

ACHIEVEMENT AGAINST ACTIONS - COMMUNITY STRATEGY THEMES

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4	COMMENTS	ACCOUNTABLE OFFICER
					Performance	Comments	
IMPROVING THE LOCAL ECONOMY	To help business thrive and create more high value jobs. We want Darlington businesses to thrive and attract new high value and diverse employers.	Development & Environment	Development & Regeneration	Take forward the Darlington Gateway project with these ongoing and further developments:			Assistant Director (Planning, Regeneration and Transport)
				Lingfield Point.	●	Negotiation ongoing regarding master plan and future development proposed.	Marchday: Steve Petch for DBC
				Durham Cathedral Land (A66).	●	Planning application being considered, to be determined subject to future work on the issue below.	Steve Petch
				Land adjacent the new Eastern Transport Corridor	◆	Agreement close to completion.	Steve Petch
				Durham Tees Valley Airport.	●	DBC consulted on application for South Side development within Stockton-on-Tees boundaries.	Peel Holdings - Steve Petch for DBC
				Morton Palms.	●	Phase 3 planning permission has been granted but the plots not yet drawn down. Developer trying to secure more lettings/sales of Pioneer Court ( Phase 2 ) before committing to build Phase 3 but does want to proceed with Phase 4 and submitted planning application Mar 08. Council currently marketing corner site for potential hotel development.	Guy Metcalfe
				Central Park.	●	Completing Development Agreement with preferred developer. Commencing tenders for new depot.	TVR: Richard Alty for DBC
				Faverdale.	●	Proposed changes to RSS recently announced confirming de-allocation of Strategic reserve site. ONE funding secured for feasibility work to bring land forward for development. Faverdale East Business Park still attracting interest from potential occupiers. St Modwens to submit planning application in May 08.	Phase 1 - Guy Metcalfe; Argos Jenny Dixon; phase 3 - Guy Metcalfe; strategic site - Steve Petch
				West Park.	●	Development continuing.	Bussey and Armstrong
			Development & Regeneration	Work with partners to invest in a strengthen the key sectors in the local economy: Business & Financial services, Engineering, & Civil Engineering, Logistics, Health, Retail & Tourism.	●	Business Engagement Strategy being implemented. Engineering and Retail have been identified by the Economy, Environment and Transport Theme Group as key sectors to concentrate on first. Work is progressing to develop a skills project around engineering and TCM is working with the LSC to identify possible training for the retail sector.	Gwenda Lyn Jones
			Development & Regeneration	Build strong networks with business to boost opportunities for all.	●	Business Engagement Strategy being implemented. Agreed areas of joint working with TVR and Darlington College.	Gwenda Lyn Jones / Principal Economic Regeneration Officer
			Development & Regeneration	Progress local procurement approaches to open up opportunities for local SMEs to bid for and win public sector contracts.	●	Being built into Procurement Strategy.	Nik Grewer/Susan White

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IMPROVING THE LOCAL ECONOMY	Better economic opportunities for all. Ensure that the benefits of economic growth are available to all by developing initiatives that enable residents of deprived communities to access employment opportunities.	Development & Environment	Development & Regeneration	Review and refocus economic development priorities in line with the new Darlington Gateway.	●	Priorities have been realigned to meet the requirements of the new Sustainable Community Strategy.	Gwenda Lyn Jones
			Development & Regeneration	By 2010 provide over a million square feet of business units delivering over 4,000 jobs.	●	Continues on track.	Richard Alty
			Development & Regeneration	In partnership with Darlington College and other private and public partners meet employers' needs for a skilled workforce with appropriately skilled training.	●	Continuing to progress work with the 14-19 Trust and engineering employers.	Gwenda Lyn Jones/Gill Walker
			Development & Regeneration	Progress targeted recruitment in project/development contracting.	●	Discussions now progressing with individual contractors.	Principal Economic Regeneration Officer
			Development & Regeneration	Seek opportunities to develop employment projects focused on deprived communities.	●	Completed.	Suzanne Clark
			Development & Regeneration	Participate in Tees Valley Unlimited.	●	TVU Board structures now operating.	TV JSU: Richard Alty for DBC
			Development & Regeneration	Produce and implement a Multi Area Agreement.	●	Draft MAA being negotiated with Government and regional partners.	TV JSU: John Simpson for DBC
IMPROVING THE LOCAL ECONOMY	Enhance the quality of life in Darlington by creating an attractive and vibrant town centre. Work towards the regeneration of the fringes of the town centre.	Development & Environment	Development & Regeneration	Town Centre marketing strategy and destination branding.	●	Marketing Strategy is being implemented. New timescales have been proposed for Destination Branding.	Christine Kavanagh
			Leisure & Arts	Town Centre events strategy with varied programme of activities for residents and visitors.	●	A financial plan to deliver a more co-ordinated approach to events delivery in Darlington is currently being developed. Events calendar is reported at both the Events Unit and Events Panel identifying a more co-ordinated approach to delivering events in the Borough.	Steve Thompson
			Development & Regeneration	New town centre business plan 2007-2012 with proactive management (street scene Central area walkabouts, etc).	●	Consultation on the Business Plan is in its final stages. Approved by Cabinet and Town Centre Board.	Christine Kavanagh
			Development & Regeneration	Regeneration of the markets and development of the 'independent retailers village'.	●	Relocation of outdoor market stalls agreed by Cabinet. Indoor markets project tem progressing work with Feethams/Markets Working Group.	Feethams / Markets - Richard Alty; Retail Therapy - Suzanne Clark; Markets - Steve Thompson
			Development & Regeneration	Independent retailers' strategy.	●	The Independent Group are gaining strength. This is an ongoing priority. 'Unique' brochure produced.	Christine Kavanagh
			Development & Regeneration	Pedestrian Heart.	●	Complete subject to final accounts, etc. To be subject to scrutiny review when final accounts are available.	Brian Dobinson

