



Council Plan 2008 - 2011



Stockton-on-Tees
BOROUGH COUNCIL

Council Plan 2008-2011

Note

This plan meets the statutory requirement for the Council to prepare an annual Performance Plan. Supplementary information on Best Value Performance Indicator targets and data is published as an Annex to the plan and is available on the Council website www.stockton.gov.uk

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Foreword

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

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

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

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



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Linked to regeneration, we have noted the increasing concerns of local people regarding public transport in the borough and more widely across the Tees Valley. We are actively working to develop plans to strengthen our bus and rail infrastructures and are working in partnership to secure national and regional funding for these plans. We are also working to influence the local bus operators to ensure services meet people's needs.

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

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

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



Ken Lupton
Leader of the Council



George Garlick
Chief Executive

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Section 1

Purpose, Vision and Priorities

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

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

Who is the Plan for?

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

Vision for the Borough

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

Economic Regeneration and Transport

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



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

Environment and Housing

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

Safer Communities

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

Children and Young People

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



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

Health and Wellbeing

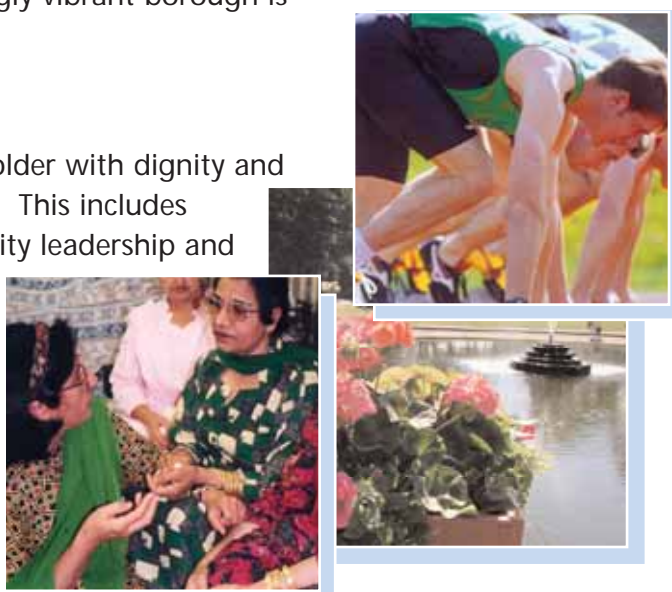
Our vision is for a healthier Stockton where all residents are able to take control of their own physical and mental health and wellbeing, though living healthy and active lifestyles and having easy access to high quality health services when ill-health does occur. We will reduce health inequalities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

Stronger Communities

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

Older Adults

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



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lifelong learning, leisure and cultural activities.

Arts, Leisure and Culture

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

Improvement objectives

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

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



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Section 2

Partnership Planning Framework

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

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

In 2005 Renaissance signed a Local Area Agreement (LAA) with central government. Our new LAA for 2008-11 forms the three year delivery plan for the Sustainable Community Strategy. The Local Public Services Board will continue to support the Renaissance Board in developing and driving forward the improvement agenda for the area. As it brings together key senior officers from within public services in the Stockton area it is supporting Renaissance in developing shared approaches to cross cutting public policy challenges.

Sitting underneath the Sustainable Community Strategy and LAA Outcome Framework, are a series of thematic strategies and plans relating to the delivery objectives of each priority improvement theme (diagram 1 page 9). The Council Plan also links in and sets out the Local Authority's change priorities to deliver its contribution to the Sustainable Community Strategy and thematic plans. We will deliver our priorities through a series of key service improvement objectives and organisational change programmes which are resourced within our Medium Term Financial Plan (section 6). The Council's Cabinet and Senior Management Team will lead delivery and monitoring.

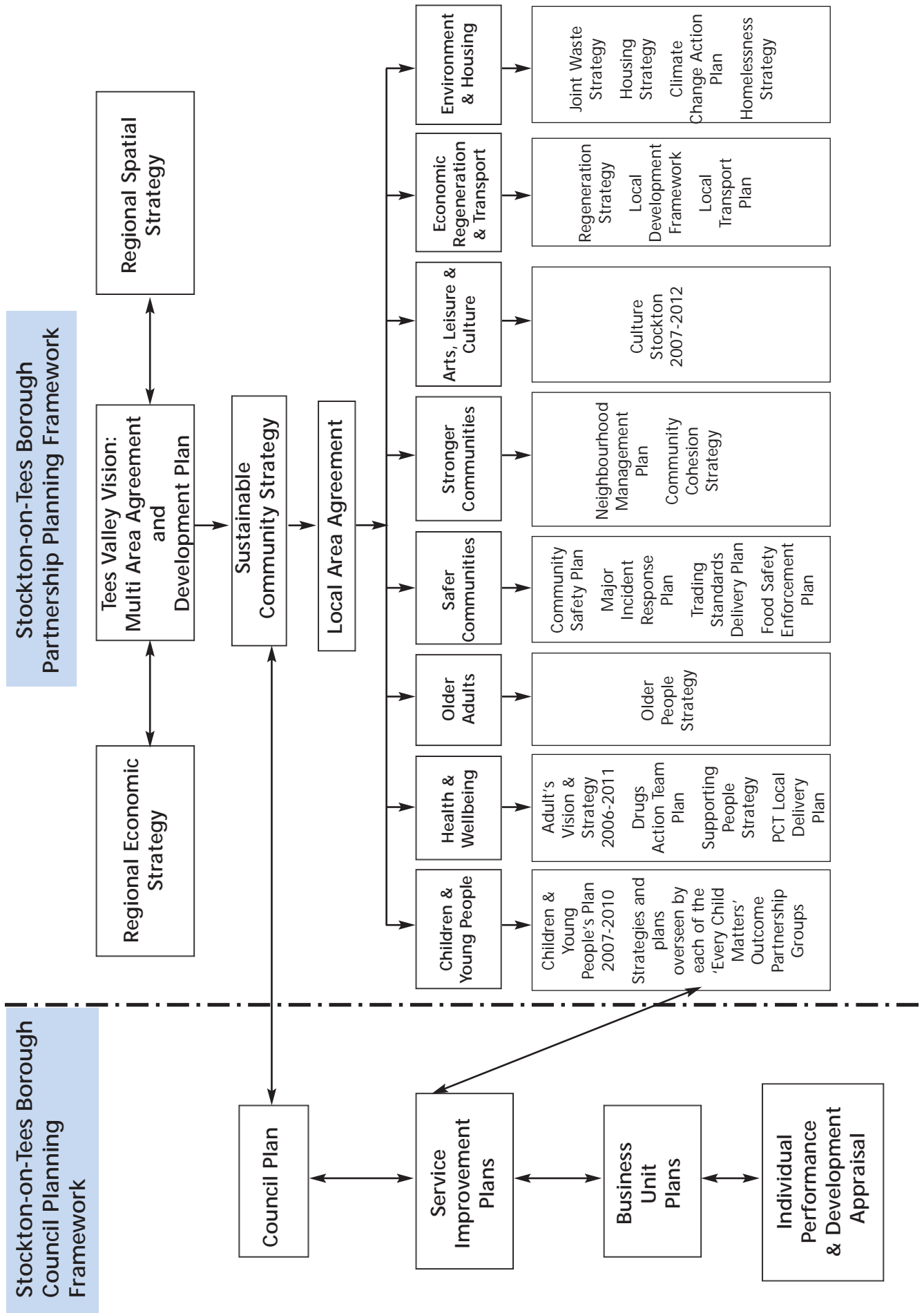
Council Planning Framework

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

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



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Section 3

Understanding the Borough

Overview

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

Stockton-on-Tees is 204 sq km in size with a population of 189,100¹. The residents live in 76,900 households. Population density is 927 people per square kilometre. The population within Stockton-on-Tees has risen by 7.9% since the 1991 Census, compared with the North East average of a 1.8% fall.

Age Breakdown (rounded)

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

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

Resident Population

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

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

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

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

Index of Multiple Deprivation 2000



Index of Multiple Deprivation 2007



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

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

Changing Population

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



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

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

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

There has also been a growth in the numbers of our residents from black and minority ethnic communities from 1.6% in 1991 to 2.8% in 2001 (over 5,000 people), and we expect this trend to continue. Alongside this we have increasing numbers of residents with disabilities, in part due to the ageing population. There will also be a shift in population towards the south of the Borough.

What do our residents and service users think?

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

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

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

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

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



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

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

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

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

| Residents views on most important improvements (combining top 10 general priorities and top 5 for the local economy) | Link to core Sustainable Community Strategy Priority themes |
|--|---|
| 1. Tackling crime and anti-social behaviour | Community Safety |
| 2. Facilities for teenagers & children | Children & Young People |
| 3. Better leisure/ sports facilities | Health and Wellbeing |
| 4. Better cleanliness | Environment and Housing |
| 5. More/ cheaper bus services | Economic Regeneration & Transportation |
| 6. Improved town centre facilities | |
| 7. Creation of jobs | |
| 8. Regeneration of run-down areas | |
| 9. Attracting new business | |
| 10. Provision of affordable housing | Environment and Housing |

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Section 4

Understanding the Council

Stockton-on-Tees Borough Council was formed 12 years ago in April 1996. Following the break-up of Cleveland County Council, the former Borough Council was reformed into a new unitary authority, incorporating former County Council functions. This included new responsibilities for Children's Services, Social Services and waste disposal. A new Chief Executive was appointed, who in partnership with the political leadership of the new Council set about a programme of service integration, modernisation and improvement. Running across this programme has been an ongoing commitment to national, regional and sub-regional working, to get the voice of Stockton and the sub-region heard, and hard work and significant input into regional and sub-regional strategy and policy development. We view this as an essential element of our community leadership role – this area has historically been underrepresented, under promoted and underestimated on a regional and national stage, and we believe that we have gone some way to address this historic imbalance and get a better deal for local communities.

