



Chief Executive's Department

DEPARTMENTAL PLAN 2008-2011

Purpose of Plan

The purpose of this plan is to ensure that all activities carried out by the Chief Executive's Department complement the aims and objectives of the authority and the community as a whole.

Overview of the Chief Executive's Department

This is the first plan for the new Chief Executive's department. The department brings together a range of services and functions, summarised on page 3, from the former Chief Executive's Office, Development and Environment and Community Services departments.

Vision for the Department

There is a clear rationale for bringing the department's services and functions together into one management unit at this time. Collectively they provide the lead in the development of the Council's strategic role as 'place-shaper'¹ and in its continuing organisational development and improvement.

Our vision can be expressed in terms of five key strands of work that are central to the department's role. Whilst these strands have been drawn up to reflect the mix of services and functions in the new department, in practice they have a strong correlation with the Council's corporate objectives.

Corporate Objective	Department Vision/Role
Shaping a Better Darlington	Leading the Council's role as 'Place Shaper'
Providing excellent services	Delivering and influencing services to meet local needs
Putting the customer first	Improving engagement with citizens and stakeholders
Ensuring access for all	Making Darlington an inclusive place
Enhancing our capacity to improve	Building a 'Leading Edge' organisation

¹ Sir Michael Lyons defines the scope of 'Place-Shaping' as including: building and shaping local identity; representing the community; regulating harmful and disruptive behaviours; building and maintaining community cohesion; helping to resolve conflicts and disagreements; making the local economy more successful whilst being sensitive to pressures on the environment; understanding local needs and preferences and providing the right services to local people; and working with others to respond to complex challenges and emergency events

These five strands are expanded below, with the purpose of clarifying the role of the department.

- 1. Leading the Council's role as 'Place-Shaper':** the government has established 'place-shaping' as the key strategic role for local government. The role requires the Council to use its powers and influence creatively to promote community and citizen well being. Co-ordinated strategic planning and partnership is central to effective place-shaping, and the key planning and partnership processes have been brought together within the new department
- 2. Delivering and influencing Services to meet local needs:** the department will directly deliver a range of services, but it will also have the lead role in promoting the shift towards the Council acting as 'convenor' of services, acting on its ability to engage with citizens and service users in the design and delivery of services from a range of providers, and its purchasing power to deliver enhanced outcomes and efficiency.
- 3. Improving engagement with citizens and stakeholders:** the Council aims to place effective engagement – listening, understanding and responding to citizens' and stakeholders' needs and aspirations – at the heart of its work. The lead role sits with the 'Connecting with Communities' team in the department.
- 4. Making Darlington an inclusive place:** the lead role in delivering the Social Inclusion Strategy, 'All Together Now', and the Race, Disability and Gender Equality Schemes, lies with the Connecting with Communities team.
- 5. Building a 'Leading Edge' Organisation:** the department has the lead role in co-ordinating the five strands of the 'Leading Edge' organisational development strategy – HR, Communications, ICT, Community Engagement and Business Transformation

The Department's objectives set out on page 42, provide a picture of the outcomes we are seeking to achieve through our work within these five strands.

The Department's Services

Services are organised into two divisions: Regeneration, and Corporate Policy and Organisational Development. The Communications Team sits alongside this divisional structure. The broad structures and services are summarised in the table on page 4.

Ada Burns, Chief Executive, Town Hall: Tel. 2011		
Richard Alty Assistant Chief Executive Town Hall: Tel 2603	Lorraine O'Donnell Assistant Chief Executive Town Hall: Tel 2013	Steve Jones Head of Communications Town Hall: Tel. 2012
Regeneration Strategy - Manager Steve Petch, Tel. 2627: Economic Regeneration Strategy; External Funding; Planning and Environmental Policy; Management Support	Corporate Policy – Manager Andrew Robinson, Tel. 2014: Sustainable Community Strategy; Local Area Agreement; Corporate Plan; Service Planning; Performance Management; Comprehensive Performance Assessment/Comprehensive Area Assessment	Communications Unit – Strategic communications
Development: Manager Roy Merrett - Strategic Project Development; Planning Implement-ation; Development Control; Urban Design and Conservation; Divisional Technical Support	Leading Edge – Programme Manager Craig Holden, Tel. 2642: Business Transformation Projects; Project Management Support and Training	
Economic Regeneration - Manager Gwenda Lyn Jones, Tel. 2660: Town Centre Management; Marketing and Tourism; Business and Projects; International Partnerships	Strategic Procurement and Contract Management – Head of Service Susan White, Tel. 2019:	
Transport Policy – Manager Simon Houldsworth, Tel. 2701: Transport Policy and Partnerships; Transport Policy Implementation; Sustainable Travel Promotion	Safer Communities – Co-ordinator Rob Jones, Tel. 3221: Planning and Strategy for Crime and Disorder Reduction Partnership	
Assistant Director – John Anderson (Commences June 2008)	Connecting With Communities – Head of Service Sharon Brown, Tel. 2684: Communities and Social Inclusion; Talking Together; Welfare Rights; Community Development	

Key Achievements Over The Last 12 Months

Regeneration

- Finalists for Regeneration and Renewal Local Authority of the Year Award
- Attracted Inward Investment to Darlington - Infoserve to Morton Palms Business Park and the Student Loans Company to Lingfield Point
- Speculative units built by Easter at Faverdale East Business Park
- Darlington, as part of the Tees Valley City Region, has been selected as a pilot MAA
- Completion of the Taking Forward Darlington Gateway research, leading into the successful Enquiry Group Process, which has been instrumental in engaging with stakeholders on the preparation of the SCS, LAA, LDF and Economic Regeneration Strategy
- Successful launch of the new Town Centre in June 2007, following completion of the Pedestrian Heart works
- Spectacular new Christmas Lights in the Town Centre
- Successful Christmas Promotional Campaign (TV and radio) promoting the Independent Retail Sectors
- A three-year programme of individualised travel marketing covering every household in the Darlington urban area was completed in autumn 2007
- Results of surveys have shown that, in conjunction with other Local Motion initiatives there has been a reduction in single occupancy car driver trips by 9%, an increase in cycling levels by 65% and an increase in walking levels by 15%
- 22 schools now have approved School Travel Plans (STP). 15 out of the 16 remaining mainstream schools have now begun developing their School Travel Plan
- The annual travel to school survey showed that cycling levels across all schools have increased from 4% to 4.4%, four times the national average
- May 2007 saw the first themed Medal Motion campaign with over 1,500 pupils taking part

Policy

- VFM annual review - now scores maximum 4
- Direction of Travel - Improving well for the third year in succession
- Work ongoing to develop a new vision for Darlington and a new Local Area Agreement to act as delivery plan
- Effective performance management reporting to Scrutiny based on service plans now in place
- Improved satisfaction figures through the annual community survey

Communications

- 18 National or Regional industry awards including; Chartered Institute of Public Relations Pride Awards In-House Team of the Year
- Commended Good Communications Awards PR Team of the Year
- Winners of three awards at the LGA's LG Communications Reputation Awards
- National awards for both the residents' monthly magazine and the employee monthly newsletter
- Revised the corporate communications strategy and produced the council's first integrated internal communications strategy

Connecting with Communities

- Cabinet agreed the joint Third Sector Strategy 'place-shaping' voluntary and community sector engagement. A key outcome in taking the strategy forward was approval of additional resources for the appointment of the Voluntary and Community Sector Liaison Manager to help strengthen partnership working between the Council and the voluntary and community sector.
- Council approved the implementation of the Community Engagement Strategy, which led to the establishment of the Connecting with Communities team within the Chief Executives department, and additional resources of £145,000 to implement the Council's Community Engagement Implementation plan. A Community Engagement Facilitator and Community Engagement Assistant have been recruited to the team to assist with further strengthening and coordinating strategic community engagement activities throughout the Council, providing more opportunities for local people to 'have their say'.
- The implementation of 'Talking Together' a programme of locality drop in sessions which provides opportunities for residents to talk to members and senior staff from the Council, PCT, Police, Fire Brigade and voluntary and community sector.
- Successful bids to Heritage Lottery for £125k towards the cost of refurbishing North Lodge Bandstand, £60k from LAA monies to refurbish the play area at Red Hall
- Disability Equality Scheme and Gender Equality Scheme approved and are being implemented

Safer Communities

- Sustained reductions in recorded crime. At September 2007 there was 15.7% decrease in PSA1 crime compared to October 2006, surpassing the Home Offices 6% target for the Crime and Disorder Reduction Partnership.
- A major vehicle crime reduction campaign was run in 2007, achieving a 21.4% reduction in Theft from Motor Vehicles.
- Safer Schools Partnership implemented at Eastbourne Academy.

- Family Intervention Project developed supporting young people and families at risk of losing their homes because of their behaviour.
- The Crime and Disorder Reduction partnership ran a number of community based “Action Weeks” targeting vulnerable localities.
- Improved community engagement through “Talking Together” with dedicated CDRP resources being allocated to support community engagement and involvement, linking closely to the wider neighbourhood policing agenda.
- The development of the Borough’s first Offender Management Unit, targeting those who pose the greatest risk to local communities.

Key Challenges Over The Last 12 Months

Regeneration

- Raising the profile of the new Town Centre after the disruption caused by the Pedestrian Heart works
- Restructure and refocus the Economic Regeneration Section to reflect new and emerging priorities
- Working collaboratively with Children's Services Department to support their work on Diploma Developments

Policy

- Project managing and developing a new Sustainable Community Strategy, Local Area Agreement, Corporate Plan and Departmental/ Service Plans, within a context of the new national indicator set and internal reorganisation to the Council. Doing all of the above at once was always going to be challenging, although in effect this helped and was necessary to retain the golden thread of performance management.

Communications

- Media relations - dealing with a number of major, controversial issues
- Communications increasing strategic role means more demand for communications input into projects
- Speed and scope of developments in e-communications
- Trying to deliver first class communications with very limited resources

Safer Communities

- Tackling volume crime in particular vehicle crime and criminal damage
- Capacity to support the Government’s agenda in terms of changing policy and requirements placed upon Crime and Disorder Reduction Partnerships.
- Reducing Anti-Social Behaviour and improving public confidence.