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			Development & Regeneration	Commercial Street shopping complex and new multi-storey car park.	◆	Service diversions, lettings and acquisitions have all had progress made by the developer. The international financial situation has meant the developer has had to review the timetable, which is currently uncertain.	Discovery Properties: Richard Alty for DBC	
			Development & Regeneration	Feethams feasibility project.	●	Expressions of interests, then full bids received and assessed for office development. Draft Planning and Development Brief for the rest of the site discussed with Feethams/Markets Working Group prior to consultations in June.	Joan Rees	
			Development & Regeneration	Feasibility studies for 'Town Centre Arc' regeneration projects.	●	Scoping research carried out, as brief for next stage of study.	Joan Rees	
			Public Protection	Effective use of enforcement powers.	●	Ongoing application of Licensing enforcement powers.	Pam Ross	
PROMOTING INCLUSIVE COMMUNITIES	To deliver the best quality of life for older people. We want to see older people in our community valued for their own sake, enabled to live independently and enjoying a high quality of life	Chief Executive's Office	Chief Executive's Office	Develop older people's strategy.	●	Strategy now developed.	Miriam Davidson	
			Chief Executive's Office	Talk to older people to help shape our policies from transport to leisure.	●	Specific targeted engagement with older people through the pre-consultation phase of the Sustainable Community Strategy.	Steve Rose	
		Community Services	Adult Services	Support voluntary organisations and faith communities to tackle isolation for older people.	●	An event took place on 19 August with faith communities and voluntary groups.	Jeanette Crompton	
			Adult Services	Review adult protection arrangements.	●	The Safeguarding adult's board was established in Dec 2007. The Lead officers group which will be revising and developing protocols met for the first time in January 2008. Future meetings of this group will develop a common work programme.	Bob Parker	
			Adult Services	Implement the Mental Capacity Act.	●	Policies and procedures developed and publicised - some ongoing work. Widespread publicity in several media led by Adult Social Services. PCT has its own budget for publicity on MCA.	Bob Parker	
		Improve outcomes and life chances of children and young people	Children's Services	Partnerships Services	Creation of locality teams.	●	Locality development continuing. Each locality is identifying local priorities. Plans due for completion early June.	Gill Walker
				Partnerships Services	Children's Trust refocus.	●	Children's Trust has adopted Joint Commissioning strategy. To support this a Development and Commissioning group has been established	Gill Walker
Partnerships Services	Integration of health, social care and education.			●	Locality development continuing. Workshops taking place. Specialist Support team focusing on the PRU. Targeted services being informed by comprehensive locality data profile.	Lucy Wheatley		

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		Community Services	Youth Service/Leisure & Arts	Youth offer/Play strategy.	●	Play strategy now being led by Children's Services department.	Mervyn Bell / Steve Thompson
			Youth Service	Youth participation strategy.	●	'Myplace' funding programme launched 6 May. Anticipate application for September 08 deadline. Programme funds establishment of youth facilities.	Mervyn Bell / Steve Thompson
			Youth Service	Set up four new bases in different parts of the town to provide more youth and leisure facilities for young people.	●	Myplace' funding programme launched 6 May. Anticipate application for September 08 deadline. Programme funds establishment of youth facilities.	Marj Newman / Sue Davidson
PROMOTING INCLUSIVE COMMUNITIES	Provide housing choices and promote independence	Community Services	Housing Services	Develop more affordable homes.	●	Affordable Housing SPD adopted and now implemented as part of negotiations for future affordable housing requirements. Performance assessed against top quartile performing authorities. Regional and local private sector housing groups engaged in joint procurement and sharing of best practice. Member of a Regional working group which aims to implement the new Regional Loans product by 2009.	Alan Glew / David Burrell
		Chief Executive's Office	Connecting with Communities	Develop year 3 of the Neighbourhood Renewal Strategy.	●	The outstanding Neighbourhood Renewal Strategy actions will be taken forward as part of the new Sustainable Community Strategy.	Sharon Brown
		Chief Executive's Office	Connecting with Communities	Deliver Social Inclusion Strategy.	●	Strategy is 90% delivered.	David Plews
		Community Services	Housing Services	Invest £5m in improvements to council housing in 2007/08.	●	Capital programme on course to be completed at the end of the year.	Pauline Mitchell
			Housing Services	Provide an additional extra care facility at Rosemary Court.	●	Re-opening of Rosemary Court resulting in work to Extra Care units and communal facilities. The 42 units include 14 for people with mental health issues and 2 for physical frail over 50s.	Pauline Mitchell
			Housing Services	Refurbish Branksome Hall and Linden Court.	●	Branksome Hall - schedule of work agreed for completion within timescales. Lindon Court - Building works are well advanced but difficult ground conditions have delayed completion to June 2008	Pauline Mitchell
		RAISING EDUCATIONAL ACHIEVEMENT	To continually improve our schools and childcare. In a competitive global economy we want our young people to have the aspirations and skills they need to compete in the world of work. WE	Children's Services	Planning & Resources	Make all secondary schools in Darlington high performing schools of choice with buildings fit for the future.	●
Planning & Resources	Renew and refurbish more schools.				●	Work on Carmel College due for completion May 2008. Work on Hummerknott School proceeding to timetable and within cost.	Rachel Jones (George McQueen)