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

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

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



additions being:

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

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

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

- streamlined and focused management structures with increased delegation of responsibilities to individual Heads of Service and Service Managers which has built our organisational capacity
- a culture of 'distributed leadership', with leadership from the middle as well as the top of the organisation, including second tier and third tier managers which has significantly increased the numbers of senior officers who are leading and driving change
- a modernised political process with improved scrutiny, and longer term forward planning of key decisions which is shared by all political groups
- an enhanced and accredited Member Learning and Development Strategy.
- a focus on partnership working, with continual strengthening of our relationship with key public sector partners at both a strategic and operational level, including in particular the police, and PCT. This can be seen in our well-established joint commissioning process for children and adults' services, at the leading edge of approaches nationally, and in our co-location of police and neighbourhood enforcement teams.
- a management development programme, with programmes of linked organisational learning and cultural change sessions for all third tier managers (Setting the Standard) and Heads of Service (through Extended Management Team)
- an organisation-wide competency framework applying to all staff and managers linked to a refreshed corporate vision and core values.
- the 'Customer First' programme has focused on cultural change within front-line services aiming to better understand, listen and respond to the Council's customers in our planning and delivery of services.

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

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

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

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



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Section 5

Achievements

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

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

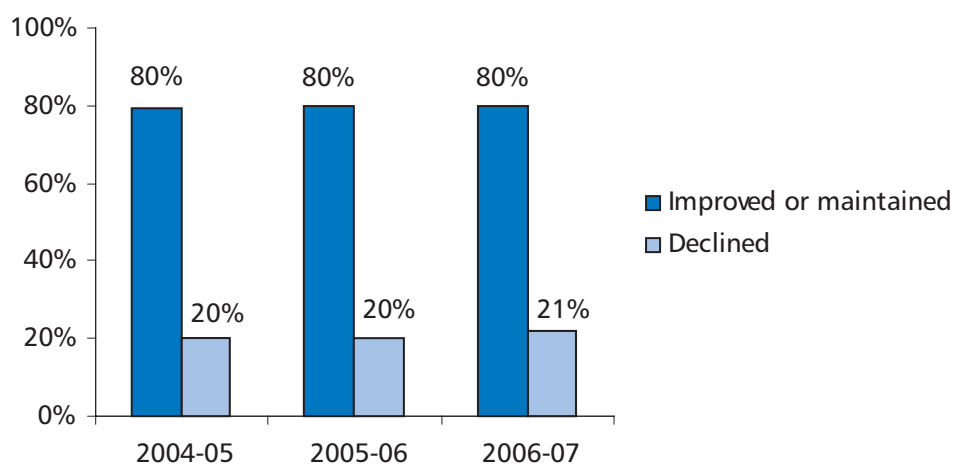
| Service performance | Audit Commission assessment (out of 4) |
|---|--|
| Children's Services | 4 |
| Benefits | 4 |
| Housing | 4 |
| Use of Resources | 4 |
| Corporate Assessment (capacity of council – 2003 assessment) | 4 |
| Adults' Care Services | 3 |
| Culture | 3 |
| Environment | 3 |



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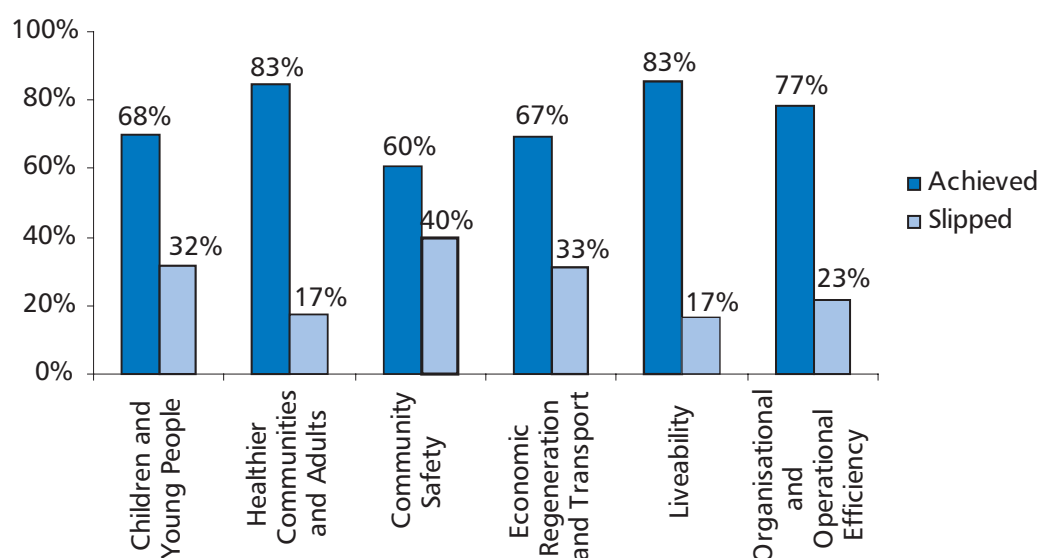
The Council has consistently improved its services over the last three years with over three times as many of its key performance measures improving as deteriorating. In 2006/07 79% of our key 'corporate basket' of performance measures improved. This also included strong achievement on the key stretched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

Corporate basket PIs improvement trend



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

Council Plan Improvements 2006/07



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

- Significant improvements in educational attainment with 2007 GCSE (5 x A*-C) results our best ever at 60% compared to 41.3% in 1999, narrowing the gap between local and national performance.
- Lowest crime rate in the Tees Valley in 2007. Significant reductions in crime levels especially in robberies and dwelling burglaries. The total number of dwelling burglaries In Stockton last year was the lowest number for at least 15 years.
- Winner of Best City in Northumbria in Bloom four years running and Best City in Britain in Bloom 2007.
- Transforming the cleanliness of the Borough from one of the dirtiest in 2001 to one of the cleanest and best presented in 2006 and 2007.
- Massive reduction in unemployment from 6% in 1998 to 3.1% in 2007 (August) compared with a national reduction of 1.5%, outperforming the Tees Valley and the rest of the North East.
- Beacon status for Cleveland Emergency Planning Service in 2007.
- Winner of 2007 Best Cultural Event North East and Best Event Tees Valley for the Stockton International Riverside Festival.
- Improved town centre facilities in Stockton, with schemes under way in Billingham and Thornaby; three major housing regeneration schemes underway in Mandale, Parkfield and Hardwick.
- Safer Stockton Partnership in Home Office top 10%; top rated Drugs Action Team 2007; 'Most valued contribution to Arson Prevention' in Fire Brigade Community Safety Awards 2007.
- In the National Performance Framework results for 2006-07, the Trading Standards service improved or maintained performance in all the indicators and is above the national average for all the service areas measured.
- A top rated Youth Offending Service. One of only 8 nationally to achieve the top level 5 for overall performance in the national framework.

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



Council Plan 2008-2011

| |
|--|
| Top 25% |
| The percentage of citizens satisfied with the overall service provided by their council |
| Satisfaction with household waste collection |
| Satisfaction with waste recycling (local facilities) |
| Satisfaction with standards of cleanliness |
| Percentage of all council tenants stating that they are satisfied with opportunities for participation in management and decision making, in relation to housing services provided by their landlord |
| Above Average |
| Satisfaction with complaints handling |
| Satisfaction with the Planning Service by those making an application |
| Satisfaction with libraries |
| Satisfaction with civic amenity waste disposal sites |
| Percentage of all council tenants stating that they are satisfied with the overall service provided by their landlord |
| Below Average |
| Satisfaction with sports and leisure facilities |
| Satisfaction with museums and galleries |
| Satisfaction with theatres and concert halls |
| Bottom 25% |
| Satisfaction with transport information |
| Satisfaction with buses |
| Satisfaction with parks and open spaces |

Our organisational strength is demonstrated by:

- Inspectors commenting in their 2007 Annual Audit and Inspection Letter 'the council makes a strong contribution to wider community outcomes.'
- Strong scrutiny arrangements focusing on policy development and performance improvement.
- 'A strong commitment to ethical standards....' IDEA Peer Review of Ethical Governance 2007.
- Establishing the Stockton Darlington Partnership to jointly provide a range of corporate and transactional services to Stockton and Darlington councils to address increasing customer and government expectations and financial pressures.
- Achieving top marks for Use of Resources including financial management and value for money.