Key Issues For The Year Ahead

Regeneration

- Implementing and refining the Business Engagement Strategy
- Further promotion and development of the new Town Centre - (e.g. Independent Retail Sector, Markets, Sunday Trading, Evening Economy, etc.)
- Destination Branding
- Developing the Skills Agenda in conjunction with the 14-19 Trust and other partners and introducing a project that delivers the BAT Legacy Group's agenda
- More Targeted Training and Recruitment / Construction Employment Integrator
- The Oval Development
- Producing a Master Plan for the Town Centre Fringe

Policy

- Ensuring the new national indicator set is successfully embedded into the Council's Performance management framework (PMF)
- Working with the LSP to ensure effective governance arrangements, performance management and programme management arrangements are in place to support the SCS and the LAA

Connecting with Communities

- The ' Looking to the Future' review of Community Partnerships and Community Development the outcome being to develop a model of community development to reflect the new era of wider community engagement.
- Implementation of the Third Sector strategy in particular reviewing the Local Compact and assessment criteria for voluntary sector strategic funding
- Explore participatory budgeting as a mechanism to devolve finance to local areas to enable community empowerment.
- Work towards Level 4 of the Equality Standard for Local Government to ensure that the work of Connecting with Communities continues to be focused on priority people and priority places.
- Continue to refine equality impact assessments to ensure fair treatment of people by local services

Communications

- Maintaining the existing level of service with less staff
- Delivering the internal communication strategy action plan
- Delivering the external communication strategy action plan

- Using effective communications to benefit community engagement
- The reputation challenge - helping to ensuring that the Council's reputation is such that it is acknowledged as the community leader in place shaping

Safer Communities

- The development and implementation of the Borough's Community Safety Plan and Domestic Abuse Plan
- Preparing for the completion of the annual strategic assessment and refresh of the community safety plan
- Developing the CDRP further to ensure a robust and coordinated approach to reducing offending
- Sustaining reductions in crime and disorder

Change Drivers

In the following table, the priorities or drivers for change that will impact on the department during 2008/09 and beyond are listed alongside the actions that need to be taken. Those actions that are the subject of Improvement Action Plans later in this document are cross-referenced to the relevant numbered action plan. Those issues set out in italics in the table below are the subject of action plans in the relevant divisional or unit service plan.

The actions have been linked to the five principle work strands set out on page 3 to indicate the way in which individual initiatives will complement and strengthen each other.

All the issues/priorities listed below were identified at the departmental service planning event in October 2007 and are included here to give a complete picture of improvement priorities to be addressed across the department.

ISSUES MOST LIKELY TO IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/IMPROVEMENT
Government Priorities	
1. Climate Change legislation sets challenging targets, requiring Darlington to reduce its carbon footprint and make progress on sustainability	Place Shaping: Prepare Climate Change Action Plan in partnership with LSP – see Improvement Priority No. 4
2. The Local Development Framework must be progressed in line with statutory requirements and the locally agreed programme	Place Shaping: Continue to progress Core Strategy, input to Tees Valley Waste and Minerals DPD, and SPDs for Design of New Development and Planning Obligations – see Improvement Priority No.5
3. The future of the Local Motion Travel Behaviour project following cessation of the current national funding needs to be addressed	Deliver Services: Improve accessibility, evidence/review/ implement Local Motion and Cycling Town actions, strategy for delivery of actions that have proven benefits – see Improvement Priority No. 8
<i>4. Delivery of the existing Local Area Agreement, and the development and delivery of a new agreement linked to the new Sustainable Community Strategy needs to be assured</i>	Place Shaping: <i>Strategic Planning and Improvement Service Plan Issue</i>

Local priorities	
5. We must put customers and communities at the heart of the business of the organisation	Improving Engagement: Develop a culture of customer focus; enable people and communities to participate and influence service delivery; work with Third Sector to build social capital – see Improvement Priority No. 13
6. Service change and improvement must be focused on priority people and priority places	Making Darlington an Inclusive Place: As above (Issue 5) but bringing a particular focus to deprived communities and disadvantaged people, including improved social inclusion and welfare rights provision – see Improvement Priority No. 14
7. Local economic factors need to be addressed to support progress towards the vision for Darlington	Delivering Services: The renewed Darlington Gateway Strategy requires a shift in emphasis in economic regeneration services towards skills development and business support, whilst continuing the established focus on developing business infrastructure – see Improvement Priority No. 7
8. Whilst the shift of emphasis in regeneration referenced in Issue 7 above is required, the vision for Darlington requires a continuing programme of projects to deliver improved business infrastructure.	Place Shaping: Continue to implement and develop the major regeneration projects programme, including Morton Palms, The Oval, Central Park, Faverdale, Durham Tees Valley Airport, Lingfield Point and Feethams/Town Centre Fringe see Improvement Priority No. 1
9. The town centre is a key driver in continuing progress on the borough's economic development	Place Shaping: Develop and implement a range of strategies and programmes to enhance the vitality and vibrancy of the town centre, with a particular focus on independent retailers, the markets and town centre events – see Improvement Priority No. 2
10. Promoting Darlington and raising the borough's external profile is needed to support economic development	Delivering Services: Establish a vision for Darlington linked to the new Community Strategy, develop 'Destination Branding' rooted in the vision, set out road map for roll-out, implementation and marketing – see Improvement Action Plan No. 8

Local priorities - continued	
11. Opportunities for targeted recruitment arising from public procurement need to be identified and taken	Making Darlington an Inclusive Place: - see Improvement Priority No. 15
<i>12. A new car parking strategy is required, linked to proposals for reducing traffic congestion and promoting sustainable travel, and for economic growth</i>	Delivering Services: <i>Regeneration Service Plan Issue</i>
<i>13. A review of the bus transport network is required</i>	Delivering Services: <i>Regeneration Service Plan Issue</i>
<i>14. Internal and external communications supports organisational development and service priorities</i>	Delivering Services: <i>Communications Service Plan Issue</i>
<i>15. Relations with external media must be maintained and nurtured</i>	Delivering Services: <i>Communications Service Plan Issue</i>
16. We need to continue to make Darlington a safer place to live, work and visit	Delivering Services: - see Improvement Priority No. 12
17. We must make a difference in tackling domestic abuse	Delivering Services - see Improvement Priority No. 12
Consultation	
18. Tackling and reducing traffic congestion is a priority concern for stakeholders, and an important factor in progressing economic growth	<p>Place Shaping: Accessibility to be central to all planning decisions, combined with partnership working to improve accessibility; new local bus network to be implemented; packages of congestion measures to be implemented on key corridors – see Improvement Priority No. 7</p> <p>Place Shaping: Develop and implement strategies for carrying forward sustainable travel programmes – see Improvement Priority No. 8</p>
<i>19. We need to strengthen partnership working with the third sector in the design and delivery of services</i>	Delivering Services: <i>Connecting With Communities Service Plan Issue</i>

Performance Management	
20. A review of the Development Control service is needed to align the service with current requirements and recover performance levels	Delivering Services: Regeneration Service Plan Issue
21. The redesign of the Performance Management Framework is required to reflect changes in national performance indicators and the CPA, and the Council's Place-Shaping role	Place Shaping: A complete review of the Performance Management Framework is required in response to national changes – see Improvement Priority No. 6
22. A customer-focused approach to performance management on Community Safety issues is needed	Delivering Services: Safer Communities Service Plan Issue
Resources	
23. Resource constraints limit capacity for change management	A Leading Edge Organisation: Through the business transformation programme, provide training and develop networks and communication routes to raise understanding of project management and change management principles – see Improvement Priority No. 16
24. Projects and services miss out on potential funding through lack of awareness of the corporate External Funding Team's role	Delivering Services: Regeneration Service Plan Issue
25. Capacity for policy/strategy development and knowledge management needs to be enhanced	A Leading Edge Organisation: Strategic Planning and Improvement Service Plan Issue
26. Targets for savings through improved corporate procurement must be achieved	A Leading Edge Organisation: Changes and improvements to procurement of goods and services across the organisation, led by the Corporate Procurement Unit, include savings targets – see Improvement Priority No. 19
27. Targets for Efficiency and Effectiveness gains must be delivered	A Leading Edge Organisation: Ongoing improvement in efficiency are required through the programme of business transformation (Leading Edge) projects – see Improvement Priority No. 20

Resources - continued	
28. Delivery of the Organisational Development Strategy must be assured	A Leading Edge Organisation: Responsibility for delivering the 5 strands of the ODS is shared across the organisation, but the Leading Edge programme of business transformation projects led within the department has a key role – see Improvement Priority No. 17
29. As an employer the Council needs to address health improvement in its workforce	A Leading Edge Organisation: This issue is being addressed across departments with key leads in HR/Corporate Services, Community Services and Chief Executive's (through the Director of Public Health) – see Improvement priority No. 18
Opportunities	
30. Tees Valley Unlimited and the development of a Multi-Area Agreement provides opportunities to secure good outcomes for Darlington in funding and in key city region projects	Delivering Services: - see Improvement Action Plan No. 11
31. <i>The eastern fringe of the town centre provides the opportunity to secure external funding and bring about a step change in Darlington's environment and cultural facilities through comprehensive regeneration</i>	Place Shaping: <i>Regeneration Service Plan Issue</i>
Risks	
32. <i>Capacity for supporting improved corporate procurement needs to be enhanced</i>	A Leading Edge Organisation: <i>Strategic Planning and Improvement Service Plan Issue</i>
33. <i>Capacity for supporting good project management capacity needs to be improved</i>	A Leading Edge Organisation: <i>Strategic Planning and Improvement Service Plan Issue</i>
34. <i>Capacity for improved internal communications must be built</i>	A Leading Edge Organisation: <i>Communications Service Plan Issue</i>
Events	
No issues/priorities identified through this driver.	

Priorities for Improvement

Through the Change Driver analysis, improvement priorities have been identified, as listed below. They are organised under the five 'work strand' headings set out on page 2, to show how improvement actions across the department will complement each other and contribute to the department's role within the Council.

Some of the actions identified in the Change Driver analysis will be planned and delivered at service plan level. These are listed in the Improvement Action Plan tables for cross-referencing purposes.