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THEME	TOP PRIORITIES world of work. we want them to be ambitious and aspirational for themselves	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4	COMMENTS	ACCOUNTABLE OFFICER
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			Planning & Resources	Make a commitment to secure funding to renew Branksome, Hurworth and Longfield secondary schools.	●	Further meeting held March 2008. More activity planned in new financial year.	Rachel Jones (George McQueen)
RAISING EDUCATIONAL ACHIEVEMENT	A champion for every child	Children's Services	Children & Families	Transforming the lives of looked after children.	●	The Implementation Plan has now been issued by central Government. A report and our action plan have gone to CPP. A "Children in Care Council" is being developed.	Jenni Cooke
			Planning & Resources	Work with schools to develop Parent Councils to make sure that parents have a stronger voice.	●	Guidance document received, consultation required with Governing Bodies to seek their views on setting up Parent Councils.	Andrew Dunn
			Partnerships Services	Engagement of children, young people, their families and carers.	●	Consultation and Engagement strategy in development. Partnerships team expanding remit to 0-19.	Jenni Cooke
			Partnerships Services	Parenting strategy.	●	Parenting coordinator is in post.	Gill Walker
			Partnerships Services	Common Assessment Framework. (CAF)	●	Nearly 1,000 practitioners have accessed some aspect of training and 35 CAFs received.	Gill Walker
			Partnerships Services	Information Sharing Assessment.	●	Nearly 1,000 practitioners have accessed some aspect of training and 35 CAFs received.	Julian Kenshole
			Planning & Resources	Workforce Reform.	●	Workforce Development Strategy agreed by Children's Trust. Strategy implemented for Darlington BC staff (staff on teachers pay and conditions have different conditions of service and appraisal expectations).	Justine Stewart
RAISING EDUCATIONAL ACHIEVEMENT	Every child goes to school	Children's Services	School Improvement & Development	Radically improve attendance figures through a revitalised approach to attendance and exclusions.	●	Attendance conference held February 2008. Funding secured to introduce text messaging to track persistent absentees. Fixed Term Exclusions 1/5th of total at same time last year, permanent exclusions 1/3rd of total for same time last year.	Andrew Dunn
			School Improvement & Development	Develop strong partnership working with schools around attendance.	●	Attendance network continuing to inform Best Practice.	Andrew Dunn
			School Improvement & Development	Review attendance strategy.	●	Review complete.	Andrew Dunn
			School Improvement & Development	Develop strong partnership working with schools around behaviour and reduce the numbers of young people excluded from school.	●	Draft Behaviour strategy consulted on February 2008 together with Action Plan. Completed strategy to be published May 2008.	Andrew Dunn
			School Improvement & Development	Review behaviour strategy.	●	Draft Behaviour strategy consulted on February 2008 together with Action Plan. Completed strategy to be published May 2008.	Andrew Dunn

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			School Improvement & Development	Encourage all Darlington schools to offer the best teaching in the NE.	●	Darlington leadership college established. 8 potential head teachers identified.	Andrew Dunn
			School Improvement & Development	Have all secondary schools achieving over 50% 5 or more A*-C GCSE results within the next 2 years and have a GCSE A*-C rate of 70% in the town.	●	Validated pass rate for the town is 60.1%, work ongoing.	Andrew Dunn
			School Improvement & Development	Improve achievement and progression across all key stages.	●	All schools categorised for support purposes using Darlington procedures and protocols for Local Authority engagement with schools.	Andrew Dunn
			School Improvement & Development	Development, implementation and monitoring of the intervention and support strategy.	●	All schools categorised for support purposes using Darlington procedures and protocols for Local Authority engagement with schools.	Andrew Dunn
			Partnerships Services	Develop the Darlington framework for pupil tracking.	●	New DCFS advice regarding A.P.P. tracking systems for all schools to be driven out April - July 2008.	Andrew Dunn
			Partnerships Services	Whole school target setting to match attainment.	●	Complete.	Andrew Dunn
			Partnerships Services	Harnessing technology - transforming learning.	●	10 year Government Programme, all milestones achieved as per traffic light report.	Andrew Dunn
			Partnerships Services	Children's Trust.	●	Children's Trust has adopted Joint Commissioning strategy. To support this strategy a Development and Commissioning group has been established.	Gill Walker
RAISING EDUCATIONAL ACHIEVEMENT	A job or placement for every school leaver	Children's Services	Partnerships Services	Work with our excellent colleges and Teesside University to encourage more young people to continue their education.	●	Continue to work with aim higher in developing programmes to secure entrance to Higher Education for our students. Colleges have excellent relationships with all schools in Darlington and visit each to give information. Colleges run inset days for school pupils to visit, they also have mentors to aid transition, with some work of the mentors having been praised.	Gill Walker
			School Improvement & Development	Continue the development of 14-19 education across the borough.	●	14-19 strategy approved by Children's Trust, CMT and Cabinet March-April 2008.	Gill Walker
			School Improvement & Development	Produce a borough-wide 14-19 prospectus.	●	Complete - prospectus now on line and to be re-launched.	Gill Walker

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			School Improvement & Development	Review of Skills+ programme.	●	New KS4 engagement package including Skills + and Alternative Education.	Gill Walker
			School Improvement & Development	Develop the curriculum offer for 14-19 year olds.	●	Progress check is on track.	Gill Walker
			School Improvement & Development	NEET strategy.	●	NEET strategy complete March 2008, now out to consultation.	Gill Walker
STIMULATING LEISURE ACTIVITIES	Accessible and high quality value for money facilities	Community Services	Leisure & Arts	Implement the Dolphin Centre/Arts Centre business plans.	●	A monthly financial meeting identifies peaks and troughs in the business. The leisure administration team collate weekly and monthly performance in each business area and circulate to senior managers. Delivery of Dolphin Centre Business plans is in progress. Since the refurbishment of the Arts Centre the financial performance of income/usage is being monitored to identify potential trends.	M Crawshaw / Head of Arts
			Leisure & Arts	Promote leisure card based on social inclusion strategy.	●	Live Darlington card has been introduced.	Steve Thompson
			Leisure & Arts	Implement sport and physical activity strategy.	●	The Sport and Physical Activity Strategy has been implemented. The action plan for the Sport and Physical Activity Strategy is complete, and CSN sub groups are working to deliver the actions. Some actions are already complete, and new actions are being developed added to the 'live document' on an ongoing basis. £184,600 has been secured from Sport England plus additional cash and in kind funding resulting in a total project budget of £325,315.	Steve Thompson
	Direct Council resources to contribute to people adopting healthier lifestyles.		Adult Services	Continued development of assistive technology.	●	Project Plan underway, with revised systems in place. Further work required involving health partners to design service for the future by mainstreaming it and up-dating with latest technology, and developing more effective ways of monitoring and responding.	Lynn Walker / Hazel Neasham
			Leisure & Arts	Meet healthy schools agenda.	●	Menus have been re-defined to reflect the revised guidelines and were introduced from September 2007. Currently working with school Heads and school counsellors to provide advice and guidance and ensure consultation for menu development and service improvements. Community Services Food Policy is now complete and all schools have now received copies along with advice and guidance.	Steve Thompson / Judith Chiswell
			Youth Service	Youth offer .	●	Final Stakeholder session held March 2008. Launch event in South Park held on 12 April. Anticipate that web site will be live and operational by July.	Mervyn Bell

