p> <p>Head of Education, Early Years and Complex Needs</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver the 'Shaping a Brighter Future' Programme	<ul style="list-style-type: none"> • Deliver the shaping a brighter future programme to support employees to help them continue to deliver excellent services and cope with the pressures which arise from the reductions in funding and the increased demands for services by <ul style="list-style-type: none"> • preparing for succession and continuity planning • Considering the workplace culture 'who we are and how we do things' • Supporting employees to maximise existing skills and talent, develop their potential • Increase levels of motivation through supporting employees to be happy in a role that best suits their skills • Build on the capabilities of our already able workforce to increase our capacity, resilience and success. 	Chief Executive	All Directors and Heads of Service
Continue to develop and support our capable and resilient employees	<ul style="list-style-type: none"> • Support the programme of organisational and structural change that will need to be delivered to ensure that the organisation can continue to deliver the best possible services as the Council manages its financial challenges. • Provide a programme of leadership and management development support to ensure that we have highly skilled managers and leaders with corporate and strategic focus to take the organisation forward. • Provide a workforce development programme to further enhance the skills, flexibility and capacity of our workforce. • To further enhance the diversity of our workforce through recruitment and retention of under- represented groups. • To support our employees through change by communicating clearly, creating an environment where employees have the confidence to voice their ideas for change and providing good support mechanisms for those affected by change. 	Head of HR and Communications	All Corporate Directors

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensuring we have a resilient and flexible ICT infrastructure	<ul style="list-style-type: none"> • Deliver the Council's ICT Strategy through: <ul style="list-style-type: none"> • Governing the Council's ICT work programme and use of ICT resources, ensuring alignment to the Council's Strategic Aims. • Ensuring a robust, secure, flexible and affordable ICT Strategic Architecture is in place and maintained. • Ensuring the Council's workforce is competent in the use of ICT to maximise its exploitation to gain efficiencies and service gains. 	Head of ICT and Design and Print	

SECTION 5

DELIVERY PLANS (by policy principle)

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

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

Protecting the vulnerable through targeted intervention and prevention

ECONOMIC REGENERATION AND TRANSPORT

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Improve economic prosperity for residents across the borough	Identify young people at risk of becoming NEET (Not in Education, Employment or Training) and work with partners to develop and provide support to meet identified need (including recommendations from the EET scrutiny review).	Head of Economic Growth and Development Services	Head of Education, Early Years and Complex Needs

ENVIRONMENT AND HOUSING

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Address the housing requirements of the borough	<p>Deliver a pro-active housing options service to prevent and tackle homelessness and meet housing needs making effective use of the gateway service</p> <p>Increase the number of new and affordable housing in the borough (through partnership working with Registered Housing Providers/ HCA and securing additional affordable homes through developer contributions negotiated via the planning process in line with the local plan.)</p>	Head of Housing and Community Protection	Head of Economic Growth and Development Services
Improve resilience to extreme weather events	Work with the Environment Agency to progress a flood protection scheme for Lustrum Beck and Port Clarence	<p>Head of Economic Growth and Development Services</p> <p>Head of Direct Services</p> <p>Director of Public Health</p>	All Corporate Directors

COMMUNITY SAFETY

A safe Stockton-on-Tees

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce crime and the fear of crime	Effective delivery of the Troubled Families Programme Further develop the range of intervention programmes for young people who offend	Head of Housing and Community Protection	Head of Children and Young People's Services Director of Public Health
Support the development of effective Probation Services	Work as an active partner with the newly commissioned CRC to deliver appropriate community rehabilitation services locally	Head of Housing and Community Protection	Director of Resources

CHILDREN AND YOUNG PEOPLE

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

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Support young people to make a successful transition into adulthood.	<p>Implement Raising Participation Age requirements for young people in education or training opportunities through to the age of 18</p> <p>Deliver support for 'at risk' families and young people through the Preventions Team (Youth Offending Service), Family Intervention Projects, and Troubled Families initiative.</p>	<p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>	<p>Head of Culture, Leisure and Adult Learning</p> <p>Head of Housing and Community Protection</p>
Improve outcomes for children and young people in care	<p>Develop the range of local placement support and resources for children and young people in care and care leavers through implementation of the Looked After Children Strategy</p> <p>Extend work based training opportunities for young people leaving care.</p> <p>Continue the implementation of the joint venture for local residential and education provision for children with complex needs.</p>	<p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>	Head of Finance, Governance and Assets