Leading the Council's Role as Place Shaper

- Improvement Action 1: Major Development Projects
- Improvement Action 2: Promotion and Development of the Town Centre
- Improvement Action 3: Delivering the Sustainable Community Strategy
- Improvement Action 4: Climate Change Strategy and Action Plan
- Improvement Action 5: Local Development Framework
- Improvement Action 6: A Place Shaping Performance Development Framework
- Improvement Action 7: Tackling Congestion
- Improvement Action 8: Sustainable Travel Programmes

Delivering and Influencing Services to Meet Local Needs

- Improvement Action 9: Improving the Local Economy
- Improvement Action 10: Promoting Darlington
- Improvement Action 11: Tees Valley Unlimited and Multi Area Agreement
- Improvement Action 12: Safer Communities

Improving Engagement with Citizens and Stakeholders

- Improvement Action 13: Placing Customers and Communities Central to the Business of the Organisation

Making Darlington an Inclusive Place

- Improvement Action 14: Priority People and Priority Places
- Improvement Action 15: Targeted Recruitment

Building a Leading Edge Organisation

- Improvement Action 16: Building Corporate Capacity for Change Management
- Improvement Action 17: Delivering the Organisational Development Strategy
- Improvement Action 18: Health Improvement for DBC staff
- Improvement Action 19: Savings from Corporate Procurement
- Improvement Action 20: Deliver Savings Through Efficiency and Effectiveness Improvements

Leading the Council's Role as Place Shaper

Improvement Action 1: Major Development Projects

Link to Change Driver Local Priorities	Link to Risk (if applicable) None
Link to Service Plan objective Contribute to the overall vision for Darlington by seeking to strengthen the local economy	Link to Departmental objective Strengthen the local economy through...securing inward investment...and developing key economic drivers
Link to Corporate objective Shaping a better Darlington	Link to Community Strategy Themes Prosperous Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Morton Palms Business Park – Phase 3 of development by City & Northern Ltd. Including potential hotel development	NI151 NI157 NI166 NI177 NI176		Guy Metcalfe	Autumn 2008
Commercial Street Retail Scheme – developer to complete land assembly exercise, road closures and ground investigations. Start on site anticipated Spring 2008	LI0204 LI0205 LI0206 LI0207		Guy Metcalfe	Late 2010
Central Park – Houghton Road foot/cycle bridge to be completed, allotments relocated and commencement of depot relocation			Rebecca Dent	2012
Faverdale Strategic Site – Awaiting Secretary of State Proposed Changes to RSS (January 2008) Council has supported need to retain the site for logistics employment uses. If deleted, Council likely to object through the consultation process. Adoption of RSS expected end summer 2008			Steve Petch	August 2008

<p>Lingfield Point – Consultation by developer on master plan. Proposed mixed-use brown field development, identified in RSS. Outline application expected in 2008</p>			Steve Petch	Dec 2008
<p>Feethams/Town Centre Fringe – a three-phase programme for masterplanning key town centre and fringe of centre sites for mixed development under the renewed Gateway Strategy. Part funded by ONE North East</p>			Rebecca Dent	Summer 2008
<p>Service improvement description Implementation of major development projects which convert the vision of the Sustainable Community Strategy into reality</p>				
<p>Expected outcome Delivery of high quality capital projects in accordance with the Council's project management arrangements, on time and to budget</p>				
<p>Expected efficiency gains (both cashable & non-cashable) None identified</p>				
<p>Resource required to implement change Resources secured from external sources for individual projects or identified from a corporate resource</p>				
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) Legal input required on development of planning agreement and other aspects of projects</p>				
<p>Additional information Not applicable</p>				

Leading the Council's Role as Place Shaper

Improvement Action 2: Promotion and Development of the Town Centre

Link to Change Driver Local priorities	Link to Risk (if applicable) None
Link to Service Plan objective Contribute to the overall vision for Darlington by seeking to strengthen the local economy Enhance the quality and sustainability of the local environment	Link to Departmental objective Strengthen the local economy Maintain & enhance an attractive and safe environment Ensure the environment is well-maintained and managed
Link to Corporate objective Shaping a better Darlington	Link to Community Strategy Themes Prosperous Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Create the Town Centre Business Plan 	NI 5 NI167 NI175		Town Centre Manager (TCM)	March 2008
<ul style="list-style-type: none"> • Implement Town Centre Business Plan 08 - 10 	LI0711 LI0712		TCM	Ongoing until March 2010
<ul style="list-style-type: none"> • Deliver the Independent Retail Strategy and marketing the sector 			TCM	March 2008
<ul style="list-style-type: none"> • Investigate and Promote Sunday Trading 			TCM	March 2009
<ul style="list-style-type: none"> • Create a Subscribed Town Centre Traders Association 			TCM	March 2008 – and ongoing
<ul style="list-style-type: none"> • Develop Town Centre Events Strategy 			TCM/ Marion Bynoe	March 2008
<ul style="list-style-type: none"> • Oversee the implementation of the Town Centre Events Strategy 			Marion Bynoe	March 2008 - and ongoing
<ul style="list-style-type: none"> • Oversee the rejuvenation and development of Darlington Markets 			Steve Thompson	March 2008 – and ongoing

<p>Service improvement description Increase the footfall into the town centre Attract a stronger business community and encourage investors confidence Encourage networking and Business Partnerships Encourage membership of the new subscribed Traders Association</p>
<p>Expected outcome A vibrant and economically wealthy town centre Raising the Profile of Darlington A holistic approach to Marketing the Town Centre</p>
<p>Expected efficiency gains (both cashable & non-cashable) Increased contributions from private sector to marketing etc, i.e. a sustainable Town Centre Development Plan</p>
<p>Resource required to implement change Revenue allocation and some private sector funding to be secured</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified</p>
<p>Additional information Not applicable</p>

Leading the Council's Role as Place Shaper

Improvement Action 3: Delivering the Sustainable Community Strategy

Link to Change Driver Government and local priorities	Link to Risk (if applicable) None
Link to Service Plan objective Vision and Strategy	Link to Departmental objective Promoting Darlington
Link to Corporate objective Shaping a better Darlington	Link to Community Strategy Themes Linked to all five themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Sign off Local Area Agreement as delivery plan for the SCS • Work with the LSP Board to develop governance arrangements • Themed groups in place to deliver action plans for SCS • Deliver the LAA for Darlington • Monitor the LAA for Darlington, in conjunction with GONE • Ensure compliance with the Council's partnership governance arrangements 	NI 5 NI 4 LI0407 LI0400 LI0404		S Rose/ AR S Rose/ AR S Rose/ LSP Board SR/AR SR/AR SR/AR	30.06.08 30.06.08 30.06.08 Ongoing Ongoing Ongoing

Service improvement description To deliver cross-borough improvements in line with the priorities and actions set out in the Sustainable Community Strategy
Expected outcome Delivery of the 3-year LAA for Darlington, with effective monitoring arrangements in place
Expected efficiency gains (both cashable & non-cashable) None anticipated
Resource required to implement change From within existing resources
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) Will have an impact upon accounting services with an enhanced role in the administering of Area Based Grants (ABG) and acting as Accountable Body
Additional information Not applicable

Leading the Council's Role as Place Shaper

Improvement Action 4: Climate Change Strategy and Action Plan

Link to Change Driver Government Priorities	Link to Risk (if applicable) None
Link to Service Plan objective Enhance the quality and sustainability of the local environment	Link to Departmental objective Create an attractive environment
Link to Corporate objective Shaping a better Darlington	Link to Community Strategy Themes Greener Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Delivered in partnership with LSP • Produce Draft Action Plan for consultation • Get endorsement for consultation from Scrutiny Committee, LSP and Cabinet • Consultation • Amend following consultation • Approval of Action Plan by Council and LSP 	NI188		Paula Jamieson	Jan 2008
	NI186			Feb 2008
	NI185			Feb 2008
	NI194			April 2008

Service improvement description Full adoption of Climate Change Strategy and implementation of Action Plan after consultation and revision
Expected outcome Reduced carbon emissions in Darlington
Expected efficiency gains (both cashable & non-cashable) Various energy efficiency savings will also have cost savings.
Resource required to implement change From within existing mainstream resources
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) Assessment of staffing resources required to take forward actions
Additional information None

Leading the Council's Role as Place Shaper

Improvement Action 5: Local Development Framework

Link to Change Driver Government priorities	Link to Risk (if applicable) None
Link to Service Plan objective Enhance the quality and sustainability of the local environment	Link to Departmental objective Create an attractive environment and pursue environmental sustainability for future generations
Link to Corporate objective Shaping a better Darlington	Link to Community Strategy Themes Greener Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Core Strategy: Preferred Options Submission to SoS Examination in Public Adoption	Milestones achieved	As per completion dates	Valerie Adams	Summer 2008 Spring 2009 Summer 2009 Spring 2010
Tees Valley Waste & Minerals DPD: Preferred Options Submission to SoS Examination in Public Adoption			Brendan Boyle	Feb 2008 Jan 2009 Jul 2009 Apr 2010
Design of New Development SPD: Consultation Draft Adoption			Karen Johnson	Spring 2008 Winter 2008
Planning Obligations SPD: Consultation Draft Adoption			Karen Johnson	Summer 2008 Spring 2009

Service improvement description

Production of the Local Development Framework in line with statutory requirements and the locally agreed programme

Expected outcome

A complete suite of LDF documentation which is widely owned and endorsed

Expected efficiency gains (both cashable & non-cashable)

None identified

Resource required to implement change From within existing mainstream resources
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified
Additional information None

Leading the Council's Role as Place Shaper

Improvement Action 6: A Place Shaping Performance Management Framework

Link to Change Driver Performance Management	Link to Risk (if applicable) None
Link to Service Plan objective Planning and review	Link to Departmental objective Organisational Development
Link to Corporate objective Shaping a better Darlington Enhancing our capacity to improve	Link to Community Strategy Themes Linked to all five themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Commence collection of new indicators from National Indicator Set (NIS) • Improve performance reporting to ensure PerformancePlus is maximised to include scorecards and briefing books that are on the Intranet/Internet, and enable performance to be reported at service, departmental, corporate and LAA level, as well as by Scrutiny Committee and Cabinet portfolio • Rigorous target setting procedures in place • Sign off Local Area Agreement as delivery plan for the SCS • Develop service and corporate planning timetable for MTFP/service priorities 2010/11 • Amend current Community Survey as appropriate to take into account indicators that are currently reported via 3 year BVPI General Survey 	NI5		Andrew Robinson/ David Goodchild	01.04.08
	LI0400 LI0401 LI0402 LI0404 LI0405 LI0406 LI0407 LI0412		AR/DG	31.07.08
			DG/AR/ Depts.	30.06.08
			Steve Rose/AR	30.06.08
			AR/JB	31.07.08
			JB/AR	30.06.08

<ul style="list-style-type: none"> Develop data sharing agreements with partner organisations (Begins as part of the Data Quality Strategy) 			DG/Ciara Shimidzu	30.06.08
<ul style="list-style-type: none"> Create <i>PerformancePlus</i> scorecards and briefing book for the LAA. Monitor performance at LAA level and throughout the performance hierarchy 2nd consultation document setting out inspectorates' detailed approach to the CAA framework CPA final refresh CAA Methodology adopted CAA commences 			DG	31.07.08
			AR	31.07.08
			AR	28.02.09
			AR	28.02.09
			AR	01.04.10
Service improvement description				
Revisions to the corporate performance management framework (PMF) to reflect the Council's new role in the place shaping agenda				
Expected outcome				
Improved reporting of high quality performance information leading to better informed Councillors and managers. Excellent sharing protocols in place to enable accessible and transparent reporting of the full national indicator set				
Clear hierarchy of performance reporting in place. Strong data quality systems. Effective target setting that is SMART				
Expected efficiency gains (both cashable & non-cashable)				
Potential scope for savings through joint working				
Resource required to implement change				
From within existing resources				
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)				
None identified				
Additional information				
None				

Leading the Council's Role as Place Shaper

Improvement Action 7: Tackling Congestion

<p>Link to Change Driver Government Priorities – sustainable communities & transport achievement theme Local Priorities – reducing congestion and improving the environment. Consultation – public opinion</p>	<p>Link to Risk (if applicable) Levels of Traffic Congestion not influenced by actions through revenue, 2LTP and LocalMotion, due to changes in land use and worsening accessibility due to actions of other organisations</p>
<p>Link to Service Plan objective Contribute to the overall vision for Darlington ...improving accessibility through an integrated approach to transport</p>	<p>Link to Departmental objective Tackle traffic congestion, improve public transport and promote use of sustainable transport modes</p>
<p>Link to Corporate objective Shaping a better Darlington Ensuring access for all</p>	<p>Link to Community Strategy Themes Greener Darlington</p>