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			Leisure & Arts	Events strategy.	●	A financial plan to deliver a more co-ordinated approach to events delivery in Darlington is currently being developed. Events calendar is reported at both the Events Unit and Events Panel identifying a more co-ordinated approach to delivering events in the Borough.	Mike Crawshaw
			Environment	Parks and open spaces strategy.	●	Work ongoing on delivering the actions.	Ian Thompson
			Environment	Look to introduce park rangers to care for our green spaces.	●	Park Rangers have been increased. Working in partnership with Groundwork West Durham & Darlington and Countryside, further work ongoing to develop dedicated team.	Ian Thompson
STIMULATING LEISURE ACTIVITIES	Closing the gap in life expectancy.	Community Services	Leisure & Arts	Deliver Zone Active project within 3 priority wards.	●	The Zone Active Programme has now reached the end of its funding period, however many elements of the work have been developed to be sustainable and will continue to be supported by the sports development team. Work to secure additional funding for one year is underway, and funding (£184,600 from Sport England plus match funding from other partners) for three new, but related projects, has been secured through the Community Sports Network. These projects will have a physical activity focus and will begin from May 2008 across the Borough. All of the new projects will learn from the successes of Zone Active, and will continue to support activity in the wards of Lacelles, Eastbourn and Park East.	Emma Reah / Thomas Beales
			Leisure & Arts	Increase sport and recreation amongst young people.	●	Leisure Services and Youth Services, in particular sports development, are working in conjunction with delivery of positive activities packages.	Steve Thompson
			Leisure & Arts	Implement Darlington Life programme.	●	The Darlington One Life Programme continues to be successful with over 80 new clients being inducted onto the scheme every six weeks. Feedback from customers is currently being used to ensure that the service continues to meet customer needs. A new One Life Coordinator will be appointed in summer 2008 and will continue to develop the programme.	Mike Crawshaw
PROMOTING COMMUNITY SAFETY	Reduce crime, want the people of Darlington to be safe and feel safe in their	Chief Executive's Office	Chief Executive's Office	Introduce an intelligence led approach to crime and anti-social behaviour.	●	Intelligence led approach now adopted across all CDRP Groups. This will be supported by the introduction of new technology as detailed below.	Rob Jones



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	homes and communities.	Chief Executive's Office	Chief Executive's Office	Develop new technology to better target resources at crime and anti-social behaviour.	●	Orchard preferred option for ASB case management. Revised Implementation plan developed and currently being progressed.	Rob Jones
			Chief Executive's Office	Maximise use of GIS.	●	Training completed with key partners and further data sets are being incorporated into the system.	Rob Jones
			Chief Executive's Office	Work with voluntary organisations and communities to encourage pride and good citizenship.	●	Third Sector Strategy implementation now well underway. CVS has been re-launched as eVOLution, Compact Review Group has now commenced work. Joint training events on procurement and funding have been delivered, a draft employer supported volunteering scheme is in place. The Strategic funding Group has agreed community grant funding criteria and processes.	Sharon Brown / David Plews / Mary Hall
		Community Services	Development & Regeneration	Invest in good lighting and crime prevention measures in new housing developments.	●	Work progressing on Design Supplementary Planning Documents.	Valerie Adams
PROMOTING COMMUNITY SAFETY	Improve public reassurance about safety.	Chief Executive's Office	Chief Executive's Office	Work with partners to develop effective neighbourhood policing.	●	Neighbourhood Policing Teams are now in place and working across the five Street Scene areas.	Rob Jones
			Chief Executive's Office	Press for the people of Darlington to have swifter response from Darlington Police when they are contacted by the public.	●	Discussions have been concluded and issues highlighted with the Police. However recent community consultation for the Sustainable Community Strategy and Community Safety Plan did not highlight any further problems in relation to Police Response/Communications.	Rob Jones
		Community Services	Environmental Services	Link with street scene operations.	●	ASB, CCTV, Street Scene and YOS are fully engaged in the new CDRP structure. Completed.	Ian Thompson
		Children's Services	Environmental Services	YOS linked to locality based teams.	●	Children's Services have now developed a Locality Working Strategy and YS locality teams fit within this overall picture. Teams are to continue in their present form and respond to wider departmental developments through 08-09. All Locality Teams have developed locality specific plans informed by consultation with partners and with young people themselves. Extension to Youth Service activity to most holiday periods. Promotion of the Dosh funds enabling young people to establish their own activities and projects. Development of Area Youth Forums to engage young people in service design and delivery.	Steve Thompson
PROMOTING COMMUNITY SAFETY	Use all available enforcement measures to reduce	Chief Executive's Office	Chief Executive's Office	Relevant protocols in place.	●	Protocols under the ASB Act 2003 are in place.	Rob Jones