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



Council Plan 2008-2011

Section 6

Medium Term Financial Plan

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

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

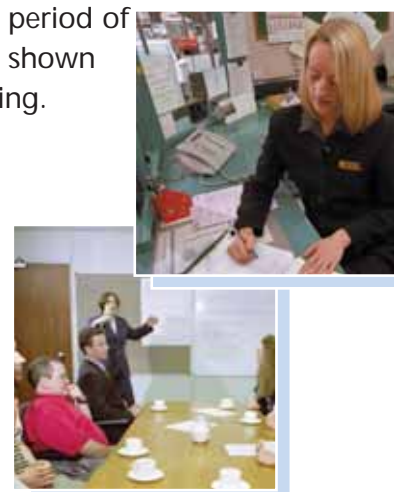
A profile of the Council's expenditure supporting the Plan is shown below:-

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

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

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

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



Council Plan 2007-2010

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

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

| | 2008/09 Estimate £'000 | 2009/10 Estimate £'000 | 2010/11 Estimate £'000 |
|--------------------------------------|------------------------------|------------------------------|------------------------------|
| Children Services | 12,549 | 8,452 | 8,109 |
| Adult Services | 519 | 456 | 456 |
| Housing General Fund | 13,676 | 8,466 | 8,561 |
| Development & Neighbourhood Services | 25,172 | 17,541 | 11,747 |
| Culture & Leisure Services | 45 | 1,001 | 0 |
| Resources | 1,491 | 299 | 0 |
| TOTAL Non-HRA | 53,452 | 36,215 | 28,873 |
| HRA | 9,600 | 9,600 | 10,311 |
| Total Capital Expenditure | 63,052 | 45,815 | 39,184 |

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



Action Plan

2008-11

Economic Regeneration and Transport

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

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

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

Over the next three years we will concentrate on:

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

Council Plan 2008-2011

Theme: Economic Regeneration and Transport

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|--|---|---|--|
| 1 | Support an economy which attracts investment and promotes business growth | <p>Achieve more business start-ups in the borough</p> <p>Support the growth and survival of existing businesses and inward investment</p> <p>Support the continued development of business parks throughout the Borough</p> | <p>70 start-up businesses supported by grant scheme and Working Neighbourhood Funds transition projects by March 2009</p> <p>New business registration rate - (NI 171) Target to be determined</p> <p>Reduction in the proportion of working age people claiming out of work benefits in the worst performing neighbourhoods from 32.3% in 2007 to 26.5% by March 2011 (NI 153)</p> <p>Durham Tees Valley Airport Business Park developed by March 2012</p> | <p>DNS</p> <p>CRT</p> | <p>SIP: Regeneration and Economic Development</p> <p>Regeneration Strategy</p> <p>Northern Way Growth Strategy</p> <p>Regional Economic Strategy</p> <p>Tees Valley City Region Business Case</p> |
| 2 | Tackle worklessness by removing barriers to employment and enterprise | <p>Increase training and employment opportunities for residents from regeneration areas</p> <p>Support more residents to move from benefit into employment in partnership with Jobcentre Plus and other agencies</p> <p>Support the Employability Consortium in the development of an Employability Strategy for the borough</p> | <p>Increase the overall employment rate from 73.2% in 2007 to 74.1% by March 2011 (NI 151)</p> <p>Learners achieving an Entry Level 3 qualification in numeracy – increase to 285 by March 2011 (NI 162)</p> | <p>DNS</p> <p>CESC</p> <p>CRT</p> <p>CASH</p> | <p>SIP: Regeneration and Economic Development</p> <p>SIP: Adults</p> <p>Regeneration Strategy</p> <p>Northern Way Growth Strategy</p> <p>Regional Economic Strategy</p> <p>Tees Valley City Region Business Case</p> |

Council Plan 2008-2011

Theme: Economic Regeneration and Transport

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--|---|---|------------------------------|---|
| 3 | Revitalise the Borough's town centres | Stockton Town Centre Regeneration Thornaby Town Centre Regeneration Billingham Town Centre Regeneration | Completion of the economic appraisal of the Riverside site by April 2009 All phases of Thornaby Town Centre regeneration completed by August 2009 Billingham Town Centre Regeneration Scheme agreed by July 2009 | DNS CRT DNS CRT | SIP: Regeneration and Economic Development Regeneration Strategy Town Centre Master Plans |
| 4 | Contribute to the regeneration of the Tees Valley Urban Core through the Stockton Middlesbrough Initiative | Deliver a city scale riverside environment at the urban core of the Tees Valley | Commence implementation of projects as identified in the SMI Strategic Plan by April 2010 Stockton-Middlesbrough Initiative Road Network Action Plan developed by September 2008 Facilitate the commencement of North Shore Phase 1 by April 2009 | | SIP: Regeneration and Economic Development SIP: Technical Services Regeneration Strategy Regional Economic Strategy Northern Way Growth Strategy Tees Valley City Region Business Case |
| 5 | Provide a sustainable and effective transport framework to support economic regeneration | Develop Area Transport Model in partnership with the Joint Strategy Unit | Tees Valley bus network bid submitted to GONE/DFT for programme entry in accordance with timetable | DNS CRT | SIP: Technical Services |

Council Plan 2008-2011

Theme: Economic Regeneration and Transport

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|------------|---|---|---|--------------------|--|
| 5 cont. | Provide a sustainable and effective transport framework to support economic regeneration cont'd | Improve accessibility for work, leisure, retail and health via transport links through development of Tees Valley Bus Network review | Reduction in the percentage of principal roads where maintenance should be considered-target of 2% (NI 168) Reduction in the percentage of non-principal roads where maintenance should be considered-target of 4% (NI 169) Working age people with access to employment by public transport (and other specified modes)-target to be determined (NI 176) | DNS CRT | SIP: Regeneration and Economic Development Regeneration Strategy Local Transport Plan Tees Valley City Region Business Case |
| 6 | Ensure good and sustainable design in regeneration schemes and new developments | Section 106 agreements support sustainable developments and transport network Ensure that design principles are input into all major projects Improve guidance available to residents and developers in submitting planning applications Strengthen strategic planning through the Local Development Framework | 100% of major planning applications considered for traffic impact Increase in the percentage of each type of planning application processed within timescales (Majors = 75%; Minors = 80%; Others = 88%) by March 2011 (NI 157) Increase in the supply of ready to develop housing sites to 154% by March 2011 (NI 159) Online applications increased to 20% by 2010 Local Development Framework documents produced in accordance with Government timetable | DNS CRT CHCS | SIP: Technical Services SIP: Planning Regeneration Strategy Housing Strategy Tees Valley Living Strategy |

Council Plan 2008-2011

Environment and Housing

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

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

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

Over the next three years we will concentrate on:

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



Council Plan 2008-2011

Theme: Environment and Housing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--|--|--|---------------------------------|--|
| 7 | Tackle climate change and improve the quality and security of the environment for current and future generations | <p>Develop planning policies for sustainable developments in energy efficiency, production and use and sustainable building materials and techniques</p> <p>Implement Climate Change Action Plan and Carbon Management Programme</p> <p>Reduce consumption of non-renewable energy and pollution emission by Council staff</p> <p>Reduce the amount of environmental pollution through seeking viable alternative and sustainable fuels for council vehicles</p> <p>Develop strategies to reduce the authority's energy consumption and examine renewable energy options</p> <p>Investigate options to maximise waste reused or recycled from the Council's waste stream in line with the Joint Waste Management Strategy 2008</p> | <p>Local Development Framework (LDF) Core Strategy developed by December 2009</p> <p>Reduction in the borough's carbon emissions by a minimum of 25% from 2005/06 levels by 2013</p> <p>Reduction in the amount of carbon dioxide produced by local authority operations by 20% by March 2011 (NI 185)</p> <p>Increase in the level of attainment on adapting to climate change through the UK Climate Impact Programme to Level 4 by March 2010 (NI 188)</p> <p>Children travelling to school – reduce the percentage of those travelling to school by car to 15% by March 2011 (NI 198)</p> <p>Reduction in staff business travel by 5% by March 2011</p> <p>Increase the proportion of all council vehicles to 90% operating on bio-diesel by March 2010</p> <p>Good practise model developed by 2010</p> | <p>DNS</p> <p>CE</p> <p>CRT</p> | <p>SIP: Planning</p> <p>SIP: Technical Services</p> <p>SIP: Direct Services</p> <p>Joint Waste Management Strategy 2008</p> <p>Climate Change Action Plan</p> <p>Carbon Management Programme</p> |

Council Plan 2008-2011

Theme: Environment and Housing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|---|---|-------------|--|
| 8 | Make the Borough a cleaner, greener place to live, work and visit | Ensure high levels of grounds maintenance and cleanliness levels throughout the Borough | Performance on litter, detritus, graffiti and fly-posting at less than 5% of sampled areas not at acceptable standard (NI 195) | DNS CE | SIP: Direct Services SIP: Planning |
| | | Deliver the Environmental Select Committee's recommendations on waste management | Waste management action plan developed and implemented (in line with timescales) by April 2011 Improved street and environmental cleanliness – All reported incidents of fly tipping removed within average of 1 day of reporting (E003) (links to NI196 - Year on year change in total incidents, compared with year on year change in enforcement actions) | | Joint Waste Management Strategy 2008 |
| 9 | Provide attractive and safe parks, open spaces and cemeteries | Develop Planning policies and guidance to promote waste reduction and recycling via improved waste storage facilities and design guides by March 2010 | Percentage of household waste sent for reuse, recycling and composting (NI 192) - Increase recycling and composting activity to achieve the national combined target of over 40% by 2010 Percentage of municipal waste landfilled (NI 193) - Increase in the recovery of municipal waste (including recycling, composting and energy from waste) to achieve the national target of 53% by 2010 | | |
| | | Develop a strategic vision for parks and green space management through the Tees Valley Greenspace Strategy by September 2008 | Green Flag status to be held by five parks, and one or more cemeteries, by March 2009 | DNS CE | SIP: Direct Services SIP: Performance and Business Services |