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> Work corporately to ensure that all planning decisions use the accessibility framework 	LTP1 Accessibility	94%	Sue Dobson	Dec 2008
<ul style="list-style-type: none"> Work with other organisations to improve accessibility, both by travel and by other means 	% trips by: Walking Cycling Driving	27% 2.2% 38%	Owen Wilson	March 2009
<ul style="list-style-type: none"> Implement new local bus service network in partnership with Arriva North East 	LI0300	8.61M -	Sue Dobson	July 2008
<ul style="list-style-type: none"> Evidence, review and prepare a strategy for future actions in the Local Motion and Cycling Demonstration Town projects, including seeking funding. 	Journeys to school by car (NI198)	24%	Sue Dobson Owen Wilson	2008/09
<ul style="list-style-type: none"> Develop and oversee the implementation of packages of measures that address congestion on key transport corridors, including: - Traffic Management Act powers 	Changes in peak period traffic flows	3,697 AWPHF	Simon Houldsworth	2008/09 and ongoing

<ul style="list-style-type: none"> - Civil parking enforcement - Park and Ride Feasibility - Smarter travel choices - Cycling infrastructure and marketing/promotion - Cycle and pedestrian training • - Engineering solutions to 'pinch points' and junction enhancements 	NI167 NI176 NI177 NI178 NI194 NI198 LI0302 LI0303 LI0304 LI0306 LI0307			
<p>Service improvement description To deliver an integrated package of measures funded from revenue, DfT grant, 2LTP & other capital receipts to tackle the effect of traffic congestion on accessibility</p>				
<p>Expected outcome To maintain, and preferably improve, accessibility</p>				
<p>Expected efficiency gains (both cashable & non-cashable) Reduction in subsidy. More predictable travel times (for example benefiting the operation of supported bus services)</p>				
<p>Resource required to implement change</p> <ul style="list-style-type: none"> • Internal funding for supported bus services, concessionary fares, maintenance, information provision etc. • Use of external funding such as 2LTP Integrated & Maintenance Blocks • Continuation funding for demonstration projects (Cycling Demonstration Town after August 2008 and Local Motion after March 2009) 				
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified</p>				
<p>Additional information Performance indicators above relate to the entire package of measures, not any one particular action</p>				

Leading the Council's Role as Place Shaper

Improvement Action 8: Sustainable Travel Programmes

<p>Link to Change Driver Government Priorities – sustainable communities & transport achievement theme Local Priorities – reducing congestion and improving the environment. Consultation – public opinion</p>	<p>Link to Risk (if applicable) Termination of actions to influence travel behaviour before they have taken full effect, due to ending of external funding programmes</p>
<p>Link to Service Plan objective Contribute to the overall vision for Darlington ...improving accessibility through an integrated approach to transport</p>	<p>Link to Departmental objective Ensure ease of access Improve and promote the use of sustainable transport modes</p>
<p>Link to Corporate objective Shaping a better Darlington Ensuring access for all</p>	<p>Link to Community Strategy Themes Developing an effective transport system Improving the local economy</p>

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> Work with other organisations to improve accessibility, both by travel and by other means 	LTP1 Accessibility	94%	Sue Dobson	March 2011
<ul style="list-style-type: none"> Tailor actions to complement work funded by Council from revenue or capital budget 	LTP3 Cycle Flows	838	Sue Dobson	2008/09
<ul style="list-style-type: none"> Evidence, review and implement LocalMotion and Cycling Demonstration Town actions that provide benefits 	LTP4 School journeys	24%	Sue Dobson & Owen Wilson	2008/09
<ul style="list-style-type: none"> Prepare strategy for delivery, after initial grant period, of Local Motion actions that have proven benefits (assumes ongoing external funding of CDT) 			Owen Wilson	2007/08

<p>Service improvement description</p> <p>To deliver an integrated package of measures (with other actions) to tackle the effect of traffic congestion on accessibility, promote healthier lifestyles, improve the environment and provide travel choice to aid accessibility.</p>
<p>Expected outcome</p> <ul style="list-style-type: none"> • To maintain, and preferably improve, accessibility. • Limit traffic growth by reducing car driver trips by Darlington residents. • Increase levels of walking and cycling
<p>Expected efficiency gains (both cashable & non-cashable)</p> <ul style="list-style-type: none"> • More predictable travel times • Better decision making about travel choices, so greater network efficiency and increased capacity.
<p>Resource required to implement change</p> <p>Continued use of external funding for Local Motion and Cycle Demonstration Town projects until the end of the initial grant period. Then resources as required through approved strategy for ongoing delivery of actions.</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</p> <ul style="list-style-type: none"> • Use of external funding such as 2LTP Integrated & Maintenance Blocks • Continuation funding for demonstration projects (Cycling Demonstration Town after August 2008 and Local Motion after March 2009) • Implications for staff should continued funding for demonstration projects not be realised.
<p>Additional information</p> <p>Performance indicators above relate to the entire package of measures, not any one particular action</p>

Delivering and Influencing Services to Meet Local Needs

Improvement Action 9: Improving the Local Economy

Link to Change Driver Local priorities Opportunities	Link to Risk (if applicable) None
Link to Service Plan objective Contribute to the overall vision for Darlington by seeking to strengthen the local economy	Link to Departmental objective Strengthen the local economy through business engagement and support, securing inward investment, improving skills and developing key economic drivers
Link to Corporate objective Shaping a better Darlington Enhancing our capacity to improve	Link to Community Strategy Themes Prosperous Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> Implementation of the Business Engagement Strategy 	NI151 NI152 NI171 NI172 NI174		GLJ/NG with various partners	Ongoing throughout the whole year
Continue to promote Darlington as a desirable destination for business (inward investment)	LI0200 LI0204		GLJ with partners TVR	Ongoing throughout the whole year
<ul style="list-style-type: none"> Continue to Promote and Develop the Town Centre (See separate Improvement Priority) 	LI0205 LI0207 LI0208 LI0209	As per Town Centre Business Plan	TCM	Ongoing throughout the whole year
Further promote Targeted Training and Recruitment (See separate Improvement Priority)			NG/SC	Ongoing throughout the whole year
<ul style="list-style-type: none"> Destination Branding (See separate Improvement Priority) 		As per the Road Map	To be determined	To be determined
<ul style="list-style-type: none"> Develop a Skills Project 			To be determined	To be determined

<p>Service improvement description Bringing about improvements to the local economy through a range of measures which collectively make up the Darlington Gateway initiative</p>
<p>Expected outcome Improvements in employment rates, wage and skills levels as well as a closer relationship between the key stakeholders</p>
<p>Expected efficiency gains (both cashable & non-cashable) Increased contributions from private sector to marketing etc, i.e. a sustainable Town Centre Development Plan</p>
<p>Resource required to implement change Predominantly from within existing resources. Some resources secured from external sources for individual projects</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified</p>
<p>Additional information None</p>

Delivering and Influencing Services to Meet Local Needs				
Improvement Action 10: Promoting Darlington				
Link to Change Driver Local Priorities; Consultation; Opportunities		Link to Risk (if applicable) None		
Link to Service Plan objective Promoting Darlington		Link to Departmental objective Strengthen the local economy Create an attractive and safe environment Ensure the environment is well-maintained and managed		
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Prosperous Darlington		
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Work with partners to carry forward the new Community Strategy 'Vision' for Darlington into an innovative promotional and marketing identity • Feasibility study and design/ implementation plan • Complete implementation 	NI5 LI0400		Gwenda Lyn Jones	Dec 2008 Dec 2010
			GLJ	
			GLJ	
Service improvement description Development of promotional material and branding in support of the vision of the new Sustainable Community Strategy				
Expected outcome All agencies, businesses, communities and individuals sign up to a shared brand and sense of identity that delivers a positive and ambitious direction for Darlington and establishes a sense of shared purpose and drive				
Expected efficiency gains (both cashable & non-cashable) None identified. Scope for sharing promotional budgets across departments/ agencies				
Resource required to implement change From within existing resources				
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified				
Additional information None				

Delivering and Influencing Services to Meet Local Needs					
Improvement Action 11: Tees Valley Unlimited and Multi Area Agreement					
Link to Change Driver Opportunities		Link to Risk (if applicable) None			
Link to Service Plan objective Develop clear plans and strategies ... and seek to influence sub-regional, regional and national strategies to secure the best possible outcomes for Darlington		Link to Departmental objective Promote Darlington and secure the best possible outcomes for the borough in external partnerships, strategies and programmes			
Link to Corporate objective Enhancing our capacity to improve		Link to Community Strategy Themes Prosperous Darlington			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Review draft MAA Indicators and assess impact/implications for LAA • MAA paper to CMT/Cabinet • Implications/actions arising from MAA • MAA targets and workplan to be considered by LSP • MAA workplan agreed – CMT/ Cabinet/LSP 		Milestones Met NI5 LI0400		John Simpson – lead for all actions	Jan 2008 Feb 2008 Mar 2008 April-June 2008 July 2008
Service improvement description					
Working with neighbouring authorities to create a sub-regional partnership capable of delivering a Multi Area Agreement appropriate to Darlington's and Tees Valley needs					
Expected outcome					
A completed Multi Area Agreement signed off with partners, GONE and national Government					
Expected efficiency gains (both cashable & non-cashable)					
None identified yet					
Resource required to implement change					
From within existing commitments					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
None identified					
Additional information					
None					

Delivering and Influencing Services to Meet Local Needs

Improvement Action 12: Safer Communities – continue to make Darlington a safer place by reducing serious crime, increasing public confidence and reducing re-offending

Link to Change Driver National Community Safety Plan 2008 -11 Crime Strategy 2008 -11 Public Service Agreements Darlington CDRP Strategic Assessment 2008/09 Darlington Sustainable Community Strategy 2008	Link to Risk (if applicable) None
Link to Service Plan objective Safer communities	Link to Departmental objective Make Darlington a safe and secure place to live and work
Link to Corporate objective Providing excellent services	Link to Community Strategy Themes Safer Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Draft and Publish Darlington's Community Safety Plan 2008/09	PSA 23 (Plus PSA 13,14,16, 17,21,24, 25,26)	To be set in Feb/March 2008	Rob Jones	30 April 2008
Work with partners including the Third Sector to develop CDRP Action Plans 2008/09 to address priority issues including: <ul style="list-style-type: none"> • Anti-Social Behaviour (including environmental crime and criminal damage) • Reducing Offending • Violent Crime and Disorder in the night-time economy • Domestic Abuse • Public Reassurance & Vulnerable Localities 	PSA 23, 24, 25	To be set in Feb/March 2008	Michelle Coates	30 April 2008
Draft and Publish Darlington's Domestic Abuse Strategy	PSA23	To be set Feb/March 2008	Joy Easterby	30 April 2008