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	and deter crime.	Development & Environment	Public Protection	Licensing enforcement - tackle the problem of alcohol sales to under age people through test purchasing, working in partnership with the Police who are considering the introduction of the Bottle Watch initiative which will enable confiscated bottles to be traced back to the retailer.	●	Programme of test purchasing is ongoing, targeted on Police intelligence; enforcement action is being taken.	Nigel Green
		Community Services	Environment	Use new powers to tackle littering and dog fouling on our streets and in our parks and open spaces.	●	Powers relating to littering are now being utilised by Environmental Enforcement Staff. Dog fouling enforcement continues with the Dog Fouling of Land Act with hopes of implementing a Dog Control Order for dog fouling by the end of the year.	Nicola Rowland
IMPROVING HEALTH AND WELL-BEING	Integrate health and social care for adults.	Community Services	Adult Services	Get health and social services working together so people can get better joined-up services.	●	The Leading Edge project plan has been revised to now have two separate work streams 1) Joint Commissioning 2) Integration of provider services both using Leading Edge project methodology.	Jane Robinson / Bob Parker / Warren Tweed
			Adult Services	Develop a single point of contact covering health partners and the Council's older people services.	●	Completed - a new Director of Public Health has been appointed by the PCT and DBC.	Jane Robinson / Bob Parker / Warren Tweed
			Adult Services	Use smart technology to foster independence and support carers.	●	Project Plan underway, with revised systems in place. Further work required involving health partners to design service for the future by mainstreaming it and up-dating with latest technology, and developing more effective ways of monitoring and responding.	Lynn Walker / Hazel Neasham
IMPROVING HEALTH AND WELL-BEING	Develop a shared approach to public health.	Community Services	Adult Services	Jointly appoint a Director of Public Health	●	Completed - a new Director of Public Health has been appointed by the PCT and DBC.	Jane Robinson
		Chief Executive's Office	Chief Executive's Office	Nominate Health Member / officer champions.	●	Both now nominated.	Lorraine O'Donnell
			Partnerships Services	LAA projects and initiatives - Breastfeeding.	●	Breast feeding (BF) rates at birth up from 54% to 57%; BF at 14 days fallen from 47% to 44%; BF at 6-8 weeks remains constant at 34%. BF training in place for hospital and community clinical staff, including GPs on breast feeding management. BF accreditation scheme well established across the borough. BF support groups daily at each Children's Centre.	Kath Lane (PCT)
			Partnerships Services	LAA projects and initiatives - Immunisation.	●	Children immunised by age 24 months for 1st MMR = 92.8%, Children immunised by 60 months for 2nd MMR = 83.3%. Work is continuing on identifying and working with families that have an incomplete immunisation history. These families are often from the most deprived communities. Interventions such as home visits by the specialist health visitor are offered.	Christine Clarke (PCT)

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			Partnerships Services	LAA projects and initiatives - Nutrition and obesity.	●	Interest in the Packed Lunch leaflet continues. Five sessions of Junior One Life delivered. The experiences gained from the Darlington LAA have contributed to the ongoing development of referral/ pathways for childhood obesity in the North East.	Christine Clarke (PCT)
			Partnerships Services	LAA projects and initiatives - Smoking cessation.	●	There has been sustained improvement in this area with continued focus on the most deprived areas (NRS)	Darcy Brown (PCT)
			Partnerships Services	LAA projects and initiatives - Healthy schools.	●	11 schools achieved NHSS (28%); 36 schools engaged and working towards NHSS (92%); 3 schools remain to be engaged. Target 75% of schools to achieve NHSS and 100% of schools to be working towards NHSS by Dec 2009.	Karen Robinson (PCT)
			Partnerships Services	LAA projects and initiatives - Sexual health.	◆	ONS data released in February 2008 for 2006 identified Darlington's under 18 conception rate as 51.2 per 1,000 (15 to 17 year olds) which is a 20% reduction from the 1998 baseline figure. This does not meet the trajectory needed to achieve the 2010 target of a 55% reduction. Darlington's teenage pregnancy stakeholder event, consultation with young parents and annual self assessment has evidenced clear priorities to accelerate the 2008/10 actions.	Donna Thorne (PCT)
ENHANCING THE LOCAL ENVIRONMENT	To make Darlington cleaner, greener and safer. We want a clean, safe and green environment for all Darlington people and a diverse choice of leisure facilities for them to enjoy.	Community Services	Environment	Manage the environment to improve 'liveability' and make it cleaner, greener and safer for residents.	●	Delivery of the Environmental Services Service Plan is on track.	Ian Thompson
		Community Services/ Development & Environment	Environment / Youth Services	Aim to continuously improve our street scene service, community safety services and youth provision.	●	ASB/CCTV/Street Scene and the Youth Offending Service are fully engaged in the CDRP.	Ian Thompson
		Community Services	Environment	Progress community engagement in specifying street scene priorities and programmes.	●	Environmental Services fully engaged in the new Talking Together Connecting with Communities events.	Ian Thompson
		Development & Environment	Consultancy	Improve the coordination of street scene road repairs with planned maintenance schemes / street lighting.	●	Co-ordination being addressed as part of wider preparation for duty to co-ordinate all street works under Traffic Management Act from April 2008.	Steve Brannan (all Council staff working in highway will be impacted by TMA)
			Public Protection	A smoke free environment, implement enforcement duties and powers under new legislation.	●	High level of compliance achieved; enforcement action not required to date; statutory returns completed.	Richard Selkirk
		Community Services	Environment	Invest in community facilities where people live, e.g. new multi-use sports areas for Firthmoor and North Park, upgrade community area at Pensbury Street, new play area near Fryers Crescent, a range of improvements to Eastbourne Park, Lascelles open space, Sugar Hill Park, Red Hall recreation area, West Park, Cocker Beck, Victoria Embankment, Beech Wood, Skerne Park, Green Park and the Denes.	●	Work is ongoing. Completed projects at Fryers Crescent, Auckland Oval, Heighington Village, Lascelles Open Space, Minors Crescent, Eastbourne Park, West Park, Victoria Embankment, MUGAs at Firthmoor and North Park. Other projects are either ongoing or will take place in 08/09.	Ian Thompson