Council Plan 2008-2011

Theme: Environment and Housing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|------------|---|---|--|-------------|--|
| 9 cont. | Provide attractive and safe parks, open spaces and cemeteries cont'd | <p>Deliver the improvement plan for the Borough's cemeteries and closed churchyards</p> <p>Prepare and adopt the Open Space and Landscaping supplementary planning document by January 2009 to provide guidance and standards for the provision and maintenance of open spaces, recreational facilities and landscaping in new developments</p> | Improved customer satisfaction levels of visitors to facilities and residents as a whole (measured through Place Survey and Residents Survey) | DNS CE | SIP: Direct Services SIP: Performance and Business Services SIP: Planning Tees Valley Green Infrastructure Strategy |
| 10 | Deliver quality and choice in the housing market and address housing market failure | <p>Continue progress of prioritised Housing Market Renewal schemes at Hardwick, Parkfield and Mandale</p> <p>Undertake options appraisal for investment into and delivery of housing management services by October 2008</p> <p>Introduce a Home Improvement Agency (HIA) to assist elderly and vulnerable households maintain safe and independent living by October 2008</p> <p>Introduce a sub-regional Choice Based Lettings scheme with a common allocations policy across the Tees Valley by December 2008</p> <p>Develop housing policies in Local Development Framework Core Strategy and Regeneration Development Plan Documents to encourage affordable and special needs housing</p> | <p>Reduction in the proportion of non-decent council owned properties to 0% by 2010/11 (NI 158)</p> <p>Reduction in the time taken to process Housing and Council Tax Benefit new claims and change events to 16 days (NI 181)</p> <p>133 properties demolished in Hardwick, Parkfield and Mandale by March 2009</p> <p>200 clients per year provided with advice and assistance through the Home Improvement Agency</p> <p>Tackling fuel poverty - Baseline to be established 2008/09 - People receiving income based benefits living in homes with a low energy efficiency rating (NI 187) targets to be negotiated at the year 1 review when more recent baseline data will be available.</p> | DNS CHCS | SIP: Housing SIP: Planning Housing Strategy |

Council Plan 2008-2011

Theme: Environment and Housing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|-------------------------------------|---|--|------------------------|--|
| 11 | Prevent homelessness | <p>Undertake strategic review of homelessness in the Borough, and produce strategic action plan by September 2008</p> <p>Develop a range of temporary accommodation that is appropriate for all client groups, aiming to reduce the usage of temporary accommodation by 50% by 2010 (government target)</p> | <p>Reduction in the average length of stay in hostel accommodation of households which include dependent children or a pregnant woman to 10 weeks by 2008/09</p> <p>The number of households living in temporary accommodation – reduce usage of temporary accommodation by 2010 by 50% (NI 156)</p> | <p>DNS</p> <p>CHCS</p> | <p>SIP: Housing</p> <p>Homelessness Strategy</p> <p>Supporting People Strategy</p> |

Council Plan 2008-2011

Safer Communities

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

Over the next three years we will concentrate on:

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



Council Plan 2008-2011

Theme: Safer Communities

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|---|---|------------------------|---|
| 12 | Reduce crime and the fear of crime | Prepare and deliver the 2008-11 Community Safety Plan in partnership with the Safer Stockton Partnership Develop policies to design out crime in new planning developments | Reduce criminal damage by 3% from a three year average of 5,162 by March 2009 Reduction in serious violent crime rate (NI 15) by 3% which equates to 2.3 crimes per year from 2007/8 baseline of 78 crimes (0.41 crimes/ 1,000 population) Policies included in the Core Strategy Local Development Framework adopted by October 2009 | DNS CHCS CRT | SIP: Community Protection SIP: Planning Community Safety Plan Domestic Violence Reduction Strategy |
| 13 | Reduce anti-social behaviour and offensive incidents | Tackle and prevent anti-social behaviour and offensive incidents | Reduction in the percentage of people that perceive Stockton to have a high level of anti-social behaviour to 28% by March 2009 (NI 17) Reduction in the number of deliberate fires by 10,000 population to 81.9 by March 2011 (NI 33) | DNS CHCS | SIP: Community Protection Anti Social Behaviour Strategy Community Cohesion Strategy |
| 14 | Reduce the impact of drug and alcohol misuse on our communities | Increase effective action against alcohol related anti-social behaviour Increase effective action against supply of drugs and alcohol | Reduction in the average offending rate by those identified as Class A drug misusers in the course of their contact with the criminal justice system – baseline to be established 2008/9 (NI 38) Increase in the number of drug users recorded as being in effective treatment by 17.07% by March 2011 (NI 40) | DNS CHCS | SIP: Community Protection Adult Drug Treatment Plan 2008 |

Council Plan 2008-2011

Theme: Safer Communities

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|-------------|---|--|---|--------------------|---|
| 14 cont. | Reduce the impact of drug and alcohol misuse on our communities Cont'd | Increase effective action against supply of drugs and alcohol | Reduction in the percentage of people who perceive Stockton to have a high level of drug use or drug dealing by 28% by March 2009 (NI 42) | DNS CHCS | SIP: Community Protection Adult Drug Treatment Plan 2008 |
| 15 | Ensure our residents are safe | Promote a fair and equitable market place providing protection for consumers Provide targeted cycling, walking, driver and motorcycling training programmes Reduce road casualties through effective road safety schemes Undertake review of the Road Casualty Reduction Service and develop improvement plan by September 2008 | Increase in the percentage of businesses satisfied with local authority regulation services (NI 182) – target to be determined following further consultation with BERR Increase in the impact of local authority regulatory services on the fair trading environment (NI 183) – target to be determined following further consultation with BERR To be delivered by March 2009 Reduction in the number of people killed or seriously injured in road collisions between the three year moving average for 2005-07 and 2006-08 (NI 47) – revised baseline and trajectory to be established in consultation with GONE and DfT later in 2008/9 Reduction in the number of children killed or seriously injured in road traffic accidents between the three year moving average for 2005-07 and 2006-08 (NI 47) – revised baseline and trajectory to be established in consultation with GONE and DfT later in 2008/9 | DNS CHCS CRT | SIP: Community Protection SIP: Technical Services Trading Standards & Licensing Service Delivery Plan |

Council Plan 2008-2011

Theme: Safer Communities

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|-------------|-------------------------------------|--|--|--------------------|--|
| 15 cont. | Ensure our residents are safe | Develop street lighting improvement and replacement plan | Implement actions from Street Lighting scrutiny review by March 2009 | DNS CHCS CRT | SIP: Community Protection SIP: Technical Services Trading Standards & Licensing Service Delivery Plan |

Children and Young People

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

Over the next three years we will concentrate on:

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

Council Plan 2008-2011

Theme: Children and Young People

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

Council Plan 2008-2011

Theme: Children and Young People

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|-------------------------------------|---|--|-------------------------|---|
| 17 | Stay Safe | <p>Improve outcomes for children in our care through implementation of 'Care Matters: Time for Change'</p> <p>Develop improved safeguarding training programme for staff.</p> <p>Implement new procedures for serious case / child death reviews.</p> <p>Improve arrangements for quality assurance of casework, to ensure more consistent practice</p> <p>Develop fostering and adoption services to further improve the long-term stability of placements for children looked after.</p> <p>Implement system for monitoring incidents of bullying.</p> <p>Implement national Improving Information Sharing and Management (ISaM) programme.</p> | <p>Initial assessments for children's social care carried out within 7 days – improve to 90%+ by 2011 (NI 59)</p> <p>Maintain at 0 the number of child protection plans lasting 2 years or more</p> <p>Percentage of children under 16 yrs in care for more than 2.5 years living in the same placement for at least 2 years – improve to 64% by 2008/09 from baseline of 57.4%. (NI 63)</p> <p>January 2009.</p> <p>The proportion of children becoming the subject of a child protection plan for a second or subsequent time to be maintained within a range of 5 to 10%</p> <p>September 2008.</p> <p>Proportion of looked after children being adopted – target of 9.5% for 2008/09 (NI 61)</p> <p>Contact Point implemented in line with national timetable (currently April 2009)</p> <p>e-CAF implemented in line with national timetable (currently mid 2009)</p> | <p>CESC</p> <p>CCYP</p> | <p>SIP: Children & Young People</p> <p>Children and Young People's Plan</p> <p>LSCB Action Plan</p> |