To work with Darlington DAAT to refresh the Borough's Alcohol Strategy and Action Plan demonstrating CDRP activity to support this agenda	PSA 25	To be set from April 2008	Michelle Coates	30 April 2008
Develop closer working relationships with the Local Criminal Justice Board to ensure a consistent and targeted multi agency approach to reducing re-offending	PSA 14/ PSA 23	Ensure that activity of the LCJB is fully tied into the CDRP delivery framework	Rob Jones	May 2008
To refresh the CDRP Communications Strategy Action Plan for 2008/09, maximising media opportunities	PSA23	Updated Action Plan in place and agreed by Business Group and Exec Board	Michelle Coates	30 April 2008
To implement the Assessment of Policing and Community Safety Performance Management Framework (APACS)	PSA 23	Framework in Place	Rob Jones/ Michelle Coates	June 2008
Develop and Implement CDRP Business Improvement Plan arising from the completion of the CDRP Strategic Assessment 2008	PSA 23	Plan drafted and implemented	Rob Jones	June 2008
Carry out self-assessment against CDRP Effective Practice Guidance with improvement plan being completed	PSA 23	Assessment completed	Rob Jones	July 2008

<p>Service improvement description</p> <p>The implementation of the above actions will support the CDRP and Local Authority in reducing crime and the fear of crime within Darlington</p>
<p>Expected outcome</p> <ul style="list-style-type: none"> • Reductions in volume and acquisitive crime • Reductions in crime and ASB in vulnerable localities • Continued reductions in the fear of crime • Reduced offending • Reduction in the number of first time entrants into the criminal justice system • Improved partnership working
<p>Expected efficiency gains (both cashable & non-cashable)</p> <p>Reducing crime and disorder can potentially have significant impact in terms of resource savings; the capturing of efficiency savings and effective use of resources will be quantified through the CDRP Delivery Plans 2008-11. As a service there are no direct cashable/non-cashable efficiency gains within the Unit</p>
<p>Resource required to implement change</p> <p>The financial resources available to the CDRP to implement additional projects/programmes of work are limited. However, the work of the CDRP should be focussed on better use of available resources and services to have a longer term sustainable impact upon reducing crime and disorder</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</p> <p>None identified</p>
<p>Additional information</p> <p>None</p>

Improving Engagement with Citizens and Stakeholders

Improvement Action 13: Placing Customers and Communities Central to the Business of the Organisation

Link to Change Driver Local priorities	Link to Risk (if applicable) None
Link to Service Plan objective Enhance the culture of customer focus throughout Darlington Borough Council Ensure people and communities can participate and influence the way services are delivered Support Third Sector development	Link to Departmental objective Improve engagement with citizens, stakeholders and communities and put the needs and aspirations of customers at the heart of the Council's work
Link to Corporate objective Putting the customer first Shaping a better Darlington	Link to Community Strategy Themes Cross cutting influence across all themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Implement Customer Focus Charter 	NI 140		Sharon Brown	March 2009
<ul style="list-style-type: none"> • Implement the Connecting with Communities website 			Sharon Brown	Dec 2008
<ul style="list-style-type: none"> • Implement the programme of Talking Together and other strategic consultations 	NI40		Sharon Brown	Dec 2008
<ul style="list-style-type: none"> • Investigate the feasibility of developing local Neighbourhood Charters 			David Plews	March 2009
<ul style="list-style-type: none"> • Review strategic funding criteria and application process for Third Sector grants 	NI7		Mary Hall	June 2008

<ul style="list-style-type: none"> Develop a capacity checker to assess if third sector organisations are fit for purpose in relation to service delivery 	NI6		Mary Hall	Sept 2008
<p>Service improvement description Follow through on the Council's commitment to place customers and communities central to the business of the organisation through a range of practical measures and greater involvement with the third sector</p>				
<p>Expected outcome Increased satisfaction that residents feel they have had opportunities to participate. Increase in people volunteering and an improved environment for a thriving third sector.</p>				
<p>Expected efficiency gains (both cashable & non-cashable) Streamlined consultation</p>				
<p>Resource required to implement change From within existing resources</p>				
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified</p>				
<p>Additional information None</p>				

Making Darlington an Inclusive Place

Improvement Action 14: Priority people and priority places at the heart of organisational improvements

Link to Change Driver Local priorities	Link to Risk (if applicable) None
<p>Link to Service Plan objective Ensure people and communities can participate and influence the way services are delivered</p> <p>Enhance skills, knowledge and experience of individuals to influence decision that will improve their life chances and local area</p> <p>Maximise income and opportunities for people by providing welfare rights advice and information</p> <p>Develop an exemplary approach to social inclusion and equalities</p>	<p>Link to Departmental objective Pursue equality of opportunity for all Darlington's citizens, and reduce economic and health inequalities</p>
Link to Corporate objective Ensuring access for all	Link to Community Strategy Themes Prosperous Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Undertake a review of Community Partnerships	NI 1 NI 2 NI 4		David Plews	August 2008
Revise Community Partnership survey to reflect changes in national indicator targets	NI 5 NI 6 NI 23		Sharon Brown	March 2009
Explore participatory budgeting as a mechanism to devolve finance to local areas to enable community empowerment			Sue Davidson	June 2008
Work towards Level 4 of the Equality Standard for Local Government to ensure that the work of Connecting with Communities continues to be focused on priority people and priority places	LI0800	Level 4	David Plews/ Inclusion Implementation Group	March 2009

To further embed an understanding of the system for responding to Racist incidents			David Plews	March 2009
Continue to refine equality impact assessment to ensure fair treatment of people by local services	LI0803	100%	David Plews / Inclusion Implementation Group	March 2009
	NI 140			
Build on and improve work to involve minority communities and take forward the youth engagement strategy			David Plews/ Mervyn Bell	July 2008
Expand and improve the Welfare Rights Service			Matthew Siggsworth	March 2009
	LI0807	1.2m		

Service improvement description

Delivering on the 'One Darlington' agenda of the new Sustainable Community Strategy, focussing on priority people and priority places

Expected outcome

Improvements on how well people for different backgrounds get on together, and an increase in the number of people who feel they belong and can influence decisions in their local area and that people are treated fairly with respect and dignity

Expected efficiency gains (both cashable & non-cashable)

None identified

Resource required to implement change

From within existing resources

Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)

None identified

Additional information

None

Making Darlington an Inclusive Place

Improvement Action 15: Targeted Recruitment

Link to Change Driver Local Priorities	Link to Risk (if applicable) None
Link to Service Plan objective Contribute to the overall vision for Darlington by seeking to strengthen the local economy	Link to Departmental objective Strengthen the local economy through business engagement & support
Link to Corporate objective Shaping a better Darlington	Link to Community Strategy Themes Prosperous Darlington

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Ensure the CEI Training and Recruitment Clauses are attached to all DBC Capital Schemes • Work with individual contractors to fulfil their training and recruitment obligations • Work with Planning to draw up and implement a Training and Recruitment Planning Obligation (Section 106) in line with the other Tees Valley Authorities 	NI152 NI174 LI0207 LI0208 LI0209		Suzanne Clark	March 2009

Service improvement description Identifying and realising opportunities for targeted recruitment arising from public procurement
Expected outcome Increased local recruitment of contractors and employees linked to major capital schemes
Expected efficiency gains (both cashable & non-cashable) None identified
Resource required to implement change From within existing resources
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified
Additional information None

Building a Leading Edge Organisation

Improvement Action 16: Building Corporate Capacity for Change Management

Link to Change Driver Resources	Link to Risk (if applicable) None
Link to Service Plan objective Organisational Development	Link to Departmental objective Deliver the Leading Edge Strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery
Link to Corporate objective Enhancing our capacity to improve	Link to Community Strategy Themes Cross cutting influence across all themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> Actively support the ongoing change projects undertaken throughout the organisation 	Number of staff participating in change project activity over full year	50	Craig Holden	March 2009
<ul style="list-style-type: none"> Roll out training packages to help raise understanding and awareness of Project Management and Change Management principles, tools and techniques 	Number of employees having received internal training on Project Management / Change Management Practices	50	Debbie Spence	March 2009
<ul style="list-style-type: none"> Establish a network of employees who have the capability, capacity and understanding to help delivery the change agenda 	Number of articles within the Flyer	4	Craig Holden	March 2009
<ul style="list-style-type: none"> Develop and implement effective communication routes to raise awareness on the change agenda and encourage participation and engagement from across the organisation 				
<ul style="list-style-type: none"> Effectively manage the Leading Edge Programme risks to ensure the change programme remains viable and realistically achievable 				

<p>Service improvement description Implement the business transformation strand of the 'Leading Edge' Organisational Development Strategy</p>
<p>Expected outcome Capacity of the organisation improved to better deliver business transformation and efficiency goals</p>
<p>Expected efficiency gains (both cashable & non-cashable) As set out in the MTFP projections</p>
<p>Resource required to implement change From within existing resources</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None especially identified</p>
<p>Additional information None</p>

Building a Leading Edge Organisation

Priority for Improvement No. 17

Deliver the Organisational Development Strategy

Link to Change Driver Resources	Link to Risk (if applicable) None
Link to Service Plan objective Cross cutting across Strategic Planning and Improvement, Communications, Connecting with Communities, HRM & ICT	Link to Departmental objective Deliver the Leading Edge Strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery
Link to Corporate objective Enhancing our capacity to improve	Link to Community Strategy Themes Cross cutting influence across all themes

Actions needed to deliver improvement	Pis	Targets	Lead officers	Date for completion
<ul style="list-style-type: none"> • Develop an overarching plan for the establishment and effective delivery of the ODS • Develop and implement and appropriate mechanism for measuring the progress and impact of the plan on the organisation • Establish and embed frequent, structured team meetings with each of the key leads and Project Sponsor • Develop meaningful and realistic maturity model targets at key stages of delivery against the plan • Enhance the awareness to the organisation of the objectives and ambitions of the ODS 	Key Milestone Dates Achieved	95%	Steve Jones	As Defined Plan
	Maturity Model Baseline Position and Target	Maturity Level Target	Craig Holden	March 2009
			Ken Walker	
			Carol Wyers	
			David Plews	

<p>Service improvement description Implementation across the five strands of the Council's Organisational Development Strategy</p>
<p>Expected outcome Delivery of individual 'Leading Edge' work-streams in a co-ordinated and joined up process bringing about organisational improvements and development of capacity</p>
<p>Expected efficiency gains (both cashable & non-cashable) None identified</p>
<p>Resource required to implement change From within existing resources</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) None identified</p>
<p>Additional information None</p>