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ENHANCING THE LOCAL ENVIRONMENT	A quality environment maintain and enhance the quality of the environment.	Development & Environment	Development & Regeneration	Progress the Local Development Framework.	●	On schedule: Consultation responses to Core Strategy Issues and Options being considered. Report to Scrutiny.	Valerie Adams
			Development & Regeneration	Ensure that design of major projects makes a positive contribution to environmental quality.	●	Work progressing on Design Supplementary Planning Documents.	Dave Coates / Graham Farr
			Development & Regeneration	Progress feasibility studies for Feethams and the 'Town Arc' and cattle market proposals, as key environmental improvement opportunities	●	Planning and Development Briefs are in production for the Auction Mart site and the Feethams area. Feasibility work on the wider town centre fringe is underway with a view to commissioning the Development Framework in late summer.	Joan Rees / Dave Coates / Graham Farr
ENHANCING THE LOCAL ENVIRONMENT	To reduce Darlington's carbon footprint and create a sustainable environment for future generations.	Development & Environment	Public Protection	Complete procurement of new waste disposal contract.	●	New contractor appointed.	Bill Westland
			Public Protection	Develop and consult on new waste strategy.	●	Underway following the appointment of new contractor.	Bill Westland
			Consultancy	Continue to implement and progress sustainable transport programmes to contribute to reduced CO2 emissions and improved environmental quality.	●	Programmes of physical works are on target - modal shifts due to travel marketing are ahead of target.	Dave Winstanley
			Development & Regeneration	Ensure that all new homes in Darlington are carbon neutral by 2017.	●	National target year is 2020, not 2017; LSP has adopted Climate Change Strategy, action plan progress is on target - includes phased approach towards carbon neutral in line with new Code for Sustainable Homes; basis for LDF targets and Design SPD.	Paula Jamieson / Graham Farr
			Development & Regeneration	Explore the need for an environmental strategy for the Council's operational activities.	●	This is being considered/progressed jointly with Policy Unit.	Paula Jamieson
			Public Protection	Increase recycling and landfill in order to meet Government targets.	●	This is being addressed through new Waste Contract.	Phillippa Scrafton
			Development & Regeneration	Create a local climate change action plan.	●	Climate Change Action Plan completed and agreed at Cabinet on 18th March.	Paula Jamieson
DEVELOPING AN EFFECTIVE TRANSPORT SYSTEM	Reduce congestion on our roads. We want a safer transport system that meets community and business needs, readily accessible and free from congestion.	Development & Environment	Development & Regeneration	Tackle congestion on key transport corridors and minimise its economic and environmental effects by making the most effective use of the transport network :	●	Transport Strategy combining physical improvements at network "pinch points" and travel behaviour change work beginning to have an effect. All day traffic flows reduced by 2.45% at inner cordon around town centre (2004-2007).	Simon Houldsworth
			Consultancy	Engineering solutions to specific 'pinch' points.	●	One of our design objectives and incorporated into schemes. TVC scheme bid design work to deliver significant elements.	Dave Winstanley
			Consultancy	Enhance junctions at selected points so traffic moves more smoothly.	●	One of our design objectives and incorporated into schemes. TVC scheme bid design work to deliver significant elements.	Dave Winstanley



ACHIEVEMENT AGAINST ACTIONS - COMMUNITY STRATEGY THEMES

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4	COMMENTS	ACCOUNTABLE OFFICER
					Performance	Comments	
			Consultancy	Improve how drivers can use existing road space to beat congestion.	●	One of our design objectives and incorporated into schemes. TVC scheme bid design work to deliver significant elements.	Dave Winstanley
			Consultancy	Provide more residents parking zones to help those who live in areas of high parking demand.	●	Hundens Lane and Eastmount Road schemes implemented. Borough Road Scheme planned implementation in March 2008. Southend Avenue objections to Cabinet in March with implementation planned March/April 08. Bank Top due to start consultation in April 2008.	Brenda Bowles
			Consultancy	Implement powers available under Traffic Management Act (progress civil parking enforcement).	●	Implementation plan developed to achieve target date of 1st April 2008.	Dave Winstanley
			Development & Regeneration	Feasibility study into park and ride.	●	Draft report received. Study concludes that there is a marginal case for Park & Ride in Darlington.	Simon Houldsworth
			Development & Regeneration	Market sustainable travel choices - increase cycling and bus use and reduce car driver trips.	●	Ahead of target for walking and on track for car driver and cycling trips. Bus use increased in target areas, although declined overall.	Owen Wilson
DEVELOPING AN EFFECTIVE TRANSPORT SYSTEM	Accessible jobs and services. Improve access to employment, education and other services particularly for those without access to a private car, those with a disability and those that have greatest need.	Development & Environment	Consultancy	Complete the Darlington Eastern Transport Corridor road easing congestion and opening up new areas for business development.	●	The start of construction was achieved in January 2007. The project is on programme for completion in summer 2008.	John Johnson
			Consultancy	Delivery of transport schemes programme from LTP2, Local Motion and Cycle Town.	●	LTP programme identifies Resident Parking schemes and the A68 safety Schemes as the major work to manage traffic. Design and Feasibility work complete on A68 Study. Portfolio Holder briefed. Consultation started December. Some minor elements of the work have been introduced when Burtree Lane closed. Phased delivery of schemes - programme to be completed in 2008/09.	Dave Winstanley
			Consultancy	Complete 'Lets Get Cracking' programme.	●	Let's Get Cracking has improved public satisfaction with pavements and roads from approx 34% to approx 39% over the duration of the works. Scheme has won a Gold Medal in the Pride Awards and subsequent recognition at Four Star Awards. Is being nominated for further awards in the coming 12 months.	Steve Brannan
			Development & Regeneration	Review supported bus services and community transport against accessibility requirements	●	Reviews rescheduled due to proposals for new commercial bus network in Darlington from summer 2008, and need for further consultation on options for Ring-a-Ride. Both work items scheduled for 2008/09.	Simon Houldsworth

ACHIEVEMENT AGAINST ACTIONS - COMMUNITY STRATEGY THEMES

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4	COMMENTS	ACCOUNTABLE OFFICER
					Performance	Comments	
			Consultancy	Improved highway infrastructure facilities for disabled people.	♦	Budget not made available via the LTP. Maintaining a register of locations with a view to divert funds should any slippage occur on other LTP projects. All highway schemes incorporate improvements to disabled facilities where possible. Budget identified January 2008 £20k of work from register planned 50% delivered to date.	Dave Winstanley
			Development & Regeneration	Contribute to progressing Tees Valley transport.	●	Major scheme bid submitted for Government funding to support improvements to local bus network. Continued work on proposals for a Tees Valley Metro system running from Saltburn to Darlington.	Simon Houldsworth
DEVELOPING AN EFFECTIVE TRANSPORT SYSTEM	Safer, sustainable travel. Improve real and perceived travel safety and security, widen travel choices for all and reduce the proportion of car driver trips.	Development & Environment	Development & Regeneration	Continue to invest in our transport infrastructure improving services for pedestrians, cyclist, bus users and motorists.	♦	Investment delayed due to new processes for consultation and lack of resources for scheme design. Remedial action being discussed.	Simon Houldsworth
			Development & Regeneration	Local Motion travel marketing programme.	●	Delivered successfully.	Owen Wilson
			Development & Regeneration	Invest in cycling infrastructure under Cycle Demonstration Town programme.	♦	Investment delayed due to new processes for consultation and lack of resources for scheme design. Remedial action being discussed.	Sue Dobson
			Consultancy	Review of accident casualty reduction targets and action plan.	●	Monthly monitoring meeting of the Working Group. Final draft of new Casualty Reduction Strategy and targets are being reviewed.	Dave Winstanley
			Consultancy	Provide better bus stops with raised kerbs to enable buses to 'dock', improving access for passengers.	♦	The works are being coordinated with a review of the network. It is likely that the programme of works will be slipped into 2008/09.	Dave Winstanley
			Consultancy	Boost road safety through further local safety schemes and 20 mph zones in residential areas.	●	Programme of 20mph schemes have been designed and consulted upon, through Legal processes and now in implementation phase. Lascelles, Oakwood Drive and Redhall schemes implemented. Bank Top and Corporation Road areas will extend into 2008/09. Fitzwilliam Drive area required more work and review in 2008/09. Design and feasibility on Town Centre 20mph zone required programme to be completed in 2008/09.	Dave Winstanley
			Development & Regeneration	Implementation of new national concessionary fare scheme.	●	New national concessionary fare scheme introduced from 1 April 2008.	Simon Houldsworth
			Consultancy	Central park pedestrian/cycle bridge.	♦	Bridge to be delivered June 2008, installed July 2008. Amended programme being sought from Contractor.	Lee Waters