Council Plan 2008-2011

Theme: Children and Young People

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|-------------------------------------|--|--|---|--|
| 18 | Enjoy and Achieve. | Further improve educational achievement across key stages for all children; in particular at Key Stage 3; for pupils from Pakistani communities and for other vulnerable groups | <p>Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest – 2009 target 32.6% (NI 92)</p> <p>KS4 Level 2 Threshold (5+ A*-C grades at GCSE or equivalent) including English and Maths. 2009 target 53.2% (NI 76)</p> <p>Progression by 2 levels in English and in Maths between Key Stage 3 and Key Stage 4. 2009 target English 63.8% and Maths 33% (NI 97 & NI 98)</p> <p>Achievement of Education attainment targets NI 72-75, NI 80,83 and NI 93-96.</p> <p>Percentage care leavers aged 16+ to have at least 1 GCSE or equivalent - improve to 75% and sustain during 2008-11.</p> <p>The SEN/non-SEN gap –5 + A*-C GCSE inc. English and Maths – reduce the gap by 0.1% in 2008 (NI 105).</p> <p>Reduce the percentage of persistent absentee secondary school pupils (those missing 20% or more of the school year) - 2009 target 5.5% (NI 87).</p> <p>Maintain number of permanent exclusions at max 23 per year</p> <p>LA schools moving from SRAS (Schools Requiring Additional Support) to an Ofsted inspection designation - target of 0.</p> | <p>CESC</p> <p>CCYP</p> <p>CESC</p> <p>CYPP</p> | <p>SIP: Children & Young People</p> <p>Children and Young People's Plan</p> <p>14 – 19 Strategy</p> <p>Play Strategy</p> |
| | | <p>Increase enjoyment by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase.</p> <p>Improve the quality of strategic leadership, management and governance in schools and settings across the borough across phase.</p> | | | |

Council Plan 2008-2011

Theme: Children and Young People

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|-------------|-------------------------------------|---|--|---------------------|--|
| 18 cont. | Enjoy and Achieve. Cont'd | <p>Increase the range of accessible culture, leisure, sporting activities for children and young people by developing services across statutory, voluntary and independent sectors.</p> <p>Implement strategy for meeting requirements of new Early Years Outcomes Duties (EYOD).</p> <p>Deliver the Building Schools for the Future (BSF) programme.</p> <p>Deliver the Primary Capital Programme (PCP).</p> <p>Implement Play Strategy action plan.</p> | <p>All schools to meet the full core offer for extended schools by summer 2010.</p> <p>Strategy in place, targets are set by government and reviewed annually.</p> <p>BSF outline business case submitted in Spring 2009.</p> <p>PCP Strategy for Change agreed with DCSF by September 2008.</p> <p>All schools to meet the 'full core offer' required for extended schools by 2010.</p> | <p>CEC CYPP</p> | <p>Play Strategy Children & Young People's Plan SIP Children & Young People</p> |
| 19 | Make a Positive Contribution | <p>Continue to develop the involvement and participation of children and young people, parents and carers in developing services that more closely meet their needs.</p> <p>Support, encourage and celebrate the involvement and participation of children and young people in community life.</p> <p>Reduce levels of youth offending and anti-social behaviour.</p> | <p>100% of looked after children communicate their views for each of their statutory reviews.</p> <p>The number of direct payment agreements will increase to 70 by end of March 2009.</p> <p>Young people's participation in positive activities: (NI 110) -target to be determined</p> <p>First time entrants to the Youth Justice System aged 10-17 – target to be determined (NI 111)</p> <p>Reduce re-offending rate by young offenders. (NI 19) Target to be determined when revised baseline data available</p> | <p>CEC CCYP</p> | <p>SIP: Children & Young People Children and Young People's Plan PIC Strategy Youth Justice Plan</p> |

Council Plan 2008-2011

Theme: Children and Young People

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|-------------------------------------|--|---|----------------------------|---|
| 19 | Make a Positive Contribution | Reduce levels of youth offending and anti-social behaviour. | Reduce the percentage of children in care, as a ratio to the percentage of all children, given final warnings, reprimands and convictions – improve to <3.0 for 08/09. | CESC CCYP | SIP: Children & Young People Children and Young People's Plan PIC Strategy Youth Justice Plan |
| 20 | Achieve Economic Wellbeing | <p>Improve the proportion of young people leaving school who access further education, employment or training.</p> <p>Reduce the level of homelessness of young people.</p> <p>Seek to reduce poverty and the impact of poverty on children, young people and their families.</p> <p>Implement Child Care Sufficiency Audit action plan.</p> | <p>The proportion of 16-18 year olds who are not in education, employment or training (NEET) will be reduced to 9% or below by 2009/2010 from baseline of 12.6% (NI 117)</p> <p>Care leavers in education, employment or training – more than 70% in 2008/09 from baseline of 72% (NI 148)</p> <p>Cease the use of unsuitable accommodation for 16 and 17 year olds by 2010</p> <p>Proportion of children in poverty (NI 116) Target to be determined</p> <p>All areas of the Borough will have access to local Children's Centre provision by 2010.</p> <p>There will be sufficient childcare to meet the needs of families in the Borough.</p> | CESC DNS CCYP CRT | <p>SIP: Children & Young People</p> <p>SIP: Housing</p> <p>SIP: Regeneration and Economic Development</p> <p>Children and Young People's Plan</p> <p>Young People Homelessness Strategy</p> |

Council Plan 2008-2011

Theme: Children and Young People

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

Council Plan 2008-2011

Health and Wellbeing

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

Over the next three years we will concentrate on:

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



Council Plan 2008-2011

Theme: Health and Wellbeing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--|---|--|-------------|---------------------------|
| 22 | Improved Health and Emotional Well-Being | Support delivery of health projects to targeted areas including additional services for hard to reach groups, ie floating support for new alcohol services; books on prescription; new domestic violence services | Reduce the mortality rate from all circulatory diseases at ages under 75 – target of 74.84 per 100,000 population for 2010/11 (NI 121) | CESC | SIP: Adults |
| | | Address health inequalities via smoking cessation, exercise, diet and health programmes, screening and life checks. | Stopping smoking - Increase the number of people using the Smoking Cessation service and who are still 'quitters' after four weeks – target of 1092 in 2008/09 (NI 123) | DNS | SIP: Community Protection |
| | | Improve access to substance misuse support services | Increase the number of drug users recorded as being in effective treatment by 9.01%, by the end of March 2009, from current baseline of 1135 (NI 40) | CASH | Adults Vision |
| | | Implement recommendations of Scrutiny Review of alcohol services | Annual review of action plan. | CHCS | Drugs Action Team Plan |
| | | Implement Falls Strategy | 14 community matrons to be in place by the end of 2008. | | PCT Local Delivery Plan |
| | | Review FACS bandings (criteria for access to services) to assess impact on well being and prevention | Maintain at '0' the number of delayed transfers of care for which the Council is responsible | | |
| 23 | Improved Quality of Life | Further develop access to assistive technology including telecare and remodelled community alarms | Increase the proportion of people (18-64 / 65+) supported to live independently through social services (NI 136) – target of 4300 people by April 2009 | CESC | SIP: Adults |
| | | Commission a broader range of services to support independent living, and de-commission services, in link with recommendations of the Service Review Group | Increase the number of homes with assistive technology to 300 by April 2009 Home Improvement Agency to be available from April 2009 | DNS | SIP: Housing |
| | | | | CASH | SIP: Community Protection |
| | | | | CHCS | Adults Vision |

Council Plan 2008-2011

Theme: Health and Wellbeing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|-------------|-------------------------------------|--|--|--|--|
| 23 cont. | Improved Quality of Life Cont'd | <p>Develop the Supporting People programme in line with post inspection improvement plan and revised SP Key lines of enquiry.</p> <p>Improve access to supported living for vulnerable groups, including Extra Care provision.</p> <p>Review current arrangements for the community equipment service and agree model for future service delivery</p> <p>Review Learning Disability (LD) strategy, following national consultation on 'Valuing People Now'</p> | <p>Sustain at 97.5%+ the number of vulnerable people who are supported to maintain independent living (NI 142)</p> <p>120 Extra Care places to be available by 2010.</p> <p>Items of equipment and adaptations delivered within 7 working days: increase to 90% by April 2009</p> <p>Increase to 100 the number of LD service users receiving short-term breaks, by April 2009.</p> | <p>CESC</p> <p>DNS</p> <p>CASH</p> <p>CHCS</p> | <p>SIP: Adults</p> <p>SIP: Housing</p> <p>SIP: Community Protection</p> <p>Adults Vision</p> <p>Supporting People Strategy</p> |
| 24 | Making a Positive Contribution | <p>Implement and embed the Carers Strategy to increase access to a range of support for carers</p> <p>Establish the LINK (Local Involvement Network) in line with new statutory programme</p> <p>Further develop service user consultation mechanisms, including the Over 50's Assembly and Are You Being Served event, to include representation of hard to reach groups and BME communities.</p> | <p>Carers Strategy developed and agreed by June 2008</p> <p>Increase the proportion of carers receiving needs assessment or review and a specific carer's service, or advice and information – target of 19% for 2008/09 (NI 135)</p> <p>LINK established by September 2008</p> <p>Terms of reference for Over 50s Assembly agreed by July 2008.</p> <p>Golden Guide reviewed and published by October 2008.</p> | <p>CESC</p> <p>CASH</p> | <p>SIP: Adults</p> <p>Adults Vision</p> <p>Carers Strategy</p> |