Building a Leading Edge Organisation

Priority for Improvement No. 18

Health Improvement for DBC Staff

Link to Change Driver Resources	Link to Risk (if applicable) None			
Link to Service Plan objective Improve workforce health	Link to Departmental objective Building a 'Leading Edge' organisation			
Link to Corporate objective Enhancing our capacity to improve	Link to Community Strategy Themes Healthy Darlington			
Actions needed to deliver improvement				
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Reduction in the rate of sickness absence Liaison with HR Lead (Lesley Blundell) around: <ul style="list-style-type: none"> - Proactive management - Educating managers - Well-being Strategy - Occupational Health/ Counselling - Leadership and management culture - Effective change management practice 	LI3005	8 days per employee per year	Miriam Davison/ Lesley Blundell	March 2010
Work with lead officers in Community Services to undertake a regular joint review of health and well-being status and needs of the population in Darlington (Joint Strategic Needs Assessment) <ul style="list-style-type: none"> • Joint Strategic Needs Assessment to be used to inform key documents within Darlington • Review the Joint Strategic Needs Assessment on a regular basis (awaiting Government guidelines) 	Key Milestone Dates Achieved		Miriam Davison	April 2008 Dec 2008 Dec 2009 Dec 2010

<p>Service improvement description Promotion of positive health initiatives for employees and reduction in the rate of sickness absence</p>
<p>Expected outcome Improved cost effective services, reduction in sickness absence levels, retention, employee engagement</p>
<p>Expected efficiency gains (both cashable & non-cashable) Yes – to be determined</p>
<p>Resource required to implement change Under consideration</p>
<p>Implications for Corporate Services Will affect all departments. Key roles for HRM and Community Services</p>
<p>Additional information None</p>

Building a Leading Edge Organisation

Priority for Improvement No. 19

Savings From Corporate Procurement

Link to Change Driver Government Priority (Gershon); Local Priority (MTFP, VFM); Opportunities (savings)	Link to Risk (if applicable) Resources; Reputation of the unit; Failure to deliver savings
Link to Service Plan objective Planning and review	Link to Departmental objective Deliver the Leading Edge Strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery
Link to Corporate objective Enhancing our capacity to improve	Link to Community Strategy Themes Cross cutting influence across all themes

Actions needed to deliver improvement	Pis	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Embed and monitor the new process for procuring temporary staff to ensure the savings are being achieved • Carry out further Spend Analysis to identify opportunities for savings • Work with departments to identify opportunities for savings and develop a strategy for the procurement of the relevant goods and services <ul style="list-style-type: none"> – Aggregation of contracts within the authority – Review the use of consortium contracts to deliver savings. – Consider options for collaboration with the Tees Valley and wider NE region 	New processes embedded & spend reduced	Reduction in the use of temp. staff	SW	Sept 2008
	Spend analysis complete	Estimated savings achieved		
	Reduction in number of suppliers	Contracts plan in place	KD	Jun 2008
	Increase in collaborative contracts	A number of new opportunities identified with a procurement strategy outlined for each	SW/KD/ SW	Dec 2008
	Increase of spend through consortium contracts			

<ul style="list-style-type: none"> • Develop a process to ensure we disseminate the contract information to departments • Develop a process to ensure we identify the savings within departments and effectively manage and control spend against contracts • Ensure links are retained with the Leading Edge Team and that the Procurement Unit continues to support major projects • Continue to manage existing corporate contracts to deliver expected savings • Efficiency savings through improved ICT systems 	Communicati on process in place	All depts aware of contracts	SW	Ongoing
	Process in place	£s Savings captured for MTFP	KD	Jun 2008
	Support delivered	Savings identified and captured	SW	Ongoing
	Expected savings achieved	£s Savings realised	All	Ongoing
	Reduction in the number of system transactions	Increase in the number of orders Decrease in number of invoice payments	All	Mar 2009

Service improvement description

Procurement savings identified in the MTFP will be delivered; new processes and guidelines will be introduced to assist staff and speed up the decision making process

Expected outcome

Savings identified will be achieved

Expected efficiency gains (both cashable & non-cashable)

£200k cashable savings to be delivered
Greater use of ICT to procure goods & services leading to a decrease in the number of transactions

Resource required to implement change

From within existing resources

Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)

Implementation of new financial management system

Additional information

None

Building a Leading Edge Organisation

Priority for Improvement No. 20

Deliver Savings Through Efficiency and Effectiveness Improvements

Link to Change Driver Resources	Link to Risk (if applicable) None
Link to Service Plan objective Cross cutting across all Service Plans	Link to Departmental objective Deliver the Leading Edge Strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery
Link to Corporate objective Enhancing our capacity to improve	Link to Community Strategy Themes Cross cutting influence across all themes

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Continue to actively monitor and report on progress against the Leading Edge projects to the Programme Board • Identify further areas of opportunity for improving services and reducing costs • Successfully delivery the portfolio of projects within the current Leading Edge programme to agreed outcomes through the active support of Project Managers and Project Teams throughout the organisation • Establish an appropriate and accepted means of identifying and removing savings from Departmental budgets as and when identified • Embed a Corporate Wide approach to the identification and realisation of efficiency savings 	MTFP Leading Edge Financial Target	MTFP	Craig Holden	March 2009

<p>Service improvement description</p> <p>The Leading Edge programme will help to support service improvements throughout all project areas. The improvements will lead to the successful delivery of the efficiency targets required</p>
<p>Expected outcome</p> <p>Improved services and reduced operational costs</p>
<p>Expected efficiency gains (both cashable & non-cashable)</p> <p>MTFP</p>
<p>Resource required to implement change</p> <p>The Leading Edge office has a staff of 4 Project Managers. The delivery of the projects will require engagement and participation from employees throughout the organisations as defined within the approved project documentation</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</p> <p>Each project will have its own unique impact on Corporate Services. This will be quantified with the approved Project documentation</p>
<p>Additional information</p> <p>None</p>

Department Objectives and Performance Indicators

	Departmental Objective	Corporate Objectives	Sustainable Community Strategy Themes	PIs
1	Improve engagement with citizens, stakeholders and communities and put the needs and aspirations of customers at the heart of the Council's work	Putting the customer first; Shaping a better Darlington	Aspiring Darlington; potentially all themes	NI149, NI007, NI006
2	Strengthen the local economy through business engagement and support, securing inward investment, improving skills and developing key economic drivers	Shaping a better Darlington; Enhancing our capacity to improve	Prosperous Darlington	NI005, NI151, NI157, NI166, NI167, NI175, NI177, NI176 LI0204, LI0205, LI0206, LI0207, LI0711, LI0712
3	Promote Darlington and secure the best possible outcomes for the borough in external partnerships, strategies and programmes	Shaping a better Darlington; Enhancing our capacity to improve	Prosperous Darlington	NI005, NI004 LI0400, LI0407, LI0400, LI0404
4	Tackle traffic congestion, improve public transport and promote use of sustainable transport modes	Providing excellent services; Shaping a better Darlington	Prosperous Darlington; Greener Darlington	NI167, NI176, NI177, NI178, NI194, NI198 LI0302, LI0303, LI0304, LI0306, LI0307
5	Create an attractive environment and pursue environmental sustainability for future generations	Shaping a better Darlington; Providing excellent services	Greener Darlington	NI188, NI186, NI185, NI194

	Departmental Objective	Corporate Objectives	Sustainable Community Strategy Themes	PIs
6	Make Darlington a safe and secure place to live and work	Providing excellent services	Safer Darlington	PSA 23, PSA24, PSA25, PSA14
7	Pursue equality of opportunity for all Darlington's citizens, and reduce economic and health inequalities	Ensuring access for all	Prosperous Darlington; Healthy Darlington	NI001, NI002, NI004, NI005, NI006, NI023, NI140 LI0800, LI0803
8	Deliver the Leading Edge strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery	Enhancing our capacity to improve	Potentially all themes	NI005 LI0400, LI0401, LI0402, LI0404, LI0405, LI0406, LI0407, LI0412

Table of performance indicators (National PIs)

PI Number	PI Description	Accountable officer
NI 1	% Of people who believe people from different backgrounds get on well together in their local area	Sharon Brown
NI 2	% Of people who feel that they belong to their neighbourhood	Sharon Brown
NI 3	Civic participation in the local area	Sharon Brown
NI 4	% Of people who feel they can influence decisions in their locality	Sharon Brown
NI 5	Overall/general satisfaction with local area	Sharon Brown
NI 6	Participation in regular volunteering	Sharon Brown
NI 7	Environment for a thriving third sector	Sharon Brown
NI 15	Serious violent crime rate	Rob Jones
NI 16	Serious acquisitive crime rate	Rob Jones
NI 17	Perceptions of anti-social behaviour	Rob Jones
NI 18	Adult re-offending rates for those under probation supervision	Rob Jones
NI 20	Assault with injury crime rate	Rob Jones
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	Rob Jones
NI 23	Perceptions that people in the area treat one another with respect and dignity	Sharon Brown
NI 25	Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour	Rob Jones
NI 26	Specialist support to victims of a serious sexual offence	Rob Jones
NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police	Rob Jones
NI 28	Serious knife crime rate	Rob Jones
NI 29	Gun crime rate	Rob Jones
NI 30	Re-offending rate of prolific and priority offenders	Rob Jones
NI 31	Re-offending rate of registered sex offenders	Rob Jones
NI 32	Repeat incidents of domestic violence	Rob Jones
NI 33	Arson incidents	Rob Jones

NI 34	Domestic violence – murder	Rob Jones
NI 35	Building resilience to violent extremism	Rob Jones
NI 38	Drug-related (Class A) offending rate	Rob Jones
NI 39	Alcohol-harm related hospital admission rates	Rob Jones
NI 40	Drug users in effective treatment	Kate Martin
NI 41	Perceptions of drunk or rowdy behaviour as a problem	Rob Jones
NI 42	Perceptions of drug use or drug dealing as a problem	Rob Jones
NI 49	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	Rob Jones
NI 116	Proportion of children in poverty	Richard Alty
NI 119	Self-reported measure of people's overall health and well-being	Miriam Davidson
NI 120	All-age all cause mortality rate	Miriam Davidson
NI 121	Mortality rate from all circulatory diseases at ages under 75	Miriam Davidson
NI 122	Mortality from all cancers at ages under 75	Miriam Davidson
NI 123	16+ current smoking rate prevalence	Miriam Davidson
NI 124	People with a long-term condition supported to be independent and in control of their condition	Miriam Davidson
NI 126	Early access for women to maternity services	Miriam Davidson
NI 129	End of life access to palliative care enabling people to choose to die at home	Miriam Davidson
NI 134	The number of emergency bed days per head of weighted population	Miriam Davidson
NI 137	Healthy life expectancy at age 65	Miriam Davidson
NI 138	Satisfaction of people over 65 with both home and neighbourhood	Sharon Brown
NI 140	Fair treatment by local services	David Plews
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Rob Jones
NI 144	Offenders under probation supervision in employment at the end of their order or licence	Rob Jones
NI 151	Overall employment rate	Gwenda Lyn Jones
NI 152	Working age people on out of work benefits	Gwenda Lyn Jones
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Gwenda Lyn Jones

NI 154	Net additional homes provided	Steve Petch
NI 155	Number of affordable homes delivered (gross)	Steve Petch
NI 157	Processing of planning applications as measured against targets for 'major'	Steve Petch
NI 159	Supply of ready to develop housing sites	Steve Petch
NI 161	Learners achieving a Level 1 qualification in literacy	Gwenda Lyn Jones
NI 162	Learners achieving an Entry Level 3 qualification in numeracy	Gwenda Lyn Jones
NI 163	Working age population qualified to at least Level 2 or higher	Gwenda Lyn Jones
NI 164	Working age population qualified to at least Level 3 or higher	Gwenda Lyn Jones
NI 165	Working age population qualified to at least Level 4 or higher	Gwenda Lyn Jones
NI 166	Average earnings of employees in the area	Gwenda Lyn Jones
NI 167	Congestion – average journey time per mile during the morning peak	Simon Houldsworth
NI 170	Previously developed land that has been vacant or derelict for more than 5 years	Steve Petch
NI 171	VAT registration rate	Gwenda Lyn Jones
NI 172	VAT registered businesses in the area showing growth	Gwenda Lyn Jones
NI 173	People falling out of work and on to incapacity benefits	Gwenda Lyn Jones
NI 174	Skills gaps in the current workforce reported by employers	Gwenda Lyn Jones
NI 175	Access to services and facilities by public transport, walking and cycling	Simon Houldsworth
NI 176	Working age people with access to employment by public transport (and other specified modes)	Simon Houldsworth
NI 177	Local bus passenger journeys originating in the authority area	Simon Houldsworth
NI 178	Bus services running on time	Simon Houldsworth
NI 185	CO2 reduction from Local Authority operations	Steve Petch
NI 186	Per capita CO2 emissions in the LA area	Steve Petch
NI 188	Adapting to climate change	Steve Petch
NI 189	Flood and coastal erosion risk management	Steve Petch
NI 194	Level of air quality – reduction in NO and primary PM emissions through local authority's estate and operations.	Steve Petch

NI 198	Children travelling to school – mode of travel usually used	Owen Wilson
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Table of performance indicators (Local PIs)

Local PI	PI Description	Accountable Officer
LI0001	Percentage of new homes built on previously developed land	Graham Farr
LI0100	Percentage of planning appeals allowed against the authority's decision to refuse	Roy Merrett
LI0101	Percentage of planning applications registered and acknowledged within 5 working day	Roy Merrett
LI0200	Percentage of population who live in deprived wards (10% & 25%)	Gwenda Lyn Jones
LI0201	The proportion on children under 16 living on low income households	Gwenda Lyn Jones
LI0202	The percentage of the population over 60 that live in households that are income deprived	Gwenda Lyn Jones
LI0203	The percentage of children in low income households	Gwenda Lyn Jones
LI0204	Jobs created through council funded assistance to companies	Mike Toyne
LI0205	Cost per job created	Mike Toyne
LI0206	Darlington's share of the external funding awarded to Tees Valley Borough	John Simpson
LI0207	Av unemployment rate of 5 wards with highest rates compared to av 5 wards lowest	Suzanne Clark
LI0208	Unemployment - gap in percentage points between rates for Darlo and GB	Gwenda Lyn Jones
LI0209	Proportion of unemployed people out of work for more than one year	Gwenda Lyn Jones
LI0300	Local bus passenger journeys	Owen Wilson
LI0301	Grade achieved for Local Transport Plan APR	Sue Dobson
LI0302	Percentage of trips by Darlington residents made by walking	Owen Wilson
LI0303	Percentage of trips by Darlington residents made by cycle	Owen Wilson
LI0304	Percentage of trips by Darlington residents made by car	Owen Wilson
LI0306	Change in peak period traffic flows	Simon Houldsworth
LI0307	Bus Punctuality - percentage of services departing within 1 minute early and 5 minutes late	Simon Houldsworth
LI0400	% of citizens satisfied with the overall service provided by their authority	Andrew Robinson
LI0401	CPA score	Andrew Robinson

LI0402	Corporate Assessment rating	Andrew Robinson
LI0403	Direction of Travel Statement	Andrew Robinson
LI0404	LAA programme - no. of blue circles of indicators against total number of indicators	John Bosson
LI0405	CPA Value For Money score	Andrew Robinson
LI0406	No.of Service Assessments below score of 3	Andrew Robinson
LI0407	Percentage of local partnerships meeting governance standards	Steve Rose
LI0408	Percentage of residents who say their area is getting a) better	Andrew Robinson
LI0409	Percentage of residents who say their area is getting b) worse	Andrew Robinson
LI0410	Percentage of residents who say their area is c) unchanged	Andrew Robinson
LI0411	Number of National Indicators qualified by External Auditors	David Goodchild
LI0412	Overall % improvement in national PIs	David Goodchild
LI0413	% of complaints that go from stage 1 to stage 2	Andrew Robinson
LI0414	% of complaints that go from stage 2 to stage 3	Andrew Robinson
LI0500	No. of leading edge change office projects that are on or above target.	Craig Holden
LI0501	Number of staff participating in change project activity over full year	Craig Holdon
LI0502	Number of employees having received internal training on Project Management / Change Management Practices	Debbie Spence
LI0503	Number of Leading Edge Programme articles in the Flyer	Craig Holdon
LI0504	Value of cashable savings identified and delivered through the Leading Edge change office projects.	Craig Holdon
LI0600	Monetary average invoice value	Susan Ayre
LI0601	Actual spend committed against pre-established contract arrangements as a percentage of non-pay spend	Susan Ayre
LI0602	Percentage of non-pay spend which is actively managed by procurement professionals	Susan Ayre
LI0603	Commissioner and user satisfaction index - a composite indicator compiled from the responses to a set of statements by commissioners and users	Susan Ayre
LI0604	Number of the organisation's top 10 suppliers (by spend value) who have a formal partnership / framework agreement with the organisation	Susan Ayre

LI0605	The percentage of total non-pay spend channelled through collaborative procurement arrangements with other buying organisations	Susan Ayre
LI0606	Management of supplier base: Average spend per accredited supplier	Susan Ayre
LI0607	Management of supplier base: Percentage of total non-pay spend represented by the top 20 percent of suppliers (by value).	Susan Ayre
LI0608	Management of supplier base: Percentage of suppliers on an accredited list with no orders in the previous 12 months.	Susan Ayre
LI0609	The use of technology within procurement: The average of total goods and services spend that is sourced electronically	Susan Ayre
LI0610	The use of technology within procurement: The percentage of total goods and services spend managed through e-Purchasing	Susan Ayre
LI0700	Participation in Drug Treatment Programmes	Rob Jones
LI0701	Incidents of domestic abuse	Rob Jones
LI0702	Incidents of anti-social behaviour	Rob Jones
LI0703	Incidents of criminal damage	Rob Jones
LI0704	Theft of pedal cycle per 1,000 population	Rob Jones
LI0705	Theft from a person per 1,000 population	Rob Jones
LI0706	Number of problem drug users in treatment programmes	Rob Jones
LI0707	Percentage of people discharged from treatment being retained for 12 weeks or more	Rob Jones
LI0708	Total recorded crimes per 1,000 population	Rob Jones
LI0709	Criminal damage per 1,000 population	Rob Jones
LI0710	Incidents of anti-social behaviour by young people	Rob Jones
LI0711	Percentage of residents feeling safe whilst outside at night	Rob Jones
LI0712	Percentage of residents feeling safe whilst outside during the day	Rob Jones
LI0800	Level of the Equality Standard for Local Government to which the authority conforms	David Plews
LI0801	Duty to promote race equality	David Plews
LI0802	No. of racial incidents recorded by the authority per 100,000 population	David Plews
LI0803	% of racial incidents that resulted in further action	David Plews

LI0804	% of letters from the public that receive a final reply within 10 working days	Sharon Brown
LI0805	No. of Individuals involved in Community Partnerships	Sue Davison
LI0806	Amount of external funding into priority wards	Sue Davison
LI0807	Welfare Rights Increase Benefit Take-Up	Matthew Sigsworth
LI0808	% of people clear about the aims of Community Partnerships	Sue Davison
LI0809	% of people who agree that Community Partnerships address local issues	Sue Davison
LI0810	% of people who feel they can influence Community Partnership Decisions	Sue Davison
LI0900	Percentage of news releases successfully placed in the media	Steve Jones
LI0901	Number of news releases issued per calender month	Steve Jones
LI0902	Number of media enquiries replied to within 1 working day.	Steve Jones
LI0903	Percentage of readers who stated the Town Crier was good and very good.	Steve Jones
LI0904	Percentage of readers who stated A-Z was good and very good.	Steve Jones
LI0905	Percentage of readers who stated The Flyer was good and very good.	Steve Jones
LI0906	Average percentage of employee satisfaction for all communications questions within the employee survey.	Steve Jones
LI0907	Do you agree that the Council keeps you well informed about its services? (Community Survey)	Steve Jones
LI0908	Do you agree that the Town Crier is a good way to keep you informed about Council news and services? (Community Survey)	Steve Jones

Risk Management

The creation of the new Chief Executive's Department on 1st November 2007 led to a review of the risks inherited from the former Chief Executive's Office and the Development and Environment Department, carried out as part of the corporate risk monitoring process. The outcome was a new Risk Register, containing the risks set out below. The three 'Corporate Risks' owned by the department are included.

Risk No.	Risk	Responsible Person
Corporate Risks		
A.	The Leading Edge programme is delivering change to key services and we need to ensure that there is continuing quality of service delivery and that Gershon targets are met (risk no. 3 in corporate risk monitoring)	Lorraine O'Donnell
B.	There is a capacity issue around how the Authority can address major change (risk no. 6 in corporate risk monitoring)	Ada Burns
C.	Implementation of the proposed Departmental Restructure and impact upon service performance (risk no. 7 in corporate risk monitoring)	Ada Burns
Chief Executive's Department Risks		
1.	The Corporate reputation	Lorraine O'Donnell
2.	Advertising revenue cannot be predicted and levels can fluctuate	Steve Jones
3.	Public perception and reaction to events	Lorraine O'Donnell
4.	Delivery of targeted cashable savings from procurement	Susan White
5.	Leading Edge strand – business transformation change projects to address specific service weaknesses and/or national policy shifts	Lorraine O'Donnell
6.	Leading Edge strand – new integrated communications strategy to include the public, employees, members and other stakeholders	Steve Jones
7.	Leading Edge strand – new community engagement strategy on the future of the town and public services	Lorraine O'Donnell
8.	The management of Council risks in respect of Darlington Partnership	Lorraine O'Donnell

Risk No.	Risk	Responsible Person
9.	The management of Council risks in respect of the Health Improvement and Social Inclusion Partnership	David Plews
10.	The management of Council risks in respect of the Crime and Disorder Reduction Partnership	Rob Jones
11.	Investment in regeneration projects is vulnerable to the wider economy, to loss of external funding, and/or to shortfalls in capital receipts from asset disposals	Richard Alty
12.	Failure to deliver major capital projects – Central Park	Richard Alty
13.	Failure to follow statutory procedures	Steve Petch
14.	Lack of competitiveness in bidding for resources	Richard Alty
15.	Ability to secure and retain staff impacts on service delivery, with effect of London Olympics on skills availability highlighted as a particular current issue	Richard Alty
16.	The management of Council risks in respect of the Economy, Environment and Transport Partnership Group	Gwenda Lyn Jones

Plotting the Risks

All of the above risks are plotted overleaf. One risk, corporate risk C, was previously plotted as being above our risk appetite line and therefore requiring additional management action. This risk related to the potential impact of the departmental restructuring on service delivery. Since the restructuring has now taken place, and management arrangements to deal with any ongoing potential impact have been established, this risk has been re-plotted as 'below the line'.

All other identified risks are deemed to be below the risk appetite line with satisfactory management controls in place.

LIKELIHOOD	A V. High				
	B High				
	C Signif.		2,13		
	D Low		1,5,6,7,14 15,16	A, B, C 3,4,8,9, 11,12	
	E V. Low		10		
	F Almost Imposs.				
		IV Negligible	III Marginal	II Critical	I Catastrophic
		IMPACT			

Risks Classified as Priorities for Improvement

No action planning is required as all the risks are currently below the appetite level.

Risk Scenarios

Vulnerability	Trigger	Consequence
Leading Edge – continuing quality of service whilst meeting Gershon targets	Service performance remains static or worsens and/or efficiencies targets are not achieved	<ul style="list-style-type: none"> • Lack of performance improvement in key services • Reduced Gershon savings • Reduced CPA rating • Loss of reputation

Controls in place: the Leading Edge programme is well established and publicised throughout the authority and has a track record of delivery. CMT play an active role in managing the programme through monthly programme board meetings.

Vulnerability	Trigger	Consequence
Capacity to address major change	Council fails to respond to change agenda and/or service performance deteriorates	<ul style="list-style-type: none"> • Failure to achieve change • Required improvements in performance and/or efficiency not achieved • Reduced CPA rating • Loss of reputation

Controls in place: the Leading Edge programme has a clear focus on enhancing capacity, and funding has been allocated to cover staff involved in change projects. Prioritisation is being enhanced through the Corporate and service planning process

Vulnerability	Trigger	Consequence
Departmental restructure impacts on service performance	Service performance deteriorates	<ul style="list-style-type: none"> • Service performance eroded • Impact on satisfaction • Impact on CPA rating • Loss of reputation

Controls in place: the restructure came into effect from 01/11/07, with management structures designed to minimise any impact on performance. Posts in the new structure have now been filled, and it will be fully staffed from March 2008. This risk will have been effectively managed before this plan comes into operation.

Vulnerability	Trigger	Consequence
The corporate reputation	Poor inspection results (CPA, JAR & others) have a negative impact on corporate reputation	<ul style="list-style-type: none"> • Image of department suffers • Negative impact on track record • Difficulties in portraying positive image for future inspections

Controls in place: positive direction of travel signifies that the Council is making good progress and another 4* rating in February 2008 emphasises this. Service assessment scores are strong. The Council continues to have robust mechanisms in place to resource inspections, with effective management and communications arrangements.

Vulnerability	Trigger	Consequence
Advertising revenue can't be predicted and levels fluctuate	Advertising revenue falls and production of Town Crier cannot be sustained	<ul style="list-style-type: none"> • Failure to meet publication targets • Reduction in regular communication and consultation • Loss of reputation • Contractual issues with Royal Mail

Controls in place: effective budget monitoring and planned advertising revenue ensures that shortfalls can be predicted and managed. The Town Crier is hugely popular and advertising revenue remains buoyant.

Vulnerability	Trigger	Consequence
Public perception and reaction to events	Customer satisfaction dips beyond confidence levels	<ul style="list-style-type: none"> • Lack of resident support • Loss of reputation • Difficulty in carrying through decisions and initiatives

Controls in place: The Connecting with Communities unit has been working for several months and is implementing a consistent and programmed approach to engagement through the Community Engagement Strategy. Feedback to date has been very positive, and satisfaction ratings are generally high and improving.

Vulnerability	Trigger	Consequence
Delivery of targeted cashable savings from procurement	Targeted savings are not realised	<ul style="list-style-type: none"> • Reduced Gershon savings • Reduced CPA rating • Loss of reputation • Service delivery affected

Controls in place: The procurement function now has a well-resourced team and has achieved previous years' savings targets. CMT play an active role in managing performance, through monthly programme meetings.

Vulnerability	Trigger	Consequence
Leading Edge – business transformation projects to address specific service weaknesses/national policy shifts	Failure to achieve business process re-engineering goals and efficiency savings	<ul style="list-style-type: none"> • Missed opportunities on savings/synergies with partners • Reduced morale • Lack of service improvements

Controls in place: CMT play an active role in monitoring performance, through monthly programme board meetings. Corrective action is taken as appropriate through sponsor-led direction and lead officer activity.

Vulnerability	Trigger	Consequence
Leading Edge – new integrated communications strategy to include public, employees, members and other stakeholders	Perceptions of internal and external communications deteriorate	<ul style="list-style-type: none"> • Loss of reputation • Breakdown in quality of dialogue between Members, managers, staff and partners

Controls in place: CMT play an active role in monitoring performance, through monthly programme board meetings. Corrective action is taken as appropriate through sponsor-led direction and lead officer activity.

Vulnerability	Trigger	Consequence
Leading Edge – new community engagement strategy	No change in public perception of the Council’s commitment to engagement	<ul style="list-style-type: none"> • Connecting with Communities Team under-mined • Lost opportunity around area working • ‘Talking Together’ fails to deliver tangible results

Controls in place: CMT play an active role in monitoring performance, through monthly programme board meetings. Corrective action is taken as appropriate through sponsor-led direction and lead officer activity.

Vulnerability	Trigger	Consequence
Management of Council risks in respect of Darlington Partnership	Failures within the Partnership impact on Council’s delivery	<ul style="list-style-type: none"> • Reputation for partnership working undermined • Failure to deliver SCS/ LAA targets • Partners confidence in working with Council eroded

Controls in place: the work of the Partnership Secretariat is monitored and guided through the Assistant Chief Executive. A strong community strategy is in place and is being renewed, and Partnership structures and responsibilities are built around delivery of the strategy outcomes.

Vulnerability	Trigger	Consequence
Management of Council risks in respect of the Health Improvement and Social Inclusion Partnership	Partners unable to deliver on shared priorities	<ul style="list-style-type: none"> • Failure to deliver outcomes of SCS, LA, Health Improvement and Social Inclusion strategies • Loss of reputation • Harm to LSP and future partnership working

Controls in place: the work of the Partnership Secretariat is monitored and guided through the Assistant Chief Executive. A strong community strategy is in place and is being renewed, and Partnership structures and responsibilities are built around delivery of the strategy outcomes. The Director of Public Health is a joint Council/PCT appointment, reporting to the ACE, and with a key role in Partnership Delivery.

Vulnerability	Trigger	Consequence
Management of Council risks in respect of the Crime and Disorder Reduction Partnership	Partners unable to deliver on shared priorities	<ul style="list-style-type: none"> • Failure to deliver outcomes of SCS, LA, and Crime and Disorder Reduction Strategy • Loss of reputation • Harm to LSP and future partnership working

Controls in place: the Lead Officer for the CDRP reports to the ACE. The CDRP is recognised as a model of good practice, with Police and Council staff working together from a combined base. Issues and priorities are shared both within the CDRP and through the wider LSP structures, and a new Community Safety Plan is being developed.

Vulnerability	Trigger	Consequence
Investment in regeneration projects is vulnerable to the wider economy, external funding and capital receipts	Changes in external circumstances result in loss of project funding or withdrawal/changes by partners	<ul style="list-style-type: none"> • Major projects are delayed or cancelled • Delivery of vision for prosperity is eroded • Knock-on impact on other projects/programmes • Loss of reputation and public dissatisfaction

Controls in place: Effective project planning and risk management seek to minimise this risk. The Council's capacity to respond to changing circumstances that threaten projects, and secure positive outcomes, is well-proven. Engagement with investors and developers is regarded as effective.

Vulnerability	Trigger	Consequence
Failure to deliver major capital projects – Central Park	Similar to above – partner withdraws or delays due to changing economic/ funding circumstances	<ul style="list-style-type: none"> • Direct benefits for local economy not achieved • Potential to raise D'ton's profile and attract further investment lost • Negative impact on further development of College and University • Loss of reputation for delivery and public dissatisfaction

Controls in place: as above, plus developer appointed. University proposal adds critical mass to the Central Park plans

Vulnerability	Trigger	Consequence
Failure to follow statutory procedures	Administrative failure leads to complaint and findings against Council	<ul style="list-style-type: none"> • Ombudsman findings of maladministration • Loss of reputation • Cumulative potential impact on CPA rating • Harm to relations between officers, members, public and stakeholders

Controls in place: management arrangements are designed to avoid process failures. The review of the Development Control service will further strengthen procedures and safeguards

Vulnerability	Trigger	Consequence
Lack of competitiveness in bidding for resources	Failure to secure funding required to implement vision/projects and programmes	<ul style="list-style-type: none"> • Direct project/programme failure • Knock-on impact on ability to develop other projects • Harm to profile of D'ton and to attracting inward investment • Loss of reputation and public satisfaction

Controls in place: Gateway Strategy provides strong foundation in competing for inward investment, combined with effective engagement and joint working at regional and sub-regional level. Renewal of Gateway, combined with new Community Strategy, LDF and Multi Area Agreement will strengthen the 'offer' to investors.

Vulnerability	Trigger	Consequence
Ability to secure and retain staff impacts on service delivery – effect of London Olympics on skills availability highlighted as a particular current issue	Unable to fill vacant posts; loss of staff	<ul style="list-style-type: none"> • Insufficient capacity to deliver projects and services • Vision and targets not achieved • Knock-on effect on other projects, programmes and services • Loss of reputation and public satisfaction

Controls in place: implementation of departmental workforce plan, prepared in tandem with this plan, will target staff retention and recruitment into types of post that are currently difficult to fill.

Vulnerability	Trigger	Consequence
Management of Council risks in respect of Economy Environment and Transport Partnership Group	Partners unable to deliver on shared priorities	<ul style="list-style-type: none"> • Failure to deliver on SCS, LAA, and Gateway Regeneration Strategy • Loss of reputation • Harm to LSP and partnership working

Controls in place: the work of the Partnership Secretariat is monitored and guided through the Assistant Chief Executive. A strong community strategy is in place and is being renewed, and Partnership structures and responsibilities are built around delivery of the strategy outcomes. The Lead Officer reports to the ACE – Regeneration.