

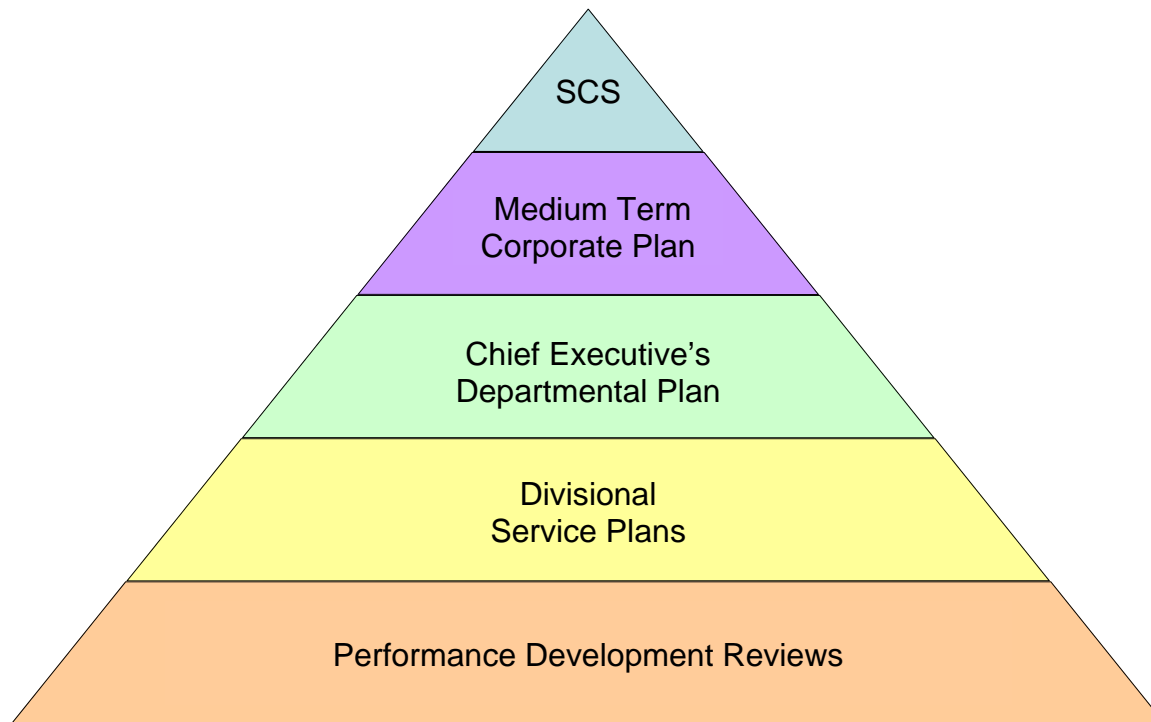


Chief Executive's Department

DEPARTMENTAL PLAN 2010-2014

Purpose of the Plan

This plan sets out the activities that the Chief Executive's Department will deliver over the next four years and ensures that these activities complement the desired outcomes of the authority and the community as a whole. The Department Plan is part of the Council's 'golden thread' that ties together all of the key strategies, from the Sustainable Community Strategy (SCS) down to individual staffs PDRs, as set out below.



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Section 1 – What are the outcomes that we want for our communities?

Using Outcomes Based Accountability methodology this plan is designed to help deliver key services which will contribute to the outcomes for Darlington residents as set out in 'One Darlington : Perfectly Placed'. These are:

- Everybody in Darlington is able to enjoy the borough's prosperity and quality of life
- Everyone in Darlington aspires and is able to achieve their full potential and maximise their life chances
- People in Darlington live long, healthy, active and independent lives
- People in Darlington enjoy an attractive, clean, green and sustainable environment
- All people feel safe and live in a crime free environment

Section 2 – Measuring Outcomes

How can we measure if the population are better off?

Achievement of the outcomes set out in One Darlington : Perfectly Placed will ensure that all residents benefit from an improved quality of life. In order to know what this will look like and how we will know if it has been achieved we have developed the following measures:

PROSPEROUS DARLINGTON

Outcome

- Everybody in Darlington is able to enjoy the borough's prosperity and quality of life

What this will look like

- All children and young people get the best possible start in life, and acquire the education and skills needed to access jobs in the local economy
- Average local wage levels are commensurate with national levels and support a good quality of life
- Economic activity levels are high and unemployment is below the national average
- Low unemployment is consistent across the borough and any gaps in unemployment rates are narrow

Performance Indicators

- NI 116 – Proportion of children in poverty
- NI 151 – Overall employment rate
- NI 166 – Median earnings of employees in the area

ASPIRING DARLINGTON

Outcome

- Everyone in Darlington aspires and is able to achieve their full potential and maximize their life chances

What this will look like

- All people can aspire and achieve irrespective of economic and social circumstances
- Children and young people are well-prepared to start school, achieve and attend well at school, and progress to further and higher education, employment and training
- Children and young people engage in positive activities and express their happiness and satisfaction
- All People are well educated with relevant and current skills and opportunities for lifelong learning and training
- People of all ages participate positively in community and leisure activities

Performance Indicators

- NI 075 - Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths
- NI 110 - Young people's participation in positive activities
- NI 163 - Working age population qualified to at least Level 2 or higher

HEALTHY DARLINGTON

Outcome

- People in Darlington live long, healthy, active and independent lives

What this will look like

- People are making healthy lifestyle choices
- Mortality rates from preventable causes are reducing
- People's health and well-being is not dependent on where they live or on economic and social circumstances
- People look forward to, and achieve, healthy and active lifestyles well beyond retirement age

Performance Indicators

- NI 119 – Self reported measures of people’s overall health and well-being
- NI 120 – All-age all cause mortality rate

GREENER DARLINGTON

Outcome

- People in Darlington enjoy an attractive, clean, green and sustainable environment

What this will look like

- People are taking active steps to reduce their CO₂ emissions
- People can easily access jobs and facilities by walking, cycling and public transport
- People are actively minimising waste, increasing reuse, recycling and composting and the amount of waste sent to landfill is minimised
- Streets are clean and well-maintained
- People are satisfied with their environment

Performance Indicators

- NI 005 – Overall/general satisfaction with the local area
- NI 186 – Per capita reductions in CO₂ emissions
- NI 187 – Tackling fuel poverty

SAFER DARLINGTON

Outcome

- All people feel safe and live in a crime free environment

What will this look like?

- People will feel safe, and will be safe at any time of the day;
- There will be a crime free environment;
- There will be potential inward migration;
- Satisfaction levels will be extremely high, and perceptions will change;
- People will take ownership of the local area, which will be vibrant, inclusive and clean.

Performance Indicators

- LI 0702 - People feeling safe at night
- LI 0703 - People feeling safe during the day
- LI 0700 - Total crimes committed
- NI 017 - Perceptions of anti-social behaviour

Section 3 – Current Performance

Key Performance Indicator	Baseline	Current Performance	Current Trend	Turning the Curve Goal
NI 116 – Proportion of children in poverty	21.4% (2007/08)	20.8% (2008/09)	Improving	Reduce
NI 151 – Overall employment rate	74.4% (2009)	72.6% (2010)	Declining	Increase
NI 166 – Median earnings of employees in the area	£415.30 (2008/09)	£438.40 (2009/10)	Improving	Increase
NI 075 - Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	47.7% (Summer 2008)	51.8% (Summer 2009)	Improving	Increase
NI 110 - Young people's participation in positive activities	New Indicator	68.4% (2008/09)	-----	Increase
NI 163 - Working age population qualified to at least Level 2 or higher	71.1% (2007)	73.2% (2008)	Improving	Increase
NI 119 – Self reported measures of people's overall health and well-being	New Indicator	74.0% (2008 Place Survey)	-----	Increase
NI 120 – All-age all-cause mortality rate	656.0 (2008)	632.3 (2009)	Improving	Reduce
NI 005 – Overall/ general satisfaction with the local area	76.2% (2006 BVPI Survey)	79.2% (2008 Place Survey)	Improving	Increase
NI 186 – Per capita reductions in CO ₂ emissions	7.8 tonnes (2005)	7.8 tonnes (2006)	Stable	Increase
NI 187 – Tackling fuel poverty	a) 14% b)18% (national baseline)	a) 7% b)36% (2008/09 Local)	Improving	Reduce a) Increase b)
LI 0702 - People feeling safe at night	48.7% (2007 Com. Survey)	51.1% (2009 Com. Survey)	Improving	Increase
LI 0703 - People feeling safe during the day	94.5% (2007 Com. Survey)	94.5% (2009 Com. Survey)	Stable	Increase
LI 0700 - Total crimes committed	702 (Oct –Dec 2008)	646 (Oct –Dec 2009)	Improving	Reduce
NI 017 - Perceptions of anti-social behaviour	23.0% (2006 BVPI Survey)	17.1% (2008 Place Survey)	Improving	Reduce

Are the outcomes improving or getting worse and where are we heading?

Of the fifteen key performance indicators used to measure our chosen outcomes current performance shows:

Two are static with performance remaining stable from baseline

- NI 186: Per capita reductions in CO₂ emissions
- LI 0703: People feeling safe during the day

Two are new indicators using survey responses for which only one year's data currently exists

- NI 110: Young people's participation in positive activities
- NI 119: Self reported measures of people's overall health and well-being

One is currently declining i.e. NI 151: overall employment rate, which reflects the impact of the economic downturn and recession.

Ten have an improving trend using latest performance against baseline.

The above represents a brief snapshot of current performance. Fuller analysis of previous year's data, longer term trends and projections was generated for corporate and departmental turning the curve exercises. The resulting service delivery priorities are contained in the following sections to set out this Department's contribution to the desired outcomes.