Council Plan 2008-2011

Theme: Health and Wellbeing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|-------------------------------------|--|--|-------------------------|---|
| 25 | Increased Choice and Control | <p>Improve processes for managing care pathways in line with outcomes for Care Services Efficiency Delivery (CSED) project</p> <p>Embed personalisation of care across all user groups via direct payments and an 'In Control' strategy</p> <p>Develop business case for respiratory beds in conjunction with health partners at Rosedale, to provide alternative to hospital admission</p> <p>Further develop access to information and advice services, particularly for vulnerable groups, including consideration of a 'one stop shop' approach</p> <p>Develop a Transitions Strategy to support improvements in arrangements for transition of young people with complex needs to Adult Services.</p> | <p>Timeliness of social care assessments - Assessments completed within 4 weeks – target of 60% for 08/09 (NI 132)</p> <p>Care packages provided within 4 weeks from completion of assessment – target of 87% for 08/09 (NI 133).</p> <p>Increase the proportion of older people achieving independence through rehabilitation / intermediate care (NI 125) target to be determined.</p> <p>Increase the proportion of social care clients receiving self-directed support (direct payments and individual budgets) – target of 200 clients per 100,000 by April 2009 (NI 130)</p> <p>In Control Strategy to be developed by April 2009</p> <p>Learning Disabled service users with Person Centred Plans: increase to 50% by April 2009.</p> <p>Transition plans will be in place for all those with complex needs transferring to adult services by the end of 2008-09</p> <p>Independent Living website to be in place from January 2009.</p> <p>Strategy Developed.</p> | <p>CESC</p> <p>CASH</p> | <p>SIP: Adults</p> <p>Adults Vision</p> |

Council Plan 2008-2011

Theme: Health and Wellbeing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--|--|--|-------------------------|---|
| 26 | Freedom from Discrimination and Harassment | <p>Develop and implement programme of Equality Impact Assessments</p> <p>Review and update website information to support access to services, linked to roll-out of Integrated Services project</p> <p>Review Diversity Profile data relating to age, race and disability, to clarify proportionality of assessments and services for BME groups</p> | <p>Deliver Health and wellbeing related actions from the Single Equality Scheme</p> <p>Carry out Equality Impact Assessments on all Health and wellbeing services by 2010.</p> | <p>CESC</p> <p>CASH</p> | <p>SIP: Adults</p> <p>Adults Vision</p> |
| 27 | Economic Well Being | <p>Increase the number of training and employment places for vulnerable groups</p> <p>Deliver 'Brighter Futures' community Learning Disability services</p> <p>Increase the participation and achievement of disabled learners in adult education courses</p> <p>Further develop Independent Living Fund initiative and Welfare Rights campaigns</p> <p>Develop Working Neighbourhoods Fund (WNF) bids for projects to support access to employment and training</p> | <p>Increase to 60 the number of adults with learning disabilities in employment by April 2009 (NI 146).</p> <p>Targets in the Adult Education Service Development Plan, for disabled learner participation, are achieved</p> <p>Increase the number of older people accessing benefit advice and support-target to be determined</p> <p>By March 2009</p> <p>By March 2009</p> | <p>CESC</p> <p>CASH</p> | <p>SIP: Adults</p> <p>Adults Vision</p> <p>Adult Education Service Development Plan</p> |
| 28 | Maintaining Personal Dignity and Respect | <p>Implement 'Dignity in Care' principles across all services</p> <p>Further develop joint work between Contracts Team, Protection of Vulnerable Adults (POVA) lead and service providers to ensure appropriate safeguarding arrangements and training provision are in place</p> | <p>Maintain the number of Protection of Vulnerable Adults referrals at > 100.</p> | <p>CESC</p> <p>CASH</p> | <p>SIP: Adults</p> <p>Adults Vision</p> |

Council Plan 2008-2011

Theme: Health and Wellbeing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|---|--|-------------|---|
| 29 | Leadership | Review and update the Adults Vision to reflect the personalisation agenda | Adults Vision revised and agreed by September 2008. | CEC | SIP: Adults Adults Vision Integrated Services Strategy and Project Plan Older People Strategy |
| | | Implement the Integrated Services (IS) strategy. | Full implementation of IS strategy by April 2009 | CASH | |
| | | Develop phase 2 of ISA (Integrated Service Area) Profiles project to support the IS strategy. | ISA profiles linked with Stats@Stockton by April 2009 | | |
| | | Complete scoping of new IT system | IT system scoped by September 2008 | | |
| | | Implement revised governance and performance management framework for the Health & Well Being Partnership. | New Health and Wellbeing Strategy agreed by October 2008 | | |
| | | Co-ordinate and monitor implementation of the Older People's Strategy Action Plan. | Older People Strategy is delivered in line with the agreed action plan. | | |
| 30 | Commissioning and Use of Resources. | Complete Care Services Efficiency Delivery project and implement action plan to achieve improved efficiencies in care management processes. | Project complete by March 2009 | | |
| | | Further develop capacity and expertise for the effective commissioning of services | Implementation of the Adults Vision and Strategy is underpinned by the effective use of resources, in line with Gershon efficiencies | CEC CASH | SIP: Adults Adults Vision |
| | | Continue the Service Reviews programme, to shape future service provision, inform commissioning plans, and identify opportunities for savings to be re-invested in targeted support services. | Revised mental health commissioning arrangements in place by March 2009 | | |
| | Complete the revision of the Service Level Agreement (SLA) with Tees, Esk and Wear Valleys Mental Health NHS Trust (TEWV), and review the approach to commissioning of mental health provision. | | | | |

Council Plan 2008-2011

Theme: Health and Wellbeing

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|-------------|--|--|--------------------------|-------------------------|---|
| 30 cont. | Commissioning and Use of Resources. | <p>Develop role of the Local Services Group, to work with local providers for people with a learning disability as an alternative to high cost placements out of area.</p> <p>Implement new systems / tools for assessing the effectiveness of care services</p> | | <p>CESE</p> <p>CASH</p> | <p>SIP: Adults</p> <p>Adults Vision</p> |

Stronger Communities

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

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

Over the next three years we will concentrate on:

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



Council Plan 2008-2011

Theme: Stronger Communities

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--|--|---|--|--------------------------------|
| 31 | Promote opportunities for public involvement in democratic processes | Implement an inclusive community engagement strategy for Democratic Service targeting specific groups within the community | <p>Seek to promote opportunities for public involvement within the various democratic processes through the delivery of an inclusive community engagement strategy</p> <p>Increased percentage of people who feel they can influence decisions in their locality to 28.5% by 2009/10 (NI 4)</p> <p>Increased percentage of people registered to vote to 97% by end of 2008/09</p> | <p>LD</p> <p>CAC</p> <p>PPC</p> <p>CAC</p> | <p>SIP: LD</p> <p>SIP: PPC</p> |
| 32 | Community Cohesion | Implement the Community Cohesion Strategy | <p>Develop and deliver a communications strategy to promote equality and community cohesion by March 2009</p> <p>Implement all actions in Community Cohesion Strategy by March 2011</p> <p>Support partners across LSP to implement the Community Cohesion Strategy – monitoring its delivery</p> <p>Develop community reference arrangements for the LSP around community cohesion issues by December 2008.</p> <p>Percentage of people who believe people from different backgrounds get on well together in their local area – target to be within the average range of the national increase (NI 1)</p> <p>Overall / general satisfaction with local area – target to be within the average range of the national increase (NI 5)</p> | <p>PPC</p> <p>CAC</p> | <p>SIP: PPC</p> |

Council Plan 2008-2011

Older Adults

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

Over the next three years we will concentrate on:

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



Council Plan 2008-2011

Theme: Older Adults

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--------------------------------------|---|---|--|---|
| 33 | Community Leadership and Development | <p>Development of Community Empowerment Network</p> <p>Implement compact with Third Sector and ensure development of Catalyst</p> <p>Enhance family learning activities and intergenerational programmes</p> | <p>Older people are represented on all Area Partnerships / Thematic groups</p> <p>Continue to support the development of Catalyst</p> <p>Evidence of engagement in intergenerational projects by 2009.</p> <p>Civic participation in the local area (NI 3) target to be determined</p> <p>Percentage of older people who feel they can influence decisions in their local area target to be determined</p> | <p>CESC</p> <p>CASH</p> | <p>SIP: Adults</p> <p>Older People Strategy</p> |
| 34 | The welcoming community | <p>Investment and improvement of social housing stock</p> <p>Secure National Affordable Housing Programme (NAHP) funding to improve the provision of quality older persons accommodation</p> <p>Improve the take up of home fire and general safety checks</p> <p>Prevent people being the victims of commercial crime in their own home</p> <p>Develop the Community Safety Plan 2008-11 addressing the needs of older people, including focusing on anti-social behaviour, drug related offending and diverting young people from offending</p> | <p>Reduction in the proportion of non-decent council owned properties to 0% by 2010/11 (NI 158)</p> <p>NAHP funding secured during 2008-11</p> <p>Increase the number of checks by 5% year on year</p> <p>Reduce the fear of crime. Improve the rating for older people in addressing fear of walking alone outside (Residents Survey) by 2008.</p> <p>Percentage of older people who feel they belong to their neighbourhood Target to be determined</p> | <p>CESC</p> <p>DNS</p> <p>CASH</p> <p>CHCS</p> | <p>SIP: Adults</p> <p>SIP: Housing</p> <p>SIP: Community Protection</p> <p>Older People Strategy</p> <p>Community Safety Plan</p> |

Council Plan 2008-2011

Theme: Older Adults

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|---|---|---|---|
| 34 | The welcoming community Cont'd | <p>Develop an understanding of the range of services / activities in place within communities and support their development</p> <p>To take forward the recommendations coming from the Local Housing Assessment, specifically on key issues for older people</p> | <p>Understanding of local concerns about anti-social behaviour and crime issues by the local council and police (NI 27) Target to be determined</p> <p>Assessment information available Spring 2008 and action plan will be developed following this</p> | <p>CESC</p> <p>DNS</p> <p>CASH</p> <p>CHCS</p> | <p>SIP: Adults</p> <p>SIP: Housing</p> <p>SIP: Community Protection</p> <p>Older People Strategy</p> <p>Community Safety Plan</p> |
| 35 | Real choice, control and equitable access | <p>Increase the uptake of free bus passes</p> <p>Improve public transport information</p> <p>Support and improve access to Community Transport Service</p> <p>Use accessibility planning software to monitor older people's level of access to key services by public transport</p> <p>Estates Review of Council buildings in line with the Disability Discrimination Act</p> | <p>Increase bus pass uptake from 24,000 to 28,000 by March 2009.</p> <p>New bus travel guides and improved shelters on specific routes by June 2008.</p> <p>Increase the number of non-statutory journeys carried by the Community Transport System in line with the trajectory (by 2011)</p> <p>Maintain 2007/08 baseline accessibility level over the period up to and including 2010/11</p> <p>Council buildings enable physical access to key reception areas or provide alternative accessible routes by 2010.</p> | <p>CESC</p> <p>DNS</p> <p>RES</p> <p>CASH</p> <p>CRT</p> <p>CAC</p> | <p>SIP: Technical Services</p> <p>Older People Strategy</p> <p>Asset Management Plan</p> |

Council Plan 2008-2011

Theme: Older Adults

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

Arts, Leisure and Culture

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

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

Over the next three years we will concentrate on:

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



Council Plan 2008-2011

Theme: Arts, Leisure and Culture

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--|--|---|-------------------------|--|
| 37 | Continue revitalisation of the Museums Service and develop community-based outreach activity | <p>Open refurbished Winter Garden at Preston Hall</p> <p>Coordination of all work on Preston Park redevelopment plan for Park Stage 1 bid Progress Stage 2 bid for Hall in anticipation of Stage 1 success</p> <p>Further develop the 'Museums on the Move' initiative to deliver a community programme</p> <p>Implement Collections Rationalisation Strategy</p> | <p>Success at Heritage Lottery Stage 1 for the Preston Hall redevelopment bid</p> <p>Submitted BIG lottery Stage 1 bid for Preston Park redevelopment</p> <p>By April 2009</p> <p>By April 2011</p> | <p>CESC</p> <p>CALC</p> | <p>SIP: Culture</p> <p>Culture Strategy</p> <p>Museum Service Strategy</p> |
| 38 | Strengthen the arts infrastructure and support cultural business growth, in particular through the Stockton Cultural Quarter development | <p>Complete the test phase for the Centre for International Street Arts, testing demand for a permanent local facility by September 2009</p> <p>Produce a new three year business plan for SPARK young children's arts centre, broadening use of the facility by March 2009</p> <p>Cultural business support and growth; advice, support and training provided for 50 arts businesses by March 2009.</p> | <p>A thriving Cultural Quarter, sustaining a vibrant mix of commercial and non-commercial activity, which contributes to town centre regeneration and wider economic growth</p> <p>ARC, SPARK and Tees Music Alliance facilities well-used and financially secure, contributing to raising aspirations</p> <p>Cultural business support and growth; advice, support and training provided for arts businesses</p> <p>Engagement in the Arts 1% increase over baseline figure by March 2009 (NI 11)</p> | <p>CESC</p> <p>CALC</p> | <p>SIP: Culture</p> <p>Culture Strategy</p> |
| 39 | Raise the profile of Stockton International Riverside Festival (SIRF) and maintain the growth of Carnival participation | <p>Continue to develop SIRF as a leading international festival</p> | <p>Sustain SIRF visitor satisfaction above 90% each year</p> <p>Increase SIRF carnival participation to 1,100 in 2008; 1,200 in 2009</p> | <p>CESC</p> <p>CALC</p> | <p>SIP: Culture</p> <p>Culture Strategy</p> |

Council Plan 2008-2011

Theme: Arts, Leisure and Culture

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|--|--|---------------------|---|
| 39 | Raise the profile of Stockton International Riverside Festival (SIRF) and maintain the growth of Carnival participation | Complete the Beijing Chaoyang Flying Dragon Circus co-commission and European tour by February 2009 | Attract national media coverage for the event, or for individual commissions / performances | CESC CALC | SIP: Culture Culture Strategy |
| 40 | Implement Library recommendations for future developments of the Library Service and sustain progress on Public Library Service Standards | Implement recommendations from Strategic Review of Library Service in relation to: <ul style="list-style-type: none"> Buildings Marketing and Branding Staffing structure Opening hours ICT | Sustain 9 out of 10 of the Public Library Service Standards in 2008/09 More people to use libraries in more diverse ways Libraries to become an integral part of the 'Access to Services' provision | CESC CALC | SIP: Culture Culture Strategy |
| 41 | Develop the Sport and Leisure Strategy and strengthen the commissioning of leisure service provision | Consult on the draft Leisure Strategy and develop the action plan Support and monitor Tees Active toward the achievement of agreed targets for attendance and participation Support leisure facility improvement initiatives for Billingham, Thornaby and Stockton in accordance with relevant project plans for each facility Contribute to the planning for Building Schools for the Future in relation to sports facility provision Advise and support training and coaching to improve standards of participation in sports. | A widely endorsed and authoritative Leisure Strategy for the district, connecting public, private and voluntary sector provision by September 2008. New, extended or refurbished leisure facilities in Billingham, Thornaby and Stockton, supporting the revitalisation of our Town Centres Increased participation in physical activity, amongst children and adults, contributing to achieving targets for improving public health | CESC DNS CALC | SIP: Culture Culture Strategy Tees Active Business Plan Leisure Strategy |

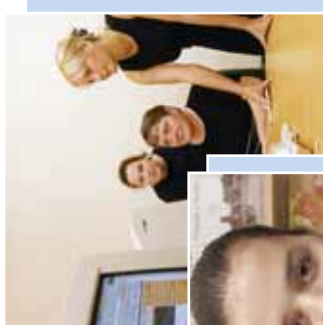
Council Plan 2008-2011

Organisational and Operational Effectiveness

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

Over the next three years we will concentrate on:

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



Council Plan 2008-2011

Theme: Organisational and Operational Effectiveness - Performance and Resource Management

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|--|--|-------------|---|
| 42 | Improve Operational Efficiency through delivery of new Shared Services arrangements – Stockton Darlington Partnership | Implement the delivery of shared services at Stockton and Darlington councils | ICT Infrastructure to be developed by July 2008. Partnership to go live by September 2008. Post Implementation Review to be undertaken by September 2009. | RES CCMF | SIP: Resources |
| 43 | Delivery of the ICT strategy | Build a consolidated and robust ICT Architecture on which to implement the ICT Strategy. | Develop a Business Case for investment in workflow and mobile technologies by March 2009. Develop and deliver a business change programme methodology, incorporating enterprise wide technologies by June 2010. | RES CCMF | SIP: Resources ICT Strategy |
| 44 | Respond to the National Performance Framework | Improve Data Quality arrangements | Improve data quality through the implementation of actions within the Data Quality Strategy | PPC CL | SIP: PPC Local Area Agreement Data Quality Strategy |
| | | New performance framework across the Council and its partners | Improve the Council and partners' planning frameworks through the integration of the LAA into planning and monitoring processes by March 2009 | CCMF | |
| | | Strengthen Performance Management approach within the authority and partners | Improve the performance management approach for the Local Strategic Partnership to support the enhanced role of the LSP, the LPSB and in preparation for the new Comprehensive Area Assessment Framework by March 2009 Ensure collection methodologies and systems are in place to collect new national indicator set. Including working with partner organisations to ensure data collection and quality by June 2008. | | |
| | | Stats@Stockton | Continue to develop Stats@Stockton | | |

Council Plan 2008-2011

Theme: Organisational and Operational Effectiveness - People Development and Learning

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|--|--|--|---|
| 45 | Develop an approach to modern ways of working, maximising technology, assets and people (Workwise Project) | Development and implementation of policies and procedures for flexible working Investigate rationalisation of accommodation. | Policies, working procedures and facilities developed by December 2008. Flexible working environment pilot developed and implemented by December 2008. Business case developed for rationalising accommodation by March 2009. | RES CCMF | SIP: Resources |
| 46 | Implement modern and fair recruitment processes, improve recruitment & retention and become an employer of choice | Improve recruitment from hard to reach groups and in respect of hard to fill posts Improve employer branding. | Develop a strategy to recruit from hard to reach groups by March 2009. Continue to modernise the recruitment process and improve employer branding by March 2009. | RES CCMF | SIP: Resources Single Equality Scheme People Strategy |
| 47 | Build organisational, leadership and management capacity | Extended Management Team Setting the Standard (STS) Appraisal process Improve recruitment and retention to senior posts | Run the Extended Management Team programme for the Council Run STS organisational development events for top 3 tiers of the Council Rerun the 360 degree appraisal, or equivalent, for EMT by summer 2008. Complete senior management review by June 2008. Develop a management development plan by June 2008. | PPC CCMF RES CCMF | SIP: PPC SIP: Resources People Strategy |
| 48 | Improve workforce data and employee consultation | Provide better management information on which to base improvement initiatives Reduce number of grievances | Carry out employee census by July 2008 and survey by December 2008. Develop a Workforce Plan by March 2009. Develop an Employee Engagement Strategy by December 2008. | RES PPC CCMF | SIP: Resources SIP: PPC People Strategy |

Council Plan 2008-2011

Theme: Organisational and Operational Effectiveness - People Development and Learning

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|---|---|--|--------------------|-----------------------------------|
| 49 | Improve training and workforce development | Deliver a planned and structured approach to workforce development | Develop a Workforce Development Plan by June 2008. Undertake a skills and qualifications audit to quantify existing skills, assess required skills and appropriate resource by December 2008. | RES CCMF | SIP: Resources People Strategy |
| 50 | Enhance Member Development | Implement Chartered Status Improvement Plan Apply for Charter Status re-assessment | Implement by March 2010. Improvement by 2009 Achieve reaccreditation by November 2010 | LD CCMF | SIP: LD |
| 51 | Improve the Council's approach to Diversity | Continue to lead the Council's approach to Equality and Diversity | Use diversity profiles to consider any diversity issues within the workforce and support HR to implement the diversity agenda (April 2008 onwards) Review and improve the Council's approach to Equality Impact Assessments by September 2008 Achieve level 3 of the Equality Standard for Local Government by December 2008 Support and develop approaches to embedding equality and diversity in procurement: <ul style="list-style-type: none"> at regional level (March 2009) across all SBC procurement activities (March 2010) across Stockton LPSB (March 2011) Deliver actions within Single Equality Scheme 3rd edition by March 2011 Roll out corporate diversity training programme across the Council by March 2011 | PPC CAC CAII | SIP: All |

Council Plan 2008-2011

Theme: Organisational and Operational Effectiveness - Focus on Residents and Customers

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|--|--|---|-------------|----------------|
| 52 | Roll out of the Access to Services Programme Customer First Programme – Stage 2 | Provide easier access to Council services and increase customer satisfaction | Complete evaluation of trial period of extended opening hours for telephone contact centre by July 2008. Open Thornaby face-to-face multi service centre by March 2009. | RES CALL | SIP: Resources |
| 53 | Customer First Programme – Stage 2 | Increased quality of Customer Service to all of our customers | All services to achieve level 2 award by March 2009. | All CALL | SIP: All |
| 54 | Strengthen Community Leadership Role and the role of Stockton Renaissance | Strengthen the role of Stockton Renaissance | Area Partnership evaluation model designed by September 2008. Evaluation complete and appropriate decisions made by Stockton Renaissance and Cabinet by January 2009. Refreshed Engagement and Communication Strategy for each Area Partnership in place by June 2009. | PPC CCMF | SIP: PPC |
| 55 | Enhance Local Democracy | Implement Local Government and Public Involvement in Health Act 2007: - Enhanced Scrutiny of Partners - Councillor Call for Action - Introduce New Executive Arrangements | Implementation completed within Government Deadlines Introduce the arrangements for Scrutiny of Partners by April 2008. Analyse the effectiveness of the arrangements and develop and implement an improvement plan by Dec 2009 Develop and implement procedures for managing calls for action in accordance with government deadlines Commence the operation of a new executive model by no later than May 2011 | LD CCMF | SIP: LD |

Council Plan 2008-2011

Theme: Organisational and Operational Effectiveness - Focus on Residents and Customers

| No | Objective (Development Priority) | Change or improvement priority actions (Key Actions) | Outcome/Success criteria | Responsible | Plan Link |
|----|-------------------------------------|---|--|-------------|-----------|
| 55 | Enhance Local Democracy | - Establish an Enhanced Standards Committee Role | Develop procedures for handling local referrals of misconduct allegations by May 2008 Assess the effectiveness of the procedures and identify and action areas for improvement by September 2008. | LD CCMF | SIP: LD |

Council Plan 2008-2011

Annex 1

Index of abbreviations

| | |
|--------|---|
| ALMO | Arms Length Management Organisation |
| ASS | Access to Services Strategy |
| BERR | Department for Business Enterprise and Regulatory Reform |
| B&B | Bed and Breakfast |
| BSF | Building Schools for the Future |
| BV | Best Value |
| CCTV | Closed Circuit Television |
| CDRP | Crime and Disorder Reduction Partnership |
| CFYA | Care for Your Area |
| CMT | Corporate Management Team |
| CoTY | Council of the Year |
| CPA | Comprehensive Performance Assessment |
| CRMS | Customer Relationship Management Strategy |
| CS | Community Safety |
| CSR | Corporate Spending Review |
| CTB | Children's Trust Board |
| CYPP | Children and Young People Plan |
| DAT | Drugs Action Team |
| DC | District Council |
| DCLG | Department for Communities and Local Government |
| DfT | Department for Transport |
| DPD | Development Plan Documents |
| DWP | Department for Work and Pensions |
| GCSE | General Certificate of Secondary Education |
| GONE | Government Office North East |
| HB/CTC | Housing Benefit / Council Tax Credits |
| HR | Human Resources |
| I&DeA | Improvement and Development Agency (for local government) |
| IB | Incapacity Benefit |
| ICT | Information and Communications Technology |
| IIP | Investors in People |



Council Plan 2008-2011

| | |
|------|--|
| ISA | Integrated Service Areas |
| JWS | Joint Waste Strategy |
| KS | Key Stage (1, 2, 3 or 4) |
| LA | Local Authority |
| LAA | Local Area Agreement |
| LDF | Learning Disability Framework |
| LDF | Local Development Framework |
| LDP | Local Delivery Plan (PCT) |
| LPSA | Local Public Service Agreement |
| LSP | Local Strategic Partnership |
| LTP | Local Transport Plan |
| MTFP | Medium Term Financial Plan |
| NDO | Network Distribution Operator |
| NEET | Not in Education, Employment or Training |
| NR | Neighbourhood Renewal |
| PAF | Performance Assessment Framework |
| PCT | Primary Care Trust |
| PI | Performance Indicator |
| PIC | Participation Involvement and Consultation |
| POG | Policy Officers Group |
| SDA | Sickness and Disability Allowance |
| SIP | Service Improvement Plan |
| SIRF | Stockton International Riverside Festival |
| SMI | Stockton-Middlesbrough Initiative |
| SOA | Super Output Area |
| SPD | Supplementary Planning Document |
| SPP | Supporting People Plan |
| SRAS | Schools Requiring Additional Support |
| TIC | Tourist Information Centre |
| TS | Trading Standards |
| VA | Vision for Adults |
| VAT | Value Added Tax |



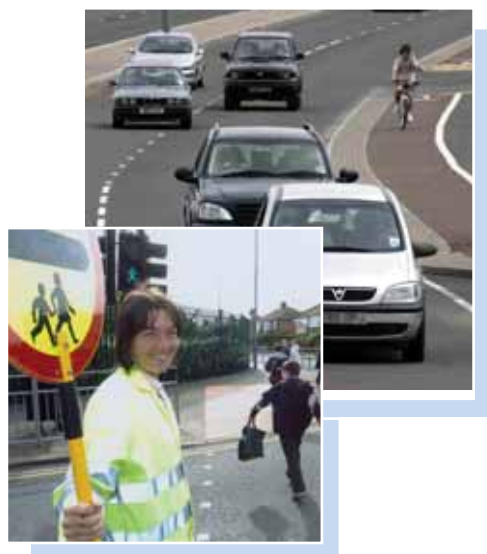
Council Plan 2008-2011

Council Service Groupings

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

Cabinet Responsibilities

| | |
|------|--|
| CALC | Cabinet Member, Arts, Leisure and Culture |
| CAII | Cabinet, All Members |
| CASH | Cabinet Member, Adult Services and Health |
| CHCS | Cabinet Member, Housing and Community Safety |
| CCYP | Cabinet Member, Children and Young People |
| CE | Cabinet, Environment |
| CL | Cabinet, Leader |
| CRT | Cabinet Member, Regeneration and Transport |
| CCMF | Cabinet Member, Corporate Management and Finance |
| CAC | Cabinet Member, Access and Communities. |



Council Plan 2008-2011

Annex 2

Key Contact Points

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

For enquiries about **Economic Regeneration and Transport**

(Transport issues)

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For enquiries about **Environment and Housing**

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For enquiries about **Stronger Communities**

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For enquiries about **Arts, Leisure & Culture**

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For enquiries about **Organisational and Operational Effectiveness**

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Stockton-on-Tees
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