ACHIEVEMENT AGAINST ACTIONS - COMMUNITY STRATEGY THEMES

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4	COMMENTS	ACCOUNTABLE OFFICER
					Performance	Comments	
			Development & Regeneration	Help people use alternative means of travel by improving walk and cycle links and through measures to support bus travel.	●	Ahead of target for walking and on track for car driver and cycling trips. Bus use increased in target areas, although declined overall.	Owen Wilson

ACHIEVEMENT AGAINST ACTIONS - CORPORATE OBJECTIVES

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4		ACCOUNTABLE OFFICER
					Performance	Comments	
SHAPING A BETTER DARLINGTON	Develop a new vision for the Borough	Chief Executive's Office	Chief Executive's Office	Support the Darlington Partnership to set a fresh vision for Darlington 2012.	●	New vision agreed by LSP Board, Cabinet and Council	Andrew Robinson
			Chief Executive's Office	Participate in enquiry groups.	●	Enquiry Group process supported, and is now completed	Steve Rose
			Chief Executive's Office	Public engagement.	●	Effective engagement linked to development of a robust new vision for Darlington, with full buy in from partners	Andrew Robinson
			Chief Executive's Office	Deliver in partnership the Sustainable Community Strategy.	●	Strategy developed and adopted	Andrew Robinson
SHAPING A BETTER DARLINGTON	Deliver a new Local Area Agreement	Chief Executive's Office	Chief Executive's Office	Evaluate existing LAA.	●	Regular evaluation undertaken through bi-monthly Steering Group meetings, highlight reports and project managers meetings. Recommendations made to LSP Board as a result.	John Bosson
			Chief Executive's Office	Develop 35 targets	●	LAA developed and agreed with GONE	Andrew Robinson
			Chief Executive's Office	Negotiate with GONE.	●	Targets negotiated with GONE and LAA adopted	Andrew Robinson
			Chief Executive's Office	Link with SCS.	●	Effective linkages in place, acting as delivery plan for the SCS	Andrew Robinson
SHAPING A BETTER DARLINGTON	Promote Darlington and Darlington Borough Council	Chief Executive's Office	Chief Executive's Office	Promote the borough and the Council to secure investment and support from private and public sector agencies.	●	Continued promotion through Tees Valley Executive Group and development of MAA.	Ada Burns
PROVIDING EXCELLENT SERVICES	Reinvigorate the performance management framework	Chief Executive's Office	Chief Executive's Office	Improved reporting of performance data.	●	Reports now incorporate quartile data and graphical presentation at the request of members.	David Goodchild
			Chief Executive's Office	Improvements to Performance Plus.	●	Revised Briefing Books implemented and published on the intranet.	David Goodchild
PROVIDING EXCELLENT SERVICES	Ensure there are sufficient capacity and skills to provide public services in Darlington	Corporate Services	HRM	Deliver services that can compete with the best on quality and efficiency.	●	The Darlington & Stockton Partnership given Cabinet and Council approval.	Lesley Blundell



ACHIEVEMENT AGAINST ACTIONS - CORPORATE OBJECTIVES

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4		ACCOUNTABLE OFFICER
					Performance	Comments	
			HRM	Develop the organisational development requirements for influencing public services and promoting Darlington.	●	The Darlington & Stockton Partnership given Cabinet and Council approval.	Lesley Blundell
		Development & Environment	Development & Regeneration	Apply corporate methodology to project management and approach to delivery of capital projects.	●	Aspects of a revised process completed, further work ongoing to complete comprehensive project management manual.	Craig Holden
PROVIDING EXCELLENT SERVICES	Deliver targeted cashable savings from procurement whilst at least sustaining current performance levels	Chief Executive's Office	Chief Executive's Office	Identify and capture savings from the procurement and use of temporary staff.	●	CMT accepted proposal for HR to manage the service. Procurement to negotiate better rates for agency workers.	Susan White
			Chief Executive's Office	Identify and capture savings from the procurement and use of advertising.	●	Data capture exercise carried out, savings made through reduction in the use of advertising.	Susan White
PUTTING THE CUSTOMER FIRST	Establish Connecting with Communities service	Chief Executive's Office	Connecting with Communities	Create new opportunities for the people of Darlington to give us their feedback and ideas.	●	Established Connecting with Communities unit together with Talking Together a programme of locality engagement which provides opportunities for residents to raise issues with the Council, Police and PCT.	Sharon Brown / David Plews
			Connecting with Communities	Develop the role and remit and terms of reference for unit.	●	Role and Remit of the unit completed	Sharon Brown / David Plews
			Connecting with Communities	Commence implementation of the community engagement strategy.	●	Community Strategy being implemented established locality engagement, Customer Charter and Community engagement diary	Sharon Brown / David Plews
PUTTING THE CUSTOMER FIRST	Deliver improved customer service	Corporate Services	ICT	Through detailed business process reengineering of services and other tools maximise efficiencies and improve customer service.	●	Senior Customer Advisors appointed and started in post Jan 08. Modular enhanced training underway. Bulky Waste BPR on hold. Revenue and Benefits BPR underway with long term deadline - CRM/MI Development Officer on project team. Housing process mapping and scripting underway.	Lynda Bosanko
			ICT	Through enhanced generic working, additional targeted staffing and review of telephony/upgrade of CRM system increase the proportion of customers dealt with at a single point of contact.	●	New Customer Services structure in place with staff working across both services and contact channels. Team Leaders reconfigured to be responsible for delivery of specific services across all contact channels rather than being channel specific. Generic training on target. Additional CRM development planned for launch April 08.	Lynda Bosanko

ACHIEVEMENT AGAINST ACTIONS - CORPORATE OBJECTIVES

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4		ACCOUNTABLE OFFICER
					Performance	Comments	
PUTTING THE CUSTOMER FIRST	Champion the interests of the citizen	Chief Executive's Office	Chief Executive's Office	Engage and empower residents to help shape a better Darlington.	●	This is achieved through Talking Together and other engagement programmes facilitated by the Connecting with Communities team	Sharon Brown / David Plews
			Connecting with Communities	Help Darlington's Community Partnerships to grow and thrive.	●	A review of Community Partnerships is nearing completion	Sharon Brown / David Plews
ENSURING ACCESS FOR ALL	Improve our approach to equalities	Chief Executive's Office	Connecting with Communities	Prepare for Level 4 of the Local Government Equality scheme.	●	Draft CMT paper mapping route forward prepared. Gap analysis under way.	David Plews
			Connecting with Communities	Gender Equality Scheme in place.	●	Scheme has already withstood external challenge. Gender equality performance report for HISIG planned for Apr 08	David Plews
ENSURING ACCESS FOR ALL	Address learning disability issues	Community Services	Adult Social Care	Develop carers compact.	●	Compact launched on 7 December 2007.	Jeanette Crompton
			Adult Social Care	Modernise day service provision.	●	A working group to oversee the development of the South Park build is in place and functioning. There are a number of other key steering groups looking at the modernisation of day opportunities and this is one of the main drivers within the Valuing People Now so this work will be subsumed into the relevant sub group of the LD Partnership Board. Work is progressing and it is likely that by May 2008 that South Park will be open.	Maxine Naismith
			Adult Social Care	Develop self-directed support for service users.	●	A partnership agreement is being developed between Adult Services and the Care Services Improvement Partnership that will provide additional project resources to assist with the implementation of the "personalisation" agenda in Darlington. Discussions took place in January 2008, to define projects, action plans and resource implications.	Yvonne Hall / Bob Parker
ENSURING ACCESS FOR ALL	Influencing public services	Chief Executive's Office	Chief Executive's Office	Extend effective partnership working to secure excellent public services from all providers.	●	Electronic Tool Kits developed.	Steve Rose

ACHIEVEMENT AGAINST ACTIONS - CORPORATE OBJECTIVES

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4		ACCOUNTABLE OFFICER
					Performance	Comments	
			Connecting with Communities	Support community partnerships and voluntary organisations to take a lead in deciding what's best for their communities.	●	Support is provided by Community Development workers and the Voluntary and Community Sector Liaison Manger. Each Community Partnership has developed a local action plan aligned to the NRS Strategy. Extensive consultation with both Community Partnerships and voluntary organisations has influenced the Sustainable Community Strategy which has in turn informed the Council's Corporate Plan and Departmental Plans.	Sharon Brown / David Plews
		Children's Services	Partnerships Services	Work with schools to develop Parent Councils to make sure that parents have a stronger voice.	●	Guidance document to all Governing Bodies.	Andrew Dunn
ENHANCING OUR CAPACITY TO IMPROVE	Deliver efficiency savings	Chief Executive's Office	Chief Executive's Office	Continue to develop and deliver the efficiency agenda to ensure a balanced MTFP.	●	The authority achieved the annual target for efficiency savings as set out within the Gershon Agenda. The various re-engineering projects have been base lined again to reflect the required consultation periods and more accurate predicted costs savings. The revisions have been taken into consideration within the 2008/09 MTFP.	Craig Holden
			Chief Executive's Office	Deliver against target savings as set out in Leading Edge projects and procurement targets.	●	The procurement project savings remain on target with additional areas of opportunity currently being investigated with a view to further savings being achieved within the 2008/09 financial year.	Craig Holden / Susan White
ENHANCING OUR CAPACITY TO IMPROVE	Stockton/Darlington Partnership	Corporate Services	Finance	Finalise the detailed business case in relation to a variety of corporate services being jointly provided with Stockton.	●	Business Cases approved.	Brian Boggon / Ian Wilson
			Finance	Adoption of business case by Council.	●	Business cases adopted by Council.	Brian Boggon / Ian Wilson
			Finance	Progress on targets against business plan.	●	Recruitment programme completed, Xentrall Shared Services 'live' as at 1st May 2008.	Brian Boggon / Ian Wilson
ENHANCING OUR CAPACITY TO IMPROVE	Deliver the Leading Edge Organisational Development Strategy	Chief Executive's Office	Chief Executive's Office	Embed new ODS Leading Edge into the organisation and deliver the themed elements.	●	Work is continuing in all 5 strands of the ODS with proposals for a measurement system to establish a baseline and target position due to commence in the new financial year.	Craig Holden
		Corporate Services	Chief Executive's Office	ODS strands on target against plan.	●	The alignment of the action plans of the ODS has been completed with the regular reporting of progress being encompassed within the bi-monthly highlight report to CMT.	Craig Holden

ACHIEVEMENT AGAINST ACTIONS - CORPORATE OBJECTIVES

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 4		ACCOUNTABLE OFFICER
					Performance	Comments	
			HRM	Adoption of HR strategy.	●	The linkage of HR Strategy to the other key strategies of the organisation within Leading Edge is under constant monitoring.	Lesley Blundell
			ICT	Adoption of ICT strategy.	●	The linkage of ICT Strategy to the other key strategies of the organisation within Leading Edge is under constant monitoring.	Ken Walker