Section 4 – Action Planning

Delivery of the agreed outcomes will require input from a range of partners that collectively make up the Local Strategic Partnership (LSP). Each theme group produces detailed delivery plans to co-ordinate the work of the various sectors. The Council acts as a critical partner within that framework. Our Medium Term Corporate plan sets out what we as an individual organisation can contribute to the whole. Actions which are designed to address the key indicators and outcomes are then allocated to the four departments.

The Chief Executive's Department because of its wide range of services contributes to all five SCS themes and has generated action plans appropriately. These major on economic development and inclusion, a sustainable environment, community safety and the public health agenda.

Who are our partners that have a role to play in doing better?

Key partners with whom we will work includes:

Prosperous – The borough's employers and representative groups, One North East, Tees Valley Unlimited, Job Centre Plus, Learning and Skills Council and the National Apprenticeships Service.

Aspiring – The borough's schools and colleges in particular in relation to pupil and student travel planning.

Healthy – The borough's Primary Care Trust and individual settings alongside the Acute Health Trusts and third sector providers.

Greener – Local communities and businesses in respect of carbon management and transport providers enabling public transport alternatives.

Safer – Members of the Crime and Disorder Reduction Partnership including Durham Police, Probation Services, the Courts, Youth Offending Service and Drug and Alcohol Action Team.

What do we propose to do?

In this section we demonstrate how the department contributes to the achievement of each outcome and what each service will deliver. The detailed actions to be delivered by each service area are contained within their individual service plans.

As detailed above these actions are specific to the achievement of each outcome, however to enable us to ensure the effective delivery of these actions the Council manages its services around four corporate functions which are:

- Championing the interests of citizens and business based on a solid evidence base and good in-depth engagement
- Promoting the borough as an active player within the local sub-regional, regional and national governance frameworks
- Ensuring the provision of good quality public services
- Promoting strong partnerships to ensure there is a vision and direction for the borough and for public services

This section also sets out how the department contributes to ensuring that the Council carries out these four functions.

Alignment of Outcomes, Performance Measures and Service Delivery Priorities

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Everybody in Darlington is able to enjoy the borough's prosperity and quality of life			
NI 116 – Proportion of children in poverty	Tackling barriers to employability and financial inclusion	Regeneration	
		Develop the capacity to strengthen our data and reinforce our understanding of barriers to employment [R1: Nik Grewer]	NI 151 NI 165 NI 163 NI 166 NI 164
		Work with partners to develop and deliver employability (Into Work) projects [R2: Nik Grewer]	NI 152 NI 174 NI 153 NI 173
		Implement existing and emerging local transport strategy to ensure good access to employment [R3: Sue Dobson]	NI 175 NI 176
		Planning, Performance and Partnerships	
		Implement the Financial Inclusion Strategy [P1: John Bosson]	LI 0807 NI 187
		Increase the take-up of welfare benefits, targeting people with greatest needs [P2: Sarah Andrews]	LI 0807

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Everybody in Darlington is able to enjoy the borough's prosperity and quality of life			
NI 151 – Overall employment rate	Attracting and supporting sustainable investment in economic infrastructure, businesses and high quality jobs	Regeneration	
		Develop an Integrated Economic Strategy (based on a robust Local Economic Assessment) to guide investment in people (Economic Inclusion), business (Business Development) and place (Local Development Framework) [R4: Sue Kelly]	NI 151 NI 153 NI 152
		Implement Darlington Gateway Strategy to attract business investment and jobs - Maintain and pursue a clear vision of Darlington as a place with a vibrant business culture and sustainable economy - Build a culture of economic partnership and collaboration [R5: John Anderson]	NI 151 NI 166 LI 0004
		Encourage and support businesses to start up and grow Explore the potential for expanding the social and co-operative enterprises sector [R6: Nik Grewer]	NI 171 NI 006 NI 172 NI 007
Implement the programme of major economic development projects [R7: John Anderson]	NI 151 NI 157		

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Everybody in Darlington is able to enjoy the borough's prosperity and quality of life			
NI 151 – Overall employment rate (contd.)	Attracting and supporting sustainable investment in economic infrastructure, businesses and high quality jobs	Regeneration	
		Promote Darlington's role as gateway to the Tees Valley and the North East and influence regional/ sub-regional funding/ investment decisions through Tees Valley Unlimited and other appropriate settings [R8: John Simpson]	NI 151 LI 0003
		Promote and facilitate a reliable and efficient transport network, minimising congestion to support employment and economic activity [R9: Simon Houldsworth]	NI 167 NI 177 NI 178
		Promote and develop the town centre as a key driver of the local economy [R10: Christine Kavanagh]	LI 0200
Promote and support the development of business innovation skills, including working with Darlington College and the University to maximise the opportunities arising from the co-location of the two higher education facilities [R11: John Anderson]	NI 165		

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Everybody in Darlington is able to enjoy the borough's prosperity and quality of life			
NI 151 – Overall employment rate (contd.)	Encouraging and supporting people to improve their employment prospects	Regeneration	
		Implement programmes to enhance people's employability [R12: Nik Grewer]	NI 153 NI 173 NI 163 NI 174
		Encourage employers to up-skill their workforces, and promote skills development to both facilitate the growth of added value in the local economy and to enable people to access higher paid jobs, with focus on: - Engineering skills - Retail Skills Academy - 16-19 Trust - Encouraging self-employment [R13: Nik Grewer]	NI 174 NI 164 NI 163 NI 165
		Promote targeted training and recruitment provision in building projects and procurement contracts [R14: Nik Grewer]	NI 151
		Support and encourage the growth of a more resilient local economy that responds to low carbon opportunities [R15: Steve Petch]	NI 186 NI 188
	Addressing issues of affordability in the local economy to ensure people can satisfy their basic needs	Ensure that planning policy secures high quality, energy efficient development [R16: Roy Merrett]	NI 186 NI 188

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: Everybody in Darlington aspires and is able to achieve their full potential and maximise their life chances			
NI 075 – Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Encouraging people to aspire to achieve their potential	Regeneration Promote good design and quality of place as aspirational values [R17: Tim Crawshaw]	NI 170 LI 0001 NI 159 LI 0002
	Ensuring that all children and young people receive the best possible education	Promote sustainable travel to school through school travel planning and provision of facilities [R18: Nick Butler/ Sally Hunter]	NI 198 LI 0304
NI 163 – Working age population qualified to at least Level 2 or higher	Encouraging and supporting employers to train and up-skill their workforces	Engage with employers to develop and progress the skills agenda - Maximise the funding coming into the borough - Recognise and promote good practice by businesses [R19: Nik Grewer]	NI 174 NI 164 NI 163 NI 165

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: People in Darlington live, long, healthy, active and independent lives			
NI 119 – Self reported measure of people’s overall health and well-being	Ensuring people have access to health, cultural and leisure facilities and services to support health and well-being	Regeneration	
		Ensure that the location of development and transport provision support and enhance good access to facilities [R20: Sue Dobson]	NI 167 NI 175 NI 176
		Planning, Performance and Partnerships	
		Narrow the gaps in access to health services, including: - NHS Health check - Dental Surgeries [P3: Miriam Davidson]	NI 119 NI 124 NI 126
NI 120 – All-age all-cause mortality rate	Increase life expectancy rates: • for men; and • for women	Narrow the inequalities gaps in life chances and opportunity that lead to ill-health - Further develop our understanding of ill-health and mortality profiles by ward, age, employment etc. - Draw down data and evidence form Health Determinant Workshops [P4: Miriam Davidson]	NI 120 NI 121 NI 122
		Reduce smoking - Increase number of smoking quitters - Focus on smokers in routine and manual occupations - Reduce smoking rates for pregnant women [P5: Miriam Davidson]	NI 123

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: People in Darlington live, long, healthy, active and independent lives			
NI 120 – All-age all-cause mortality rate (contd.)	Increase life expectancy rates: <ul style="list-style-type: none"> • for men; and • for women 	Planning, Performance and Partnerships	
		Implement the Darlington Alcohol Harm reduction Strategy [P6: Miriam Davidson]	NI 039
		Reduce mortality rates from cancer and from cardiovascular diseases [P7: Miriam Davidson]	NI 121 NI 122
		Narrow the gap in rates for death from suicide and undetermined injuries between Darlington and England [P8: Miriam Davidson]	NI 120
	Reinforcing early interventions to support healthy living, and tackling behaviour that poses a risk to health	Planning, Performance and Partnerships	
		Reduce the under 18s conception rate [P9 Miriam Davidson]	NI 112
		Regeneration	
		Encourage more people to choose active sustainable travel to benefit health and well-being [R21: Owen Wilson]	NI 119 LI 0301 LI 0300 LI 0302

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: People in Darlington enjoy an attractive, clean, green and sustainable environment			
NI 005 – Overall/ general satisfaction with the local area	Developing Darlington as an attractive, accessible, distinctive and sustainable place	Regeneration	
		Implement the Local Development Framework to ensure Darlington develops as a distinctive, attractive and sustainable place [R22: Roy Merrett]	NI 170 NI 154 NI 188 NI 155
		Minimise the negative impacts of transport such as noise, severance, air pollution and accidents on the natural environment, heritage, landscape and people [R23: Sue Dobson]	NI 167 NI 186
		Develop capacity to identify risks and adapt/ respond to potential threats and opportunities presented by future climate change [R24: Steve Petch]	NI 188 NI 185 NI 186
NI 186 – Per capita reductions in CO ₂ emissions	Pursuing reductions in CO ₂ emissions across all sectors and activities in the borough	Promote awareness and understanding of climate change issues, and develop local programmes to bring about behavioural change [R25: Steve Petch]	NI 188 NI 185 NI 186
		Promote low carbon business opportunities within the local economy [R26: Nik Grewer]	NI 186