HEALTH AND WELLBEING

Every child has the best start in life

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop our plans around Early Intervention and prevention for families	<p>Work with Partners to support the delivery of the Early Help strategy</p> <p>Implement the early years pilot 'A Fairer Start' with partners in 2015/16 and 2016/17 including commissioning an evaluation of the programme by August 2015.</p> <p>Develop a universal and targeted healthy child pathways across Public Health commissioned services. e.g. Health visiting and school nursing, in liaison with partners.</p>	Director of Public Health	<p>Adult Service Lead</p> <p>Consultant in Public Health</p>
Reduce the impact of poverty on family life	<p>Monitor the impact of the Welfare Reform Bill and inform policy changes and service delivery as appropriate including:</p> <ul style="list-style-type: none"> • Financial Inclusion • Digital Inclusion • Access to information, advice and guidance • Access to benefits and support • Implementation of recommendations from Child Poverty and Welfare Reform scrutiny reviews <p>Work with partners to reduce fuel poverty in 2015-16, from 2012-13 levels including delivery of Warm Homes Healthy People work.</p> <p>Work with partners to reduce excess winter deaths in 2015-16, from 2012-13 Public Health England rates.</p> <p>Review the Brighter Borough for all – Tackling Family Poverty Framework, undertaking a needs assessment and gap analysis</p>	<p>Head of Housing and Community Protection</p> <p>Head of Economic Growth and Development Services</p> <p>Consultant in Public Health</p> <p>Head of Policy, Improvement and Engagement</p>	Head of Customer Services and Taxation

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce Levels of Obesity in Children and Young People	Monitor the Family Weight Management Service and Public Health School Nursing Service to ensure a healthy child pathway is implemented in schools. The pathway will include the provision of the Statutory Child Measurement programme.	Director of Public Health Head of Education, Early Years and Complex Needs	Head of Direct Services

HEALTH AND WELLBEING

Ill health is prevented wherever possible

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure provision of comprehensive, integrated sexual health services	Devise and implement a plan with partners to improve sexual health among specific vulnerable groups e.g. the asylum seeker population	Consultant in Public Health	Head of Children and Young Peoples Services Head of Education, Early Years and Complex Needs
Ensure robust plans are in place to protect the health of the population in accordance with statutory responsibility of the Director of Public Health	Seek assurance that robust plans are in place to increase screening and immunisation rates in the borough, particularly for those groups that are most vulnerable, by April 2015	Director of Public Health	Adult Services Lead Head of Children and Young People's Services
Reduce the negative impact of drug and alcohol dependency	<p>Increase the proportion of people who leave drug and alcohol treatment successfully and achieve sustained recovery</p> <p>Increase engagement by assertively linking people with substance misuse issues into mutual aid organisations and other peer led support groups and increase the number who has access to a peer mentor.</p> <p>Continue to develop pathways to ensure that individuals with substance misuse issues have access to training, education, employment and housing to increase their overall personal recovery</p> <p>Continue to increase the number of clients who receive psycho-social interventions whilst in drug or alcohol treatment</p> <p>Reduce the re-offending rates of people whilst in drug or alcohol treatment</p> <p>Promote evidence based messages to reduce risk taking behavior including substance misuse, across population as a whole and particularly those most at risk.</p>	Director of Public Health	<p>Head of Housing and Community Protection</p> <p>Children and Young People's Health and Wellbeing Joint Commissioning Group</p>

ADULTS' SERVICES

Enhanced quality of life for people with care and support needs

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure safe arrangements for protecting adults who are at risk of abuse or neglect	<p>Develop and implement revised governance arrangements for the statutory safeguarding board arrangements in line with the Care Act</p> <p>Provide a high quality response to adult safeguarding issues, ensuring that clients and carers are fully involved, and that our operational safeguarding procedures are in line with the Tees-wide policy</p> <p>Ensure that duties under the Mental Capacity Act are discharged including administration of the Deprivation of Liberty Safeguards.</p> <p>Ensure that all providers of Adult Services are held to account for the quality and effectiveness of their safeguarding arrangements, in line with service specification</p>	Adult Services Lead	
Ensure all adult service users receive personalised care and support	<p>Promote personalisation through provision of accessible public information</p> <p>Monitor and review operation of the Resource Allocation Scheme for personal budgets to ensure it continues to be fair and equitable for all service users</p> <p>Offer eligible service users the option of managing their own Personal Budget</p>	Adult Services Lead	
Deliver early intervention services to maximise independence	<p>Review reablement and intermediate care provision as part of Adult Services Big Ticket Programme.</p> <p>Improve access to information, advice and guidance for people through development of the e-marketplace</p> <p>Support delivery of the Better Care Fund programme</p> <p>Promote use of preventative services, including Assistive Technology and Community Bridge Building</p>	<p>Head of Adult Services</p> <p>Adult Services Lead</p>	<p>Head of Programme and Change Management</p> <p>Director of Public Health</p> <p>Head of Housing and Community Protection</p> <p>Head of Policy, Improvement and Engagement</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure adult and young carers are identified and supported	<p>Implement revised contract monitoring arrangements are in place for commissioned Carer Services.</p> <p>Further develop arrangements for involving carers in the provision of support services; providing advice and information; giving access to short breaks; and supporting their health and wellbeing in line with the Joint Strategy for Carer Support Services</p> <p>Review the Joint Strategy for Carer Support Services to ensure it meets the requirements of the Care Act.</p>	Adult Services Lead	Head of Programme and Change Management
Ensure compliance with the Care Act	Develop an action plan that meets the requirements of the Care Act.	Adult Services Lead	Head of Programme and Change Management

Promoting equality of opportunity, through targeted intervention

ECONOMIC REGENERATION AND TRANSPORT

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Further regenerate the borough's housing	<p>Conclude the major housing regeneration schemes at Hardwick, Mandale and Nursery Gardens</p> <p>Continue the site clearance and progress the site delivery plan for Victoria estate</p> <p>Continue to progress the West End Gardens (previously known as the Parkfield/Mill Lane Phase Two) regeneration scheme</p> <p>Complete the initial phase Norton Park (formally Swainby Road) housing regeneration scheme.</p>	Head of Housing and Community Protection	Head of Economic Growth and Development Services
Improve economic prosperity for residents across the borough	<p>Support adults and young people to develop their skills to take advantage of employment opportunities offered by local businesses</p> <p>Work with young people to build enterprise skills</p> <p>Identify young people at risk of becoming NEET (Not in Education, Employment or Training) and work with partners to develop and provide support to meet identified need (including recommendations from the EET scrutiny review).</p>	Head of Economic Growth and Development Services	Head of Education, Early Years and Complex Needs
Create a culture that encourages and sustains enterprise and start-up businesses	<p>Engage with key businesses to facilitate their participation in enterprise activities</p> <p>Delivery of a package of financial and business support and advice to support new and existing businesses</p> <p>Support enterprise and economic growth by ensuring a fair, responsible and competitive trading environment</p>	<p>Head of Economic Growth and Development Services</p> <p>Director of Public Health</p>	

COMMUNITY SAFETY

A safe Stockton-on-Tees

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce crime and the fear of crime	Effective delivery of the Troubled Families Programme	Head of Housing and Community Protection	Head of Children and Young People's Services Director of Public Health

CHILDREN AND YOUNG PEOPLE

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure children and young people are safe	<p>Support implementation of the Early Help and Prevention Strategy through improved commissioning arrangements, targeting of provision and ensuring full engagement with CAF.</p> <p>Develop initiatives to help children and young people keep themselves safe.</p> <p>Ensure effective identification of, and support for, children and young people who are vulnerable, exploited, missing, or trafficked (VEMT) including those at risk of child sexual exploitation.</p>	Head of Children and Young People's Services	<p>Consultant in Public Health</p> <p>Stockton Local Safeguarding Children Board</p>
Ensure effective early years support for children and families	<p>Deliver sufficient, good quality childcare places for targeted groups including disadvantaged two years olds, and children with SEN or disability.</p> <p>Deliver targeted support, in line with the Early Help and Prevention Strategy, and other initiatives such as the Fairer Start project, to reduce inequalities in child development and school readiness.</p>	<p>Head of Children and Young People's Services</p> <p>Corporate Director of Children, Education and Social Care</p>	<p>Consultant in Public Health</p> <p>Head of Economic Growth and Development Services</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Improve educational performance of all children and young people across the borough	<p>Support, monitor and challenge all educational settings to ensure that those at risk of underperforming are identified, strategies are put in place to expedite improvement, and the percentage of good and better schools and settings is increased.</p> <p>Target focused support and intervention to prevent inequalities based on social identity (FSM, SEN, LAC, gender, heritage)</p> <p>Ensure education health and care plans are in place for all relevant children and young people in line with the new SEN Reform requirements</p> <p>Review school organisation and admissions plans and arrangements to ensure sufficiency of places for all children and young people in suitable settings.</p> <p>Explore opportunities to increase vocational provision within the borough to meet learner needs.</p>	Head of Education, Early Years and Complex Needs	
Support young people to make a successful transition into adulthood.	<p>Implement Raising Participation Age requirements for young people in education or training opportunities through to the age of 18</p> <p>Ensure education health and care plans are in place for young people with SEN and disability, in line with the new SEN Reform requirements</p> <p>Develop courses and initiatives to improve progression for post 16 learners</p>	<p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>	
Improve outcomes for children and young people in care	<p>Develop the range of local placement support and resources for children and young people in care and care leavers through the implementation of the Looked After Children Strategy.</p> <p>Extend work based training opportunities for young people leaving care.</p> <p>Continue the implementation of the joint venture for local residential and education provision for children with complex needs.</p>	<p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>	Head of Finance, Governance and Assets

HEALTH AND WELLBEING

Every child has the best start in life

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop our plans around Early Intervention and prevention for families	<p>Work with Partners to support the delivery of the Early Help strategy</p> <p>Continue implementation and evaluation of the early years pilot 'A Fairer Start' with partners in 2015/16</p> <p>Develop a universal and targeted healthy child pathways across Public Health commissioned services e.g. Health visiting and school nursing, in liaison with partners</p>	Director of Public Health	<p>Adult Service Lead</p> <p>Consultant in Public Health</p>
Reduce Levels of Obesity in Children and Young People	<p>Monitor the Family Weight Management Service and Public Health School Nursing Service to ensure a healthy child pathway is implemented in schools. (including Statutory Child Measurement programme).</p> <p>Undertake public health awareness campaigns that promote healthy eating and physical activity building on national campaigns such as change4life.</p> <p>Ensure mandatory level of nutritional standards in school meals is achieved.</p>	<p>Director of Public Health</p> <p>Head of Education, Early Years and Complex Needs</p>	Head of Direct Services

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

ENVIRONMENT AND HOUSING

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Address the housing requirements of the borough	Implement the “10 point plan” to drive up standards (housing condition and management) in the private rented housing sector.	Head of Housing and Community Protection	
Improve resilience to extreme weather events	<p>Ensure appropriate emergency planning functions are in place to deal with extreme flooding events</p> <p>Develop and implement snow plan, winter maintenance and extreme heat plans</p> <p>Protect the environment for future generations by tackling the threats and impacts of climate change</p>	<p>Head of Economic Growth and Development Services</p> <p>Head of Direct Services</p> <p>Director of Public Health</p>	All Corporate Directors

ENVIRONMENT AND HOUSING

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Develop and deliver the Council's Green Vision</p>	<p>Protect and enhance the borough's networks of parks, open spaces and other environmental assets in line with our Green Infrastructure Strategy</p> <p>Develop and manage the outdoor environment in ways which will provide multiple benefits for local communities and ensure the borough remains a highly attractive place to visit and to work</p> <p>Provide and protect attractive parks and green spaces</p> <p>Provide effective management of waste collection and disposal</p> <p>Work with partners to deliver the energy company obligation programme to externally insulate solid wall housing throughout the borough.</p> <p>Identify and take-up opportunities for local on-site and off-site renewable energy generation such as PV electricity, ground source heat and offshore wind.</p> <p>Develop national excellence in the ultra-low emissions vehicles market.</p> <p>Locally manage waste and resources via extended industrial park networks</p> <p>Develop local skills, businesses and mechanisms involved with retro-fitting domestic and commercial buildings to achieve energy neutral status, and extreme weather resilience</p> <p>Undertake a feasibility study for the provision of a crematorium facility within the borough</p>	<p>Head of Economic Growth and Development Services</p> <p>Head of Direct Services</p>	

COMMUNITY SAFETY

A safe Stockton-on-Tees

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce crime and the fear of crime	<p>Facilitate the delivery of the Community Safety Plan 2014-17 through tackling:</p> <ul style="list-style-type: none"> • Anti-Social Behaviour • Violent Crime (including robbery) • Drug Related Offending • Criminal Damage • Alcohol related Crime • Domestic violence <p>Ensure new developments meet Secure by Design and Park Mark standards</p> <p>Continue delivery of preventative action through Integrated Youth Support services and in conjunction with the Police</p> <p>Deliver the Youth Justice Plan</p> <p>Further development of restorative approaches to justice</p> <p>Work with local Courts to sustain high levels of confidence in Youth Offending Service provision</p>	Head of Housing and Community Protection	<p>Director of Public Health</p> <p>Head of Economic Growth and Development Services</p> <p>Head of Children and Young People's Services</p>
Ensure effective public protection	<p>Improve quality of life and wellbeing by ensuring clean and safe public spaces</p> <p>Implement measures and operational changes following publication of the revised Counter Terrorism Strategy guidelines</p>	<p>Director of Public Health</p> <p>Head of Housing and Community Protection</p> <p>Head of Direct Services</p>	Head of Policy, Improvement and Engagement

CHILDREN AND YOUNG PEOPLE

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

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

HEALTH AND WELLBEING

Every child has the best start in life

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Develop our plans around Early Intervention and prevention for families	<p>Work with Partners to support the delivery of the Early Help strategy</p> <p>Implement the early years pilot 'A Fairer Start' with partners in 2015/16 and 2016/17 including commissioning an evaluation of the programme by August 2015</p> <p>Develop a universal and targeted healthy child pathway across Public Health commissioned services e.g. Health visiting and school nursing, in liaison with partners</p>	Director of Public Health	<p>Adult Services Lead</p> <p>Consultant in Public Health</p>
Reduce Levels of Obesity in Children and Young People	<p>Monitor the Family Weight Management Service and Public Health School Nursing Service to ensure a healthy child pathway is implemented in schools. (including Statutory Child Measurement Programme)</p> <p>Undertake public health awareness campaigns that promote healthy eating and physical activity building on national campaigns such as Change4life</p> <p>Ensure mandatory level of nutritional standards in school meals is achieved</p>	<p>Director of Public Health</p> <p>Head of Education, Early Years and Complex Needs</p>	Head of Direct Services

HEALTH AND WELLBEING

Ill health is prevented wherever possible

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Ensure provision of comprehensive, integrated sexual health services	<p>Use the outcomes of sexual health needs assessment to inform commissioning and service development for 2015/16 and 2016/17 in line with commissioning new integrated sexual health services including outreach provision.</p> <p>Devise and implement a plan with partners to improve sexual health among specific vulnerable groups e.g. the asylum seeker population</p>	Consultant in Public Health	
Ensure robust plans are in place to protect the health of the population in accordance with statutory responsibility of the Director of Public Health	<p>In partnership, implement the actions from the Health Protection Plan for Stockton borough</p> <p>Update Stockton Borough Council's Business Continuity Plan and arrangements to reflect new organisational and structural changes</p> <p>Update SBC major incident plan</p> <p>Seek assurance that robust plans are in place to increase screening and immunisation rates in the borough, particularly for those groups that are most vulnerable</p> <p>Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy</p>	<p>Director of Public Health</p> <p>Head of Economic Growth and Development Services</p>	<p>Adult Service Lead</p> <p>Head of Children and Young People's Services</p>
Provide specialist Public Health advice and support to NHS commissioners, particularly the Clinical Commissioning Group	<p>Continue to explore potential joint commissioning opportunities with the Clinical Commissioning Groups workstream and the Adults/Children and Young People's Health and Wellbeing joint Commissioning groups</p> <p>Further develop the Public Health contribution to all Clinical Commissioning work streams, including contribution to Strategy development and commission intentions</p>	Consultant in Public Health	<p>Adult Service Lead</p> <p>Head of Children and Young People's Services</p> <p>Head of Education, Early Years and Complex Needs</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce the negative impact of drug and alcohol dependency	<p>Maintain an evidence-based approach to service improvement and service delivery and to ensure a recovery oriented and client focused service</p> <p>Continue to develop pathways to ensure that individuals with substance Misuse issues have access to training, education, employment and housing to increase their overall personal recovery</p>	Director of Public Health	<p>Head of Housing and Community Protection</p> <p>Children and Young People's Health and Wellbeing Joint Commissioning Group</p>
Develop better mental health awareness and illness prevention for adults and for children and young people	<p>In partnership with the Health and Wellbeing Board, Adults and Childrens partnerships, promote and improve mental health</p> <p>Develop recommendations to inform 2015/16 commissioning intentions, based on the outcomes of the health needs assessment on children and young people's mental health.</p>	Director of Public Health	Head of Housing and Community Protection
Reduce the number of people experiencing cardio vascular disease, diabetes and lung diseases and provide early diagnoses and intervention for those at risk of disease	<p>Review the services available to help people stop smoking to ensure they are responsive to need.</p> <p>Encourage those eligible to take up the offer of the Healthy Heart Check, particularly those most at risk</p> <p>Encourage those eligible to take up the offer of a lung health check, particularly those most at risk</p> <p>Promote the benefits of a balanced diet and increase physical activity</p>	Director of Public Health	<p>Trading Standards and Licensing Manager</p> <p>Head of Culture, Leisure and Adult Learning</p> <p>Head of Direct Services</p>

STRONGER COMMUNITIES

Stronger, more cohesive communities

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Support the continued development of a strong and vibrant voluntary, community and social enterprise sector (VCSE)	<p>Establish an approach to market development, including work with the Voluntary, Community and Enterprise Sector, including use of the market development and innovation fund</p> <p>Support the development and implementation of a volunteering strategy for the borough</p> <p>Work with the Land and Property Team to improve the governance of Community Centres</p>	Head of Policy, Improvement and Engagement	<p>Adult Service Lead</p> <p>Consultant in Public Health</p> <p>Head of Finance, Governance and Assets</p>
Deliver effective community consultation and engagement	<p>Undertake the Residents' Survey for 2015</p> <p>Develop an approach to consultation with Young People</p>	Head of Policy, Improvement and Engagement	<p>Head of Democratic Services</p> <p>Head of HR and Communications</p> <p>Director of Law and Democracy</p>
Deliver effective local democracy	<p>Implement individual electoral registration in compliance with Cabinet Office requirements including awareness raising and promotion</p> <p>Deliver the elections programme: Parliamentary, District, Parish, Police and Crime Commissioner, Member of Youth Assembly</p> <p>Implement Democratic Engagement Strategy - Opening the Doors to Democracy</p>	Head of Democratic Services	Head of HR and Communications

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Promote and champion the requirements of equality legislation	<p>Implement the new approach to equality/community impact assessments.</p> <p>Raise awareness of the framework for equality,diversity and community cohesion</p>	Head of Policy, Improvement and Engagement	All Corporate Directors

ADULTS' SERVICES

Enhanced quality of life for people with care and support needs

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

ARTS, LEISURE AND CULTURE

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
<p>Make more people aware of local history and heritage</p>	<p>Increase visits to Preston Hall and generate more income from commercial activity</p> <p>Widen access to local history through use of new technology, including the heritage website</p> <p>Continue the programme of collections development and rationalisation</p> <p>Develop activities to mark significant historic anniversaries, including World War 1 centenary (2014-18) and Stockton Darlington Railway bi-centenary (2025)</p>	<p>Head of Culture, Leisure and Adult Learning</p>	<p>Head of HR and Communications</p>
<p>Develop a sustainable event programme that contributes to local social and economic improvements</p>	<p>Continually review and apply the Event Delivery Framework, to help ensure that all events in the borough are safe and well-managed</p> <p>Continue to develop Stockton International Riverside Festival (SIRF) as a world class event</p> <p>Deliver a year round programme of large scale festivals and events</p> <p>Support the production and promotion of events in the borough by other services, community groups and commercial partners</p> <p>Continue to grow events like the Duathlon, Cycling Festival and Rat Race which encourage healthy 'lifestyle-sports' activity whilst showcasing Stockton as an events destination</p>	<p>Head of Culture, Leisure and Adult Learning</p>	<p>Head of HR and Communications</p> <p>Head of Direct Services</p>

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Implement plans for the library service	<p>Roll out RFID self-service technology and smart phone enabled interactions</p> <p>Provide expert professional support and access to information, including material on health, money, skills and innovation, benefits</p> <p>Encourage reading through targeted reader development programmes such as the Skills for Life and ESOL programmes</p>	Head of Culture, Leisure and Adult Learning	
Support the creation of excellent art and excellent art experiences	<p>Support and monitor ARC and Tees Music Alliance as strategic local providers of literary, visual and performing arts</p> <p>Commission art within the Stockton town centre redevelopment and support the biennial Castlegate/MIMA photography prize</p> <p>Produce the annual SIRC Community Carnival as a culmination of year-round community arts activity</p>	Head of Culture, Leisure and Adult Learning	Head of Policy, Improvement and Engagement
To support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure	<p>Develop and implement the Sports and Active Leisure Strategy 2015-18</p> <p>Implement the Continuous Professional Development Plan for teachers and whole schools around physical education and sport</p> <p>Work closely with the Youth Sport trust to ensure that our young people get the best start in sport/active leisure promoting life long participation</p> <p>Develop and implement the Stockton Inclusive Sports Action Plan and increase lifestyle sports initiatives that widen participation, including women's running and cycling groups and the cycle-cross off road cycling series</p> <p>Support local voluntary infrastructure through the Healthy-Club initiative, helping clubs to deal with current challenges and thrive</p> <p>Maximise the use and efficiency of the built facilities for sport, including those run by Tees Active, schools and community organisations</p>	Head of Culture, Leisure and Adult Learning	Head of Education, Early Years and Complex Needs

Creating economic prosperity across the borough

ECONOMIC REGENERATION AND TRANSPORT

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver key infrastructure including enhancing the transport network.	<p>Support the development and programming of the Tees Valley Strategic Infrastructure Plan and Strategic Economic Plan</p> <p>Develop and deliver against the SBC Infrastructure Plan to support land use allocation and undertake feasibility work for investment in infrastructure/facilities including areas in the south of the borough.</p> <p>Set priorities and deliver the programme for the 2015-16 Local Transport Plan and Highway Maintenance programmes</p> <p>Work with Darlington Borough Council and Peel Holdings PLC to bring forward the development and master planning of Durham Tees Valley Airport</p>	Head of Economic Growth and Development Services	
Deliver economically vibrant town centres	<p>Lead the growth and diversification of quality specialist markets in Stockton town centre</p> <p>Lead and support the development, growth and diversification of the evening economy and leisure sector</p> <p>Increase the number, quality and diversity of operating businesses in town centres</p> <p>Adopt and implement planning policies to support the vitality and viability of Stockton Towns Centres</p>	Head of Economic Growth and Development Services	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Further regenerate the borough's housing	<p>Conclude the major housing regeneration schemes at Hardwick Mandale and Nursery Gardens</p> <p>Continue the site clearance and progress the site delivery plan for Victoria estate</p> <p>Continue to progress the West End Gardens (previously known as the Parkfield / Mill Lane Phase Two) housing regeneration scheme</p> <p>Complete the initial phase of Norton Park (formally Swainby Road) housing regeneration scheme</p>	Head of Housing and Community Protection	Head of Regeneration and Economic Development
Improve economic prosperity for residents across the borough	<p>Support adults and young people to develop their skills to take advantage of employment opportunities offered by local businesses</p> <p>Work with young People to build enterprise skills</p> <p>Work in partnership across the Tees Valley to develop the Combined Authority in support of wider economic benefits to the area</p>	<p>Head of Economic Growth and Development Services</p> <p>Corporate Director of Resources</p>	<p>Head of Education, Early Years and Complex Needs</p> <p>Head of Culture, Leisure and Adult Learning</p> <p>Head of Legal Services</p>
Improve economic prosperity for new and existing businesses across the borough	<p>Identify new development opportunities at strategic regeneration sites throughout the borough</p> <p>Lead with partners on the regeneration of Northshore to ensure that new developments meet the strategic aims of the masterplan</p> <p>Support the progression of inward investment, working with key partners to secure new businesses and sustain and grow existing businesses within the borough</p> <p>Support and promote delivery of the Enterprise Zone</p> <p>Identify a portfolio of sites to meet demand for employment land for a variety of uses and allocate in the Local Plan.</p>	<p>Head of Economic Growth and Development Services</p> <p>Business and Enterprise Manager</p>	

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Create a culture that encourages and sustains enterprise and start-up businesses	<p>Engage with key businesses to facilitate their participation in enterprise activities</p> <p>Delivery of a package of financial and business support and advice to support new and existing businesses</p> <p>Support enterprise and economic growth by ensuring a fair, responsible and competitive trading environment</p>	<p>Head of Economic Growth and Development Services</p> <p>Business and Enterprise Manager</p> <p>Director of Public Health</p>	

ENVIRONMENT AND HOUSING

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Address the housing requirements of the borough	<p>Increase the number of new and affordable housing in the borough (through partnership working with Registered Housing Providers/ HCA and securing additional affordable homes through developer contributions negotiated via the planning process in line with the local plan)</p> <p>Assess the boroughs housing requirements, identify a portfolio of sites to meet the need, through ensuring allocation of sites in the local Plan</p>	Head of Housing and Community Protection	

STRONGER COMMUNITIES

Stronger, more cohesive communities

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Support the continued development of a strong and vibrant voluntary, community and social enterprise sector (VCSE)	<p>Establish an approach to market development, including work with the Voluntary, Community and Enterprise Sector, including use of the market development and innovation fund.</p> <p>Work with procurement to raise awareness of commissioners of the requirements of the Social Value Act.</p> <p>Work in partnership with the council's asset Team to facilitate asset transfer</p>	Head of Policy, Improvement and Engagement	<p>Adult Services Lead</p> <p>Consultant in Public Health</p> <p>Head of Finance, Governance and Assets</p>

ARTS, LEISURE AND CULTURE

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Make more people aware of local history and heritage	Increase visits to Preston Hall and generate more income from commercial activity	Head of Culture, Leisure and Adult Learning	
Develop a sustainable event programme that contributes to local social and economic improvements	Continually review and apply the Event Delivery Framework, to help ensure that all events in the borough are safe and well-managed Continue to develop Stockton International Riverside Festival (SIRF) as a world class event Deliver a year round programme of large scale festivals and events Continue to grow events like the Duathlon, Cycling Festival and Rat Race which encourage healthy 'lifestyle-sports' activity whilst showcasing Stockton as an events destination	Head of Culture, Leisure and Adult Learning	Head of Direct Services Head of Economic Growth and Development Services
Implement plans for the library service	Encourage reading through targeted reader development programmes such as the Skills for Life and ESOL programmes	Head of Culture, Leisure and Adult Learning	
Support the creation of excellent art and excellent art experiences	Commission art within the Stockton town centre redevelopment and support the biennial Castlegate/MIMA photography prize Produce the annual SIRF Community Carnival as a culmination of year-round community arts activity	Head of Culture, Leisure and Adult Learning	Head of Policy, Improvement and Engagment
Support all sectors of our communities to secure enjoyment, learning and achievement through sport and active leisure	Implement the Continuous Professional Development Plan for teachers and whole schools around physical education and sport Support local voluntary infrastructure through the Healthy-Club initiative, helping clubs to deal with current challenges and thrive	Head of Culture, Leisure and Adult Learning	

Organisational and Operational Effectiveness

HEALTH AND WELLBEING

Ill health is prevented wherever possible

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Reduce the negative impact of drug and alcohol dependency	Maintain an evidence-based approach to service improvement and service delivery to ensure a recovery oriented and client focused service	Director of Public Health	<p>Children and Young People's Health and Wellbeing Joint Commissioning Group</p> <p>Head of Housing and Community Protection</p>

STRONGER COMMUNITIES

Stronger, more cohesive communities

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver effective community consultation and engagement	Undertake the Residents' Survey for 2015 Develop an approach to consultation with Young People Implement the consultation database solution Develop and implement action plans to address corporate elements identified through the employee survey	Head of Policy, Improvement and Engagement	Head of Democratic Services Head of HR and Communications Director of Law and Democracy
Deliver effective local democracy	Promote the scrutiny function Manage and deliver the Member Learning and Development programme Review Member Learning and Development Strategy and maintain accreditation for Charter Plus Deliver the elections programme: Parliamentary, District, Parish, Police and Crime Commissioner, Member of Youth Assembly Implement Democratic Engagement Strategy - Opening the Doors to Democracy Conduct a Borough wide mini-canvass prior to 2015 Elections Conduct Postal Vote Refresh	Head of Democratic Services	Head of HR and Communications

ADULTS' SERVICES

Enhanced quality of life for people with care and support needs

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver early intervention services to maximise independence	Improve access to information, advice and guidance for people through development of the e-marketplace.	Head of Adult Services Adult Services Lead	Head of Programme and Change Management Health and Wellbeing Board Director of Public Health

ARTS, LEISURE AND CULTURE

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

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

Key objectives	Key Actions	Lead Responsibility	Who else within the Council will contribute?
Deliver Customer Service Excellence	<p>Maintain the national Customer Service Excellence Standard at a corporate level.</p> <p>Further develop and implement a Channel Shift Strategy</p>	Head of Customer Services and Taxation	<p>All Directors and Heads of Service</p> <p>Head of ICT and Design and Print</p>
Have a robust performance	<p>Raise awareness of the refreshed performance management framework.</p> <p>Review the Council Plan in line with the outcomes from National and Local elections.</p> <p>Implement and further develop the ICT Performance Management Solution to monitor and report on outcomes.</p> <p>Interpret emerging policy and legislation following national elections in May 2015</p>	Head of Policy Improvement and Engagement	All Corporate Directors and Heads of Service
Deliver a balanced and sustainable Medium Term Financial Plan that delivers value for money	<p>Maintain a balanced Medium Term Financial Plan</p> <p>Implement the outcomes from the Comprehensive Spending Review</p> <p>Implement the Councils savings and review programme.</p>	Head of Finance, Governance and Assets	All Corporate Directors and Heads of Service
Optimise the use of Council assets	<p>Develop and implement the Asset Disposal Plan in line with the Asset Review</p> <p>Update school investment plans</p>	Head of Finance, Governance and Assets	<p>Head of Policy, Improvement and Engagement</p> <p>Head of Education, Early Years and Complex Needs</p>

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

GLOSSARY

- CAF** - Common Assessment Framework
- CESC** - Children Education and Social Care
- CESP** - Community Energy Saving Programme
- DNS** - Development and Neighbourhood Services
- EET** - Education Employment or Training
- EIT Programme** - Efficiency Improvement and Transformation
- ESOL** - English for Speakers of Other Languages
- FSM** - Free School Meals
- FTE's** - Full time Equivalent or Full time Employee
- HR** - Human Resources
- ICT** - Information, Communication Technology
- IMD** - Indices of Multiple Deprivation
- KS2/4** - Key Stage 2/4
- LAC** - Looked After Children
- LSOA's** - Lower Super Output Areas
- MIMA** - Middlesbrough Institute of Modern Art
- MTFP** - Medium Term Financial Plan
- NEET** - Not in Education, Employment or Training
- NHS** - National Health Service
- PH** - Public Health
- RES** - Resources
- RFID** - Radio Frequency Identification
- SBC** - Stockton-on-Tees Borough Council
- SEN** - Special Education Needs
- SIRF** - Stockton International Riverside Festival
- SLSCB** - Stockton Local Safeguarding Children Board
- TBC** - to be confirmed
- TVU** - Tees Valley Unlimited
- VCSE** - Voluntary Community and Enterprise Sector
- VENT** - Vulnerable, exploited, missing or trafficked



Stockton-on-Tees
BOROUGH COUNCIL

Your Council

Big plans, bright future

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