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: People in Darlington enjoy an attractive, clean, green and sustainable environment			
NI 186 – Per capita reductions in CO ₂ emissions (contd.)	Pursuing reductions in CO ₂ emissions across all sectors and activities in the borough	Regeneration	
		Ensure that planning policy delivers sustainable development - Seek to facilitate renewable energy development [R27: Roy Merrett]	NI 186 NI 188
		Deliver quantified reductions in greenhouse gas emissions from transport to tackle climate change - Continue Local Motion - Promote employers' travel planning [R28: Owen Wilson]	NI 186
		Progress work on Tees Valley Bus Network Improvement and TV Metro [R29: Simon Houldsworth]	NI 177 NI 178
		Develop the third Local Transport Plan and deliver local transport strategy [30: Sue Dobson]	NI 167 LI 0303 NI 175 LI 0306 NI 176
		Implement the Local Authority Carbon Management Scheme to secure reductions in CO ₂ emissions from Council properties and activities [R31: Steve Petch]	NI 185

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: People in Darlington enjoy an attractive, clean, green and sustainable environment			
NI 187 – Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	Promoting and supporting partner agencies to deliver energy efficiency programmes and measures	Regeneration Explore the potential for Combined Heat and Power Schemes to deliver affordable heating to dwellings [R32: Tim Crawshaw]	NI 186 NI 188

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: All people feel safe and live in a crime free environment			
People feeling safe: LI 0702 – at night LI 0703 – during the day LI 0700 – Total crimes committed	Improving public confidence	Planning, Performance and Partnerships	
		Ensure effective communication and engagement so that communities become better informed and more knowledgeable [P10: Judith Morton]	NI 017
		Tackle and reduce hate crime, and address other issues that undermine public confidence [P11: Judith Morton]	NI 027
		Encourage and support communities to live free from tension, crime and the fear of crime P12:Judith Morton]	NI 017
		Embed and strengthen the restorative approach [P13:Judith Morton]	NI 030
		Provide effective support to victims of crime and offending behaviour [P14:Judith Morton]	NI 027
		Regeneration	
Ensure the location and design of development and transport systems contribute to crime reduction and reinforce public reassurance [R33: Roy Merrett]	NI 004 NI 005		

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: All people feel safe and live in a crime free environment			
People feeling safe: LI 0702 – at night LI 0703 – during the day LI 0700 – Total crimes committed	Tackling violent crime	Planning, Performance and Partnerships	
		Focus on tackling violent crime, including serious wounding and sexual assaults, and on progressing the ongoing work to reduce alcohol-related violence in the night time economy [P15: Judith Morton]	NI 015 NI 026 NI 020 NI 039
		Address crime and offending behaviour in the night time economy, with a particular focus on reducing alcohol-related violence [P16: Judith Morton]	NI 039 NI 041
		Reduce common assault, primarily focusing on reducing domestic abuse. - Implement the ‘Living Free From Abuse’ Strategy [P17: Judith Morton]	NI 020 NI 032
	Protecting vulnerable people	Promote partnership working between the CDRP and the Adult and Young People’s Safe-guarding Boards to ensure both groups are being protected and kept as free from harm as possible [P18: Judith Morton]	NI 020 NI 023
		Develop problem profiles and action plans for vulnerable neighbourhoods [P19: Judith Morton]	NI 027
		Map out groups and services for supporting vulnerable people [P20: Judith Morton]	NI 027 NI 023

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: All people feel safe and live in a crime free environment			
People feeling safe: LI 0702 – at night LI 0703 – during the day LI 0700 – Total crimes committed	Protecting vulnerable people	Planning, Performance and Partnerships	
		Develop outreach work with vulnerable individuals, groups and communities [P21: Judith Morton]	NI 027
		Develop a task group and action plan for vulnerable individuals and groups, including the priority group of older people living alone, with some form of physical and mental impairment, including safeguarding from fires and bogus official distraction offences [P22: Judith Morton]	NI 027 NI 033
	Reducing offending and re-offending	Reduce offending by working with partners to manage 'critical pathways' factors in both young people's and adults' offending [P23: Judith Morton]	NI 030
	Manage offenders who pose the greatest risk to ensure communities are protected, including through the Multi-Agency Public Protection Arrangement (MAPPA) and the Change Track Group [P24: Judith Morton]	NI 030	

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: All people feel safe and live in a crime free environment			
People feeling safe: LI 0702 – at night LI 0703 – during the day LI 0700 – Total crimes committed	Reducing offending and re-offending	Planning, Performance and Partnerships	
		Improve access to young people’s substance misuse services [P25: Judith Morton]	NI 040
		Embed the delivery of alcohol screening and advice across Adult Services [P26: Judith Morton]	NI 039 NI 041
		Develop the role of Arrest Referral and mainstream the generic service from 2011 [P27: Judith Morton]	NI 030
NI 017 – Perceptions of anti-social behaviour	Reducing anti-social behaviour	Ensure effective communication of positive messages and actions taken through a range of media [P29: Judith Morton]	NI 022 NI 041 NI 042
		Progress and evaluate the Safer Streets initiative [P30: Judith Morton]	NI 023 NI 005 LI 0700
		Build a visible presence within communities around Anti-Social Behaviour [P31: Judith Morton]	NI 027

SCS Population Accountability Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
SCS Outcome: All people feel safe and live in a crime free environment			
NI 017 – Perceptions of anti-social behaviour	Reducing anti-social behaviour	Planning, Performance and Partnerships	
		Tackle misuse of alcohol as a cause of rowdy behaviour and a factor in people’s feelings of safety [P32: Judith Morton]	NI 041 NI 022
		Encourage the development of strong, vibrant and cohesive communities to promote positive behaviour [P33: Judith Morton]	NI 001 NI 002 NI 023
Implement the Home Office Minimum Standards in dealing with Anti-Social Behaviour [P34: Judith Morton]	NI 027		

Organisational Improvement Actions

Corporate Function Key Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
Corporate Function 1: Championing the interests of citizens and business based on a solid evidence base and good in-depth engagement			
NI 004 – Percentage of people who feel they can influence decisions in their locality NI 140 – Fair treatment by local services	Consolidate and renew arrangements for engaging with and understanding the needs of citizens	Planning, Performance and Partnerships	
		Deliver a range of services and programmes to ensure that citizen views are heard and represented in decision-making [P35: David Plews]	NI 005 LI 0400
		Develop ways of working with communities to build resilience and self-support, and reduce avoidable demand on services [P36: David Plews]	NI 001 NI 002 NI 023
		New Business Model: lead development of a Darlington Observatory with the capacity to capture and analyse data and knowledge to inform service provision [P37: Andrew Robinson]	----
		Carry out a Single Strategic Needs Assessment of the borough, taking account of the Joint Strategic Needs Assessment (JSNA) and Joint Strategic Intelligence Assessment (JSIA), as the basis for review of the Sustainable Community Strategy and Local Area Agreement [P38: Andrew Robinson]	----
Ensure that service and governance arrangements are democratic and inclusive of all citizens	Develop a LSP Business Plan focused on ensuring that there are structures, arrangements and processes in place to secure the delivery of the Sustainable Community Strategy [P39: Seth Pearson]	----	

Corporate Function Key Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
Corporate Function 2: Promoting the borough as an active player within the local, sub-regional, regional and national governance frameworks			
LI 0003 – Darlington’s share of external funding awarded to the Tees valley	Secure the best possible outcomes for Darlington within sub-regional, regional and national settings and programmes	Regeneration	
		Contribute to the continuing development of Tees Valley Unlimited, and the Multi Area Agreement, and represent Darlington’s interests in sub-regional and regional governance [R34: Steve Petch]	LI 0003
		Promote Darlington to local, regional, national and wider audiences as a place to live and invest [R35: John Simpson]	LI 0003
		Planning, Performance and Partnerships	
	Maintain a clear vision and identity that positions the borough and Council effectively in the region in relation to other areas and Councils [P40: Cassandra Ferguson]	----	
	Ensure the Council's reputation as a high performing organisation is maintained	Planning, Performance and Partnerships	
Lead and co-ordinate the response to external assessments of Darlington and the Council, and provide corporate support to service inspections [P41: Andrew Robinson]	LI 0423 LI 0424 LI 0425		

Corporate Function Key Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
Corporate Function 3: Ensuring the provision of good quality public services			
LI 0400 – Satisfaction with the overall service provided by the Council NI 005 – overall/general satisfaction with the local area	Ensure provision of the services required to meet local needs, utilising the most appropriate and cost effective means of provision	Regeneration	
		Work with partners to deliver funding into Darlington from external sources to support delivery of services and projects [R36: John Simpson]	LI 0003
		Planning, Performance and Partnerships	
		New Business Model: Progress the development of organisational design principles and priorities for organisational change needed for the future delivery of the Business Model, including new service delivery models. [P42:]	----
	Ensure that services are maintained to a sufficient standard in terms of performance, value for money and fair access	Planning, Performance and Partnerships	
		Fully implement Outcome Based Accountability (OBA) as a planning tool within the Council, and work with partners to agree refreshed SCS outcomes and to promote the use of OBA by partners [P43: Andrew Robinson]	----
		Lead and co-ordinate the refresh of the corporate performance management framework to support outcome based planning, monitoring and reporting [P44: Andrew Robinson]	LI 0411 LI 0413
		Develop the Single Equalities Scheme and ensure best practice in equalities impact assessments to provide services that are fair and accessible to all [P45: David Plews]	LI 0800

Corporate Function Key Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
Corporate Function 4: Promoting strong partnerships to ensure there is a vision and direction for the borough and for public services			
LI 0407 – Percentage of local partnerships meeting governance standards	Lead and support the development of effective and resilient partnerships focused on contributing to the vision and outcomes for Darlington	Planning, Performance and Partnerships	
		Identify and respond to opportunities to secure benefits for Darlington from emerging guidance, legislation and innovations [P46: Andrew Robinson]	----
		Establish and maintain effective governance and performance arrangements for strategic partnerships [P47: Seth Pearson]	----
		Support the development of a thriving third sector in Darlington, and promote effective working relationships between the public and third sectors, focused around promoting cross-sectoral working in accordance with the Darlington Compact [P48: Mary Hall]	NI 007
	Ensure that up-to-date strategy and policy is in place to guide progress towards the overall vision and outcomes for Darlington	Provide leadership and support to the LSP to work with partners on continuing development of the SCS and LAA, and on delivering high level SCS outcomes. [P49: Andrew Robinson]	----

Corporate Function Key Indicator	Corporate Plan Theme to which CE Dept Contributes	Service Delivery Priority	Service Performance Measure
Corporate Function 4: Promoting strong partnerships to ensure there is a vision and direction for the borough and for public services			
LI 0407 – Percentage of local partnerships meeting governance standards	Ensure that up-to-date strategy and policy is in place to guide progress towards the overall vision and outcomes for Darlington	Regeneration	
		Deliver the programme for the ongoing progress of the Local Development Framework [R37: Valerie Adams]	NI 170 NI 154 NI 188 NI 155
		Develop Local Transport Plan 3 [R38: Sue Dobson]	NI 167 LI 0303 NI 175 LI 0306 NI 176

Performance Indicators (National PIs)

PI Number	PI Description	Accountable Officer & Telephone Number
NI 001	Percentage of people who believe people from different backgrounds get on well together in their local area	David Plews 388023
NI 002	Percentage of people who feel that they belong to their neighbourhood	David Plews 388023
NI 004	Percentage of people who feel they can influence decisions in their locality [LAA]	David Plews 388023
NI 005	Overall/general satisfaction with local area [LAA]	David Plews 388023
NI 006	Participation in regular volunteering [LAA]	Mary Hall 388676
NI 007	Environment for a thriving third sector [LAA]	Mary Hall 388676
NI 015	Serious violent crime rate	Annette Metcalfe 346253
NI 016	Serious acquisitive crime rate [LAA]	Annette Metcalfe 346253
NI 017	Perceptions of anti-social behaviour [LAA & SCS]	Annette Metcalfe 346253
NI 018	Adult re-offending rates for those under probation supervision	Annette Metcalfe 346253
NI 020	Assault with injury crime rate [LAA]	Annette Metcalfe 346253
NI 022	Perceptions of parents taking responsibility for the behaviour of their children in the area	Annette Metcalfe 346253
NI 023	Perceptions that people in the area treat one another with respect and dignity	David Plews 388023
NI 026	Specialist support to victims of a serious sexual offence	Annette Metcalfe 346253
NI 027	Understanding of local concerns about anti-social behaviour and crime by the local council and police	Annette Metcalfe 346253

PI Number	PI Description	Accountable Officer & Telephone Number
NI 028	Serious knife crime rate	Annette Metcalfe 346253
NI 029	Gun crime rate	Annette Metcalfe 346253
NI 030	Re-offending rate of prolific and priority offenders [LAA & SCS]	Annette Metcalfe 346253
NI 032	Repeat incidents of domestic violence [LAA & SCS]	Annette Metcalfe 346253
NI 033	Arson incidents	Annette Metcalfe 346253
NI 034	Domestic violence – murder/ manslaughter	Annette Metcalfe 346253
NI 035	Building resilience to violent extremism	Annette Metcalfe 346253
NI 038	Drug-related (Class A) offending rate	Annette Metcalfe 346253
NI 039	Alcohol-harm related hospital admission rates [LAA]	Annette Metcalfe 346253
NI 040	Drug users in effective treatment [LAA]	Kate Martin 346847
NI 041	Perceptions of drunk or rowdy behaviour as a problem	Annette Metcalfe 346253
NI 042	Perceptions of drug use or drug dealing as a problem	Annette Metcalfe 346253
NI 049	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	Annette Metcalfe 346253
NI 116	Proportion of children in poverty [LAA]	John Simpson 388681
NI 119	Self-reported measure of people's overall health and well-being	Miriam Davidson 746106
NI 120	All-age all cause mortality rate	Miriam Davidson 746106

PI Number	PI Description	Accountable Officer & Telephone Number
NI 121	Mortality rate from all circulatory diseases at ages under 75	Miriam Davidson 746106
NI 122	Mortality from all cancers at ages under 75	Miriam Davidson 746106
NI 123	16+ current smoking rate prevalence [LAA]	Miriam Davidson 746106
NI 124	People with a long-term condition supported to be independent and in control of their condition	Miriam Davidson 746106
NI 126	Early access for women to maternity services	Miriam Davidson 746106
NI 129	End of life access to palliative care enabling people to choose to die at home	Miriam Davidson 746106
NI 134	The number of emergency bed days per head of weighted population	Miriam Davidson 746106
NI 137	Healthy life expectancy at age 65 [SCS]	Miriam Davidson 746106
NI 138	Satisfaction of people over 65 with both home and neighbourhood	David Plews 388023
NI 140	Fair treatment by local services	David Plews 388023
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Annette Metcalfe 346253
NI 144	Offenders under probation supervision in employment at the end of their order or licence	Annette Metcalfe 346253
NI 151	Overall employment rate [LAA]	John Simpson 388681
NI 152	Working age people on out of work benefits	John Simpson 388681
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods [LAA & SCS]	John Simpson 388681
NI 154	Net additional homes provided [LAA]	Valerie Adams 388477

PI Number	PI Description	Accountable Officer & Telephone Number
NI 155	Number of affordable homes delivered (gross) [LAA]	Valerie Adams 388477
NI 157	Processing of planning applications as measured against targets for a) 'major', b) 'minor' and c) 'other' applications	Deborah Simpson 388942
NI 159	Supply of ready to develop housing sites	Valerie Adams 388477
NI 163	Working age population qualified to at least Level 2 or higher	John Anderson 388501
NI 164	Working age population qualified to at least Level 3 or higher [LAA]	John Anderson 388501
NI 165	Working age population qualified to at least Level 4 or higher	John Simpson 388681
NI 166	Average earnings of employees in the area [LAA & SCS]	John Simpson 388681
NI 167	Congestion – average journey time per mile during the morning peak	Owen Wilson 388444
NI 170	Previously developed land that has been vacant or derelict for more than 5 years	Martin Chapple 388476
NI 171	VAT registration rate	Nik Grewer 388687
NI 172	VAT registered businesses in the area showing growth	Nik Grewer 388687
NI 173	People falling out of work and on to incapacity benefits	Nik Grewer 388687
NI 174	Skills gaps in the current workforce reported by employers	Nik Grewer 388687
NI 175	Access to services and facilities by public transport, walking and cycling [LAA]	Owen Wilson 388444
NI 176	Working age people with access to employment by public transport (and other specified modes)	Owen Wilson 388444

PI Number	PI Description	Accountable Officer & Telephone Number
NI 177	Local bus passenger journeys originating in the authority area	Owen Wilson 388444
NI 178	Bus services running on time	Owen Wilson 388444
NI 185	CO ₂ reduction from Local Authority operations	Paula Jamieson 388920
NI 186	Per capita CO ₂ emissions in the LA area [LAA & SCS]	Paula Jamieson 388920
NI 188	Adapting to climate change [LAA & SCS]	Paula Jamieson 388920
NI 198	Children travelling to school – mode of travel usually used [LAA]	Owen Wilson 388444

Performance Indicators (Local PIs)

Regeneration

PI Number	PI Description	Accountable Officer & Telephone Number
LI 0001	Percentage of new homes built on previously developed land	Valerie Adams 388477
LI 0002	Percentage of conservation areas with up to date character assessments	Roy Merrett 388037
LI 0003	Darlington's share of the external funding awarded to Tees Valley Boroughs	John Simpson 388681
LI 0004	Average unemployment rate of five wards with highest rates compared to average five wards lowest	John Simpson 388681
LI 0101	Percentage of applicants and those commenting on planning applications satisfied with service received	Deborah Simpson 388942
LI 0200	Town Centre footfall	Christine Kavanagh 388470
LI 0300	Percentage of trips by Darlington residents made by walking	Owen Wilson 388444
LI 0301	Percentage of trips by Darlington residents made by cycle	Owen Wilson 388444
LI 0302	Percentage of trips by Darlington residents made by car	Owen Wilson 388444
LI 0303	Change in peak period traffic flows	Owen Wilson 388444
LI 0304	Number of school travel plans	Owen Wilson 388444
LI 0305	Cycle flows	Owen Wilson 388444
LI 0306	Area wide traffic flows	Owen Wilson 388444
LI 0307	Percentage of rights of way that are easy to use by the public	Owen Wilson 388444

Policy, Planning and Performance

PI Number	PI Description	Accountable Officer & Telephone Number
LI 0400	Percentage of citizens satisfied with the overall service provided by the authority	Andrew Robinson 388014
LI 0411	Number of National Indicators qualified by External Auditors	David Goodchild 388015
LI 0412	Overall percentage improvement in national PIs	David Goodchild 388015
LI 0413	Number of national indicators amended by External Auditors	David Goodchild 388015
LI 0423	CAA organisational assessment – Use of Resources score	Andrew Robinson 388014
LI 0424	CAA organisational assessment – Performance score	Andrew Robinson 388014
LI 0425	CAA organisational assessment score	Andrew Robinson 388014

Community Safety

PI Number	PI Description	Accountable Officer & Telephone Number
LI 0700	Total recorded crime	Annette Metcalfe 346253
LI 0702	Percentage of residents feeling safe whilst outside at night	Annette Metcalfe 346253
LI 0703	Percentage of residents feeling safe whilst outside during the day	Annette Metcalfe 346253

Connecting with Communities

PI Number	PI Description	Accountable Officer & Telephone Number
LI 0800	New local target to be set for new Equality Mark	David Plews 388023
LI 0803	Percentage of racial incidents that resulted in further action	David Plews 388023
LI 0807	Welfare Rights Increased Benefit Take up	<i>New Manager</i> 388023

Communications

PI Number	PI Description	Accountable Officer & Telephone Number
LI 0900	Percentage of news releases successfully placed in the media	Cassandra Ferguson 388025
LI 0901	Number of news releases issued per calendar month	Cassandra Ferguson 388025
LI 0902	Percentage of media enquiries replied to within 1 working day	Cassandra Ferguson 388025
LI 0903	Percentage of readers who stated the Town Crier was good or very good	Cassandra Ferguson 388025
LI 0904	Percentage of readers who stated the A-Z was good or very good	Cassandra Ferguson 388025
LI 0905	Percentage of readers who stated the Flyer was good or very good	Cassandra Ferguson 388025
LI 0906	Average percentage of employee satisfaction for all communications questions within the employee survey	Cassandra Ferguson 388025
LI 0907	Percentage who agree that the Council keeps them well informed about its services (Community Survey)	Cassandra Ferguson 388025
LI 0908	Percentage who agree that the Town Crier is a good way to keep residents informed about Council news and services (Community Survey)	Cassandra Ferguson 388025

Section 5 – Managing the Business

Managing Resources well has always been uppermost among the Council's priorities. Following the introduction by the Government of its Use of Resources External Audit Inspection for Local Government, Managing Resources is now externally scrutinised. As is the case with many modern day inspections Use of Resources is built around a series of Key Lines of Enquiry (KLOE) against which an authority's performance is assessed.

The inspection seeks to establish the following in relation to assets: Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?

This KLOE focuses upon whether:

The organisation:

- has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;
- manages its asset base to ensure that assets are fit for purpose and provide value for money; and
- works with partners and community groups to maximise the use of assets for the benefit of the local community.

As regards the workforce the KLOE seeks to establish:

Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

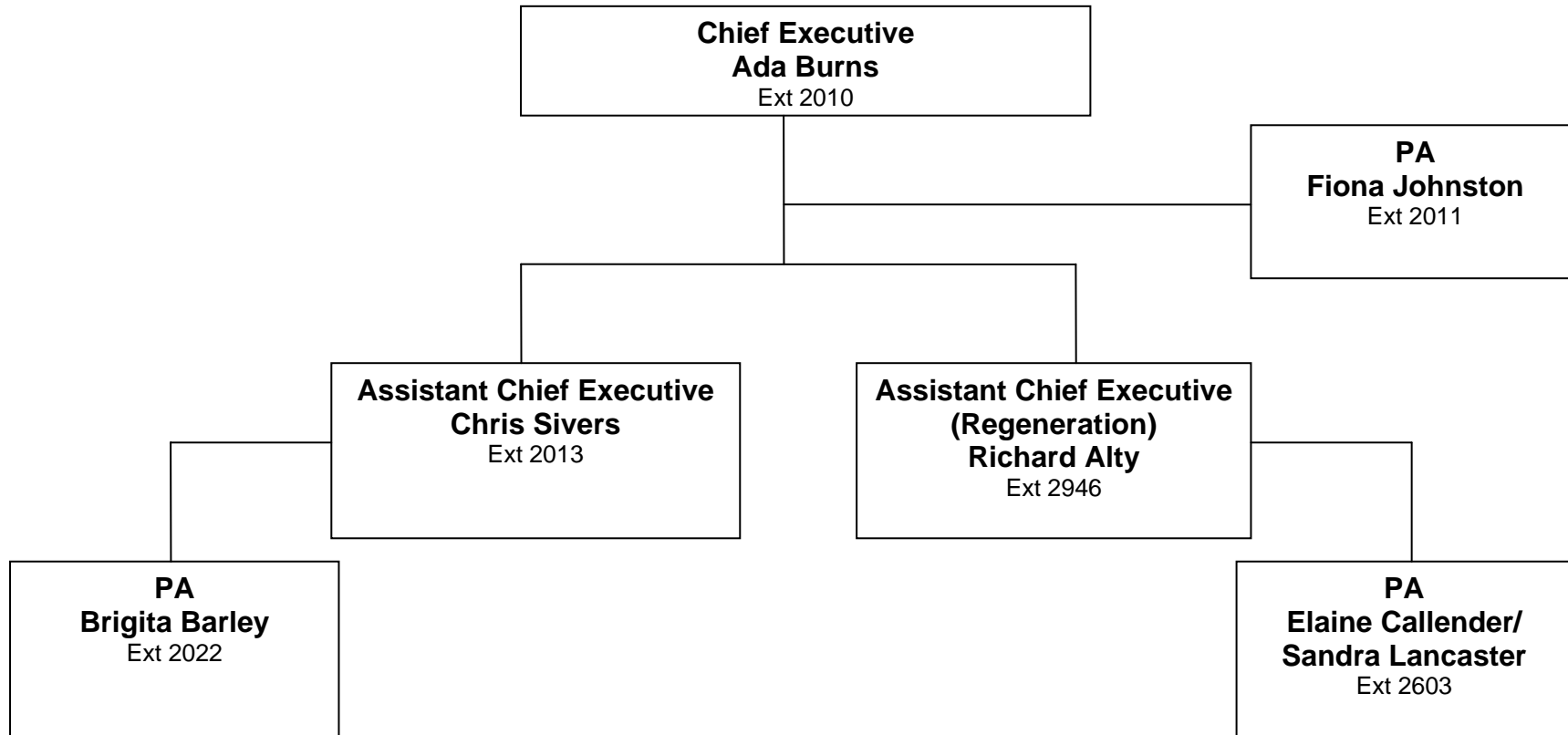
This KLOE focuses on whether:

The organisation:

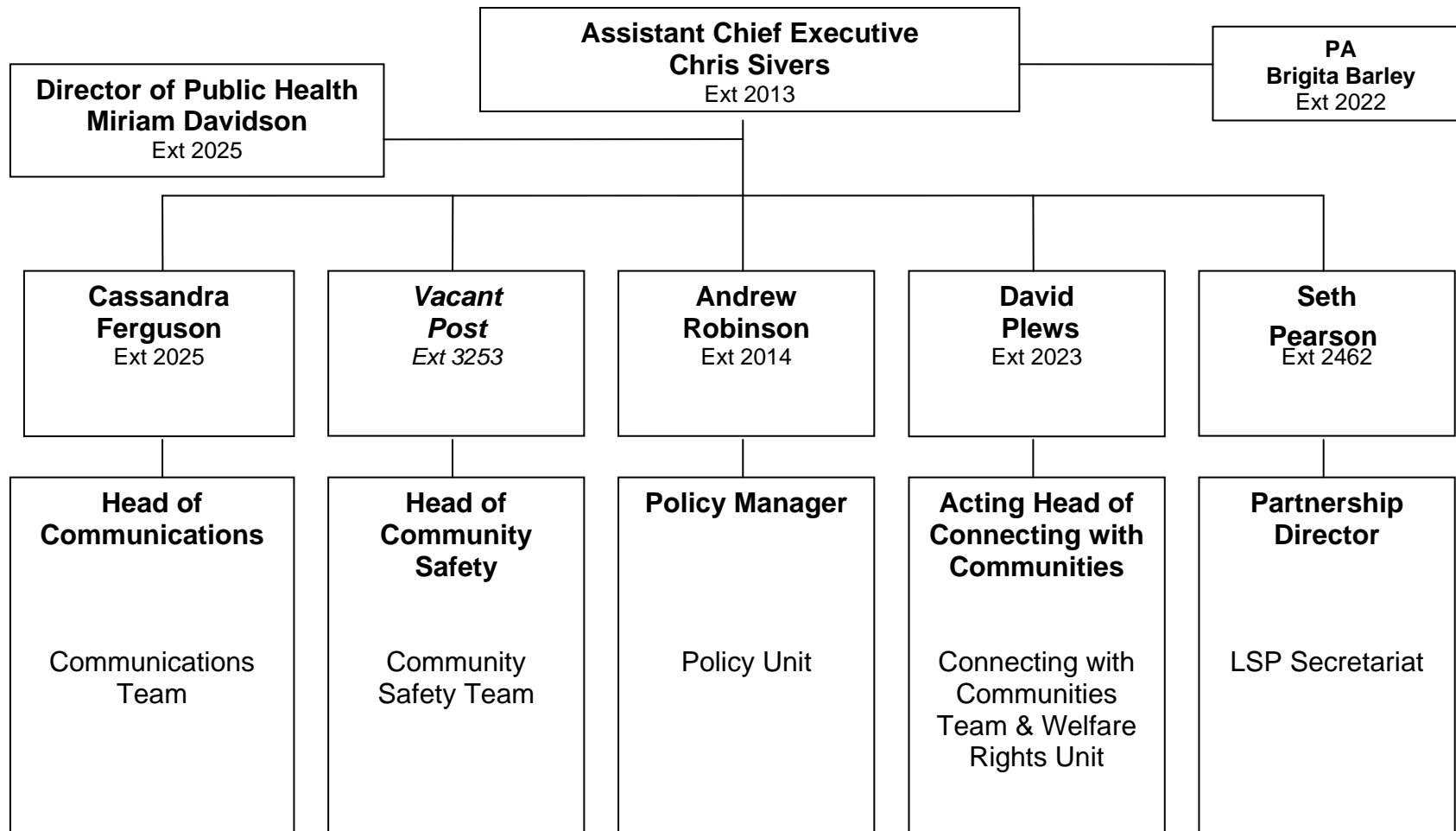
- has a productive and skilled workforce;
- knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this;
- engages and supports staff in organisational change; and
- has policies which support diversity and good people management.

Together with PwC our external auditor the Council has produced an action plan that seeks to consolidate and improve upon the external auditor's judgment of how it manages its assets and provide a self-assessment of how it manages its workforce to inform the 2010 inspection.

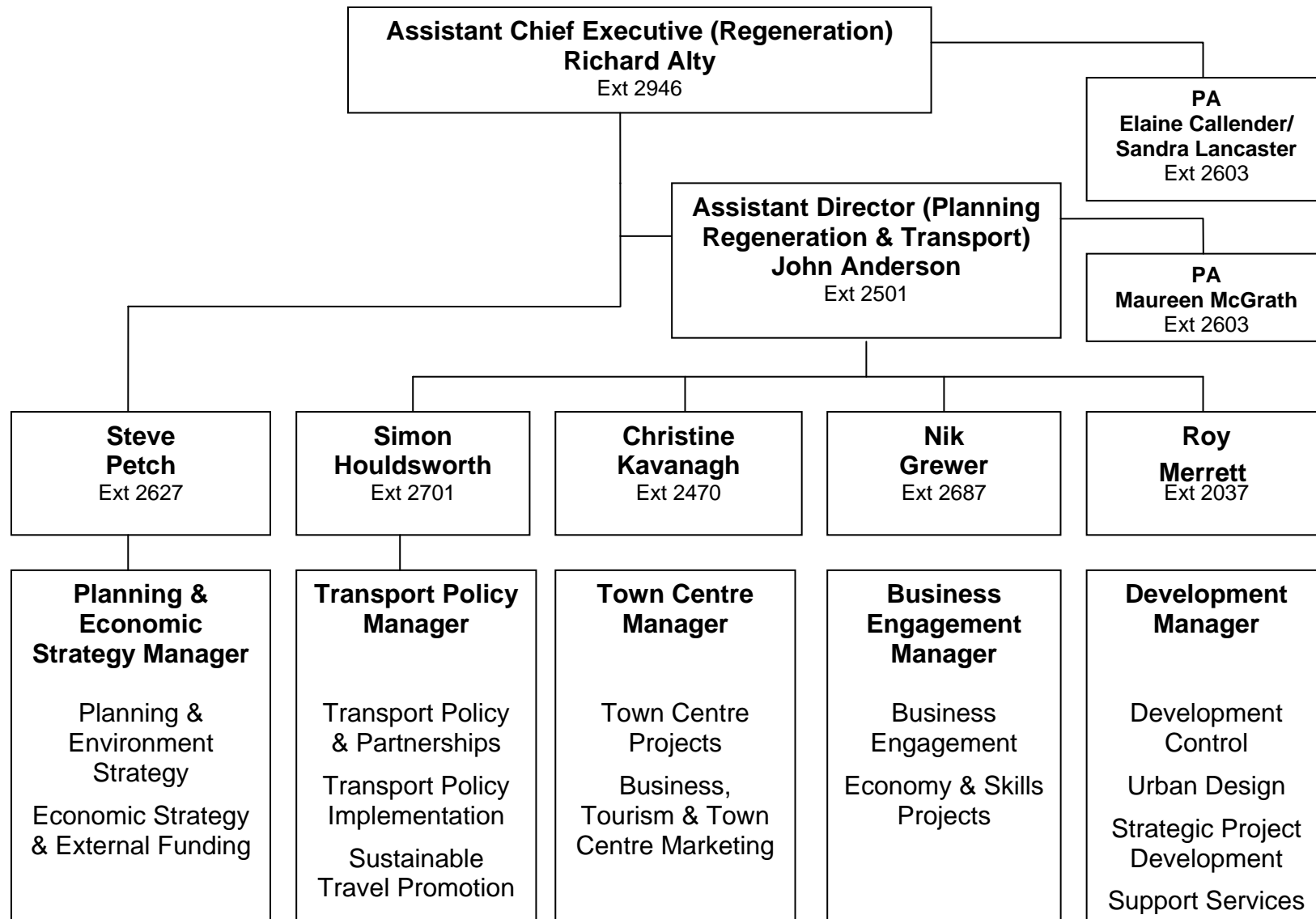
Human Resources
Structure Chart –



Planning, Performance and Partnerships Division



Regeneration Division



Workforce Planning

Introduction

Workforce planning is a vital component of the business and service planning process in local government, in response to the climate of rapid and comprehensive change in which public services now operate, combined with, on the one hand, the drive for greater efficiency and value for money and, on the other, rising customer expectations for effective and personalised services that deliver high levels of performance.

This need is made more urgent in the current climate of economic downturn. The effects of recession on the council, reducing resources and increasing service demands and costs, necessitate substantial savings through the council's Medium Term Financial Plan (MTFP).

Effective planning is required to ensure that the organisation has the right staffing levels and skills mix to support the delivery of current and planned future service priorities particularly in respect of the new business model. The HR strategy can then be shaped and developed to support the demands of the rapidly changing world in which we operate.

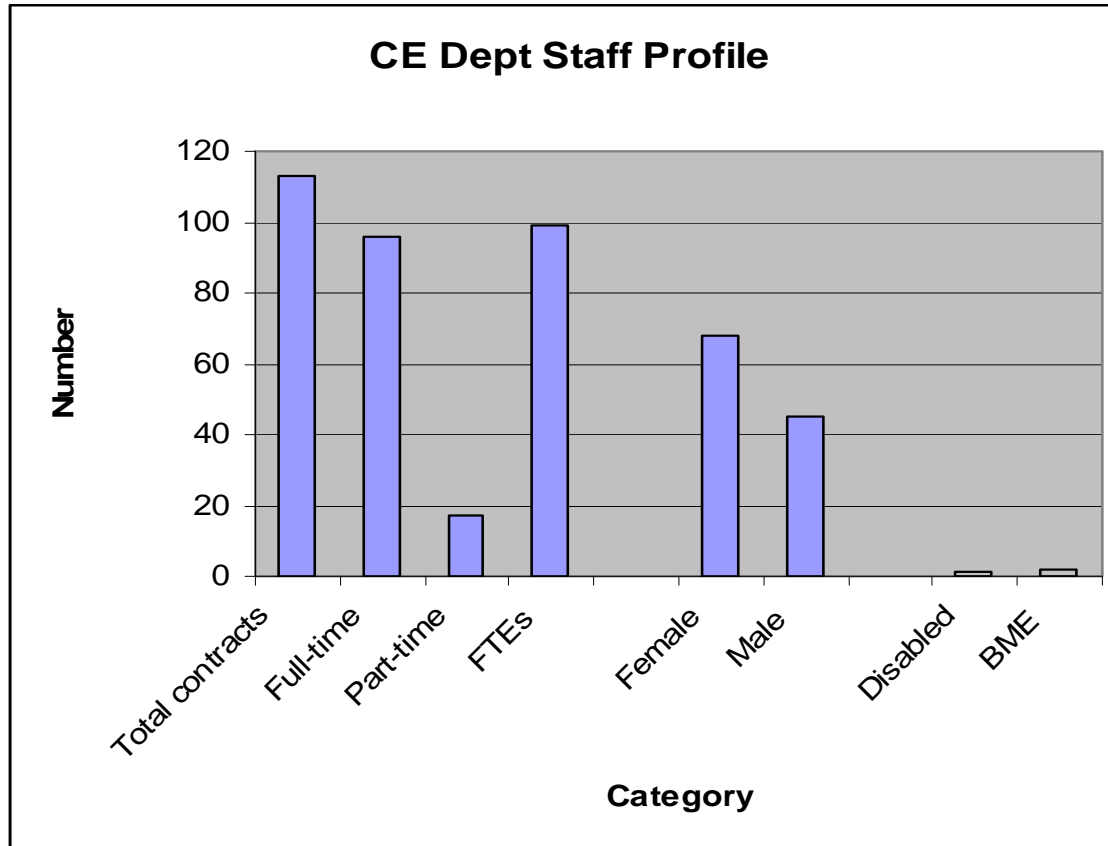
Service managers should consider their workforce issues as an integral part of the service planning process. Using their knowledge of their current workforce, future numbers required and the skills, capacity and development issues an assessment has been made of the future needs of their service in collaboration with the relevant departmental HR and Workforce Development Manager.

The Chief Executive's Department Workforce

The Chief Executive's Department incorporates a range of functions that are predominantly focused on strategic planning, corporate governance and partnership working. Collectively these functions provide the leadership for the Council's 'Place Shaping' responsibility and for the continuing development and improvement of organisational performance.

However, the department is also involved in delivering services to the public, including planning, economic regeneration and a range of transport-related services, as well as the engagement and inclusion interface between the Council, the public and communities.

The department is the Council's smallest in staffing terms with 99 full-time equivalent (FTE) staff. The workforce profile includes a range of occupations requiring professionally qualified staff, including town planners, regeneration officers and people with business expertise, transport specialists, project managers, policy advisors, journalists and community development specialists. A high proportion of the staff employed by the department have higher education qualifications, and literacy, numeracy and ICT skills levels are generally high.



Departmental Workforce Issues

Since the department is operating as a single entity at the time of this plan's preparation, current issues are summarised below across the department as a whole rather than by division.

The action plan to address future development needs follows on from this section and is organised under these same ten headings.

Service managers have provided information about current workforce development issues and future needs in their services using a standard template organised under the following ten headings:

Leadership Capability and Capacity

Diversity

Staff Turnover

Age Profiles

Work Patterns

Knowledge, Skills and Attitudes

Sickness Absence

Recruitment and Retention

Management Capacity

Permanent and Contract Staffing

Leadership Capability and Capacity

- Continuing leadership development at Corporate Managers' level is vital to both the department and whole organisation, to ensure that our leadership and management of the change agenda is capable of taking us forward through a period of continuing rapid change and intense pressure on resources. The department participates fully in corporate development programmes
- Capacity issues are linked to the current reviews of Policy, Planning and Performance (PPP) and of Connecting with Communities (CwC), with posts left vacant or likely to be left vacant pending the outcomes of the reviews. Staff, particularly at manager level, have had to contend with additional responsibilities.
- In the longer term, the prospects for public sector funding point to a period of radical change in the shape and functions of the whole organisation. The department will have a lead role in delivering this change whilst maintaining services and the trajectory of continuing improvement. At the same time, there will be inevitable pressure to drive efficiencies and savings, and this may include leaving posts vacant. The need to prioritise and find increasingly efficient and effective ways of delivering services will be paramount, and we need to ensure that we have the skills and capability to deliver this agenda.
- Pandemic flu would pose serious capacity issues if key services are to be maintained during an outbreak. The department must act in accordance with the management measures being developed by the corporate pandemic flu working group.

Knowledge, Skills and Attitudes

- The situation has changed since the last workforce plan due to the recession, with a buyers' market prevailing currently in recruitment. Whereas some posts were difficult to fill a year ago, a large selection of candidates is generally attracted now.

- However, as suggested above, prioritisation remains a key issue across the department, combined with the need to change ways of working in some areas both to operate within our capacity and to keep pace with external changes and expectations
- Lack of transferable skills, combined with the prevailing perception of work as being tied to a fixed post/role, is a continuing issue, particularly in covering vacant posts. Staff tend to be fairly specialised with relatively few broad-based 'generalists' who can adapt to a range of roles.
- In the current climate of uncertainty about the future, linking the difficult medium to long-term financial prospects for the Council to the impact on jobs and investment in services and projects, staff morale is being eroded and needs to be bolstered and supported
- Skills and personal development requirements will arise from the PPP, CwC and Community Safety reviews and must be addressed if the reviews are to be implemented effectively; staff will need training and support to adapt their skills and attitudes to the revised services.
 - The PPP review is driven by the need to create a corporate policy and performance service structure that is fit for purpose, with the right staffing and systems in place, but it also needs to deliver significant savings – this combination demands both the right mix of knowledge and skills, and attention to the culture of the service to support staff to adjust and deliver
 - The CwC review is focused on the purpose of the service, addressing its relationship to Community Partnerships, the ongoing development and delivery of equalities policies and programmes, the future of the Talking Together programme and the service's role in community development; the outcome is likely to require significant cultural and attitudinal shifts in individuals, and training for people to adapt their skills to different roles
- Partnership working across the Council and with external agencies requires skills around influencing and negotiation to be developed - the softer skills of initiative, diplomacy, political awareness, adaptability and 'can-do' attitudes.
- The shifting focus of economic strategy, with the emphasis increasingly on worklessness, skills development and employability demands staff skills development, and a key leadership role to pull together all the strands and agencies involved, through the LSP
- Ongoing cultural change within the planning service continues, with further shifts taking place towards development facilitation and management, rather than development control; again; staff need the training and support required to embed this shift of emphasis

- The department has the lead role in the development of modern apprenticeships. This is driven by the need to develop skills and enhance employability in the local workforce, in support of economic regeneration objectives, but an important aspect of this is the potential for developing apprenticeships within the council to progress those objectives and to increase capacity and skills within the Council workforce in an affordable way.
- A lack of succession planning is a key issue in several areas, particularly in smaller teams. Flat structures with sometimes significant differentiation in grades between manager and team posts reflect the differentiation in knowledge and experience, and the issue of capacity to cover roles when senior posts become vacant. The issue of resilience is compounded by the relatively lean staffing structures in most service areas, compared to other authorities in the region delivering the same services.
- The department will have to respond to the disbanding of Tees Valley Regeneration and the development of Tees Valley Unlimited as the single shared service organisation absorbing the functions of the various Tees Valley wide arms length agencies. This will require leadership and influence to ensure Darlington's interests are championed and that progress on the key TVR led project at Central Park is maintained.

Diversity

- There is good age and gender diversity across the department, although the previously good gender mix in the higher paid posts has deteriorated, with fewer women currently in those posts. The Policy Unit has become an all-male environment, whilst the Connecting with Communities team is predominantly female, but otherwise the gender mix in larger teams is well-balanced.
- Disabled and BME people are under-represented, taking the mix in the local population as a whole as benchmarks. However, the small numbers involved mean that one additional BME staff member would take the ratio well above the benchmark. Appropriate adjustments are made to support disabled people in terms of physical and technical access. Diversity policies are followed in recruitment and ensure good practice in seeking to attract a spectrum of candidates that reflect the make-up of the borough population.
- There is good support in the department for staff with young children, for example in job sharing and flexible hours. The revision of the Flexi Scheme for recording hours worked has significantly enhanced flexible working, for the benefit of both employer and employee, and is a popular development.

Sickness Absence

- The department's sickness absence rate deteriorated during 2008/09, although remaining relatively low across the Council. The outturn for the year was 8.11 days per head. This was however, heavily influenced by two cases of long-term sickness absence. Without those cases the outturn would have been 5.06 days per head. At the half year position for 2009/10 the

departmental total stood at 3.11 days per head. Nevertheless maintaining the effective implementation of corporate sickness management interventions, and being vigilant around the development of habitual patterns of short-term sickness, remains a priority in order to continue the good longer-term downward trend in sickness absence.

Staff Turnover

- The overall staff turnover rate increased slightly during 2008/09, but remains low compared to the Council as a whole. Several key post holders left and were replaced in 2009/10, notably the Assistant Chief Executive, Head of Communications, Welfare Rights Manager and the LSP Chief Executive, but these departures were cyclical rather than attributable to any systemic issue. A small number of posts have also been subject to voluntary severance related to savings and restructuring.
- There is, however, continuing uncertainty about the future as the organisation faces up to significant change, and exit interviews continue to indicate that workload and prioritisation issues persist in some areas of the department. Effective change management is needed to minimise impact and maintain low turnover levels.

Recruitment and Retention

- As noted above, the economic recession and the consequent slump in development, combined with local government reorganisation in the region, has altered significantly the jobs market, with far more candidates applying for most vacancies that was the case even one year ago. This has eased the recruitment difficulties previously experienced in some service areas, as highlighted in last year's plan. As a result of these changes in the economic climate, the national skills shortages reported in last year's plan as affecting Transport Policy, Development Control and Urban Design in particular are not currently an issue, and establishment in these professional and technical areas is in general fully staffed.
- New corporate arrangements for agency recruitment have streamlined the process of recruiting staff to fill temporary gaps and requirements. The arrangements are designed to relieve the workload on managers and have resulted in substantial cost savings.
- Succession planning is an issue across several service areas within the department, with the Policy Unit as a particular risk area. Candidates for development through corporate training programmes may emerge in due course.

Age Profiles

- As outlined under the 'Diversity' heading, there is a wide spread of ages across most teams and no particular issue in terms of retirement/succession or impact of changes in pension legislation. We tend to appoint people with 2/3 years experience to most posts, but should consider opportunities for bringing in graduates. We have previously had good experience through the

National Graduate Development Programme, but are not able to follow this recruitment route to bring in high quality young graduates at present for financial reasons.

Management Capacity

- There is a need to build management capacity through effective induction and development of staff, in order to make the best possible use of staff resources. Potential managers and leaders could be developed through, e.g., sessions to broaden understanding of other service areas and the political process. Attendance at CMT could also be a development opportunity. Strengthening competencies and succession planning/development would improve capacity

Work Patterns

- Whilst the basic work pattern is fairly routine and predictable, major initiatives such as 'Talking Together' demand increasingly flexible approaches. Generally the workplace is covered from 8am to 6pm, and the new flexi-scheme is enabling staff to schedule their time more effectively to variable working hours requirements, whilst having the flexibility to accommodate personal appointments and commitments alongside variable hours working. Managing school holiday cover remains an issue for staff with young children.

Permanent and Contract Staffing

- Currently nearly all staff are permanent Council employees. Contract and agency staff are brought in sparingly, to cover vacancies where essential. The use of graduate interns has proved a successful initiative in 2009/10 and will be considered for ongoing development.

Chief Executive's Department Workforce Action Plan

HR Strategy Objective	Ref.	Actions	Responsibility
Leadership, Capability and Capacity			
Promoting a corporate leadership culture...	1.	Ensure that Chief Executive's Department managers are supported to participate in corporate Leadership Development and Change Management training programmes.	ACEs
Identifying, nurturing and retaining leadership and management talent...	2.	Identify future potential leaders and managers amongst department staff, and provide opportunities to nurture their development, including appropriate training and work shadowing. Identify opportunities for foundation management training for staff at Team Leader/Principal Officer level.	Managers
Ensuring managers and leaders delegate effectively	3.	Carry out effective risk assessment of vacancies in senior management and team leader posts to institute contingency arrangements to cover work priorities whilst posts are vacant.	ACEs and Managers
Knowledge, Skills and Attitude			
Supporting a range of team working initiatives	4.	Contribute as required to the tendering process for renewal of the Framework Partnerships, to ensure the technical skills and capacity required by the Council in most cost-effective way.	ACE and Regeneration Managers
Ensuring that all employees have relevant information...	5.	Having regard to the increasing number of recruits into the department's services from outside the public sector provide appropriate induction training on the key aspects of public sector working, working with Corporate HR	Managers

HR Strategy Objective	Ref.	Actions	Responsibility
Knowledge, Skills and Attitude - continued			
Communicating effectively with all employees...	6.	Continue to nurture and develop the 'Team Darlington' ethos, and a proactive, flexible and entrepreneurial culture amongst staff to empower them to engage with the matrix management future working context – support staff to fulfil their potential.	ACEs and AD
Ensuring that all employees know what is expected of them...	7.	Intensify support, development and management intervention to encourage and support flexible ways of working.	Managers
	8.	Focus on further developing the 'soft' skills that staff need in the future partnership centred environment – initiative, tact, diplomacy, political awareness, adaptability.	Managers
Promoting a learning culture...	9.	In the current climate of financial constraint and vacant posts, make the most of people's skills and strengths in a flexible approach to covering priority work, and take any opportunities that arise to build capacity in teams.	Managers
Ensuring employees know what is expected of them...	10.	Progress and complete the review of Connecting with Communities, including the community development role, support for community partnerships, the corporate equalities policy lead, the Talking Together programme and GOLD	ACE/Acting Head of CwC
Diversity			
Meeting the Local Government Equality Standard	11.	Ensure that corporate policies to pursue diversity in the workforce and to be representative of the Darlington community in terms of ethnicity and disability as well as age and gender are implemented in recruitment practices within the department.	HR Recruitment and Selection Team

HR Strategy Objective	Ref.	Actions	Responsibility
Sickness Absence			
A proactive approach to sickness absence	12.	Raise management awareness of sickness in those sections of the department with higher rates of absence (although rates are generally low right across the department) and ensure appropriate interventions and actions to manage and minimise sickness absence.	HR Manager for Department
Minimise stress in the workplace	13.	Linked to (4) above, strengthen workload management and early interventions to minimise workload-related sickness absences	Managers
Turnover			
Ensuring regular reviews of terms and conditions of employment	14.	Examine service areas with higher turnover rates (although rates are generally low across the department), identify the causes of any retention difficulties and implement appropriate remedies, within a corporate framework.	ACEs
Identifying, nurturing and retaining leadership and management talent	15.	Develop succession planning, within a corporate approach, as a workforce development priority within the department, taking account of risk areas in terms of succession, linked to potential recruitment difficulties.	ACEs
Age Profiles			
Promoting DBC as an employer of choice	16.	Investigate the development of links with professional schools, in particular the planning courses at Newcastle and Leeds, to investigate work placements that bring new graduates into our services at trainee level.	AD (with Development Manager)

HR Strategy Objective	Ref.	Actions	Responsibility
Management Capacity			
Promote a learning culture...	17.	Develop programmes to build management capacity and competencies from the 'grass roots', starting with effective induction plans, meetings and presentations to raise awareness of responsibilities and initiatives across the Council, and opportunities to attend Member meetings and CMT to raise awareness of political and senior management processes.	ACEs
Working Patterns			
Promoting a learning culture...	18.	Explore the workload implications of matrix management working patterns and initiatives like 'Talking Together', and work with Corporate HR to investigate ways of supporting staff to achieve balanced workloads and cover the 'day-job' whilst contributing to project initiatives.	ACEs and AD
Supporting managers to adopt efficient practices	19.	Progress and complete the cultural and procedural shift from a Development Control service to Development Management, including embedding the Development One Stop Shop, integrating Customer Services and minimising avoidable contact and implementing electronic document management.	AD (with Development Manager)
Permanent/ Contract Staffing			
...utilising skills audits to identify future gaps	20.	Seek to maximise learning and development for permanent staff from the use of consultants, and seek to include staff learning in consultancy contracts wherever feasible.	Managers
	21.	Explore a proposal for shared training and development programmes with Framework Partners.	Managers

Financial Resources

The Table below details how the net revenue expenditure is distributed within the Chief Executive's Department.

Section	Budget Holder	2009/10	2010/11			
		Net Budget	Gross Budget	Revenue Grant Income	Other Income	Net Budget
		£'000	£'000	£'000	£'000	£'000
Chief Executive	Ada Burns	262	237	0	0	237
Policy Unit	Andrew Robinson	437	419	0	0	419
Communications Unit	Cassandra Ferguson	135	313	0	(198)	115
Community Partnerships & Engagement	David Plews	531	689	(105)	(15)	569
Welfare Rights	David Plews	52	76	(27)	0	49
Darlington Partnership	Seth Pearson	65	102	0	(48)	54
Safer Communities	Vacant Post	150	249	(120)	(13)	116
Assistant Chief Executive – Regeneration	Richard Alty	344	316	0	0	316
Planning and Economic Strategy	Steve Petch	597	724	(55)	(1)	668
Development	Roy Merrett	339	870	(102)	(488)	280
Economic Regeneration	John Anderson	414	402	0	0	402
Transport Policy	Simon Houldsworth	234	628	(263)	(161)	204
Supported Transport Services	Simon Houldsworth	264	447	(111)	(13)	323
Concessionary Fares	Simon Houldsworth	2,996	3,652	(1,347)	0	2,305
Shop Mobility	Simon Houldsworth	68	68	0	0	68
Residual Costs of Transport Act	Simon Houldsworth	43	44	0	0	44
Public Health	Miriam Davidson	0	10	0	0	10
Council Wide Savings	----	(20)	(230)	0	0	(230)
Total Chief Executive's		6,911	9,016	(2,130)	(937)	5,949

The following table summarises the allocation of capital resources within the Corporate Medium Term (Financial) Plan for the Chief Executive's Department.

Capital Project Area	Project	2010/11	2011/12	2012/13	2013/14	Total
		£'000	£'000	£'000	£'000	£'000
Single Programme Schemes:	Town Centre Fringe Feasibility	96	--	--	--	96
	Faverdale Logistics Park (Project)	--	1,825	1,825	--	3,650
	Town Centre Fringe phase 1 (Feethams)	450	--	--	--	450
	Town Centre Fringe phase 2 (Parkgate)	--	2,500	2,500	--	5,000
	Town Centre Fringe phase 3 (Valley Street)	--	--	--	2,000	2,000
	Northern Cross	--	--	3,350	--	3,350
	Strategic Acquisitions	1,008	--	--	--	1,008
	Business Incubator Space feasibility	100	--	--	--	100
	Business Incubator full project	1,720	780	--	--	2,500
	University of Teesside at Central Park	1,000	--	--	--	1,000
	Total	4,374	5,105	7,675	2,000	19,154

Assets

Property The service currently operates out of the following premises:

	Location	Occupants	Usage
Town Hall (First Floor)	Feethams Darlington DL1 5QT Tel: 01325 380651	Chief Executive (& PA) Assistant Chief Executive (& PA) Director of Public Health Partnership Director Communications Unit Policy Unit	Room 105 Room 104 Room 102 Room 103 Room 112 Room 106&7
Town Hall (Fourth Floor)	Feethams Darlington DL1 5QT Tel: 01325 380651	Assistant Chief Executive (Regeneration) (&PA) Planning & Economic Strategy Development Control Business Engagement Town Centre Management	Office Accommodation
The Beehive	Lingfield Point Darlington DL1 1RT Tel: 01325 388799	Transport Policy Team	Office Accommodation
Central House Annexe	Gladstone Street Darlington DI3 6JX Tel: 01325 346253	Community Safety Team	Office Accommodation
13 Horsemarket Darlington DL1 5PW	Market Place Darlington DL1 5PW Tel:01325 388023	Connecting with Communities Welfare Rights Unit Growing Older Living in Darlington (GOLD)	Office Accommodation

Significant numbers of staff are affected by the current Corporate Accommodation Review. Within the Chief Executive's Department it is anticipated that those staff currently occupying 13 Horsemarket will be relocating to the second floor of the Town Hall within 2010/11.

ICT

Service delivery is reliant upon the following software Systems:

System	Function	Administrator
<i>Uniform</i>	Case management of planning applications etc.	Debbie Simpson Tel 01325 388942
<i>PerformancePlus</i>	Performance Indicator data analysis and co-ordination of the Performance Management Framework	David Goodchild Tel 01325 388015

Other Assets

- The Community Safety Team has a dedicated mobile information display and community engagement vehicle.
- The Connecting with Communities Team possesses a set of 'Click' interactive audience participation voting handsets and a stand alone interactive feedback terminal.

Risks

Risks Identified

Through the Service planning process, risks are identified and assessed in terms of probability and potential consequence. Arrangements are made to manage risks within acceptable levels with the aims of minimising losses and maximising opportunities.

Where risks are assessed as being above acceptable levels, action plans are put in place to reduce exposure by either reducing the likelihood of an event occurring or lessening the impact. Each action plan is assigned to and managed by a senior officer of the Department.

Ref.	Risk	Responsible Person
1.	The Council's reputation is undermined by poor assessment results. <i>(Previously worded as 'The Corporate Reputation'; and amended to express its meaning more accurately).</i>	Chris Sivers
2.	Advertising revenue cannot be predicted and levels can fluctuate.	Cassandra Ferguson
3.	Targeted efficiency and procurement savings are not delivered. <i>(Previously worded as 'Delivery of targeted efficiencies and procurement savings', and amended to express its meaning more accurately)</i>	Richard Alty/Chris Sivers
4.	Unforeseen increases in the cost affect the concessionary fares travel scheme. <i>(Previously worded as 'Changes to the statutory minimum bus concession', and amended to express the perceived risk more accurately)</i>	Simon Houldsworth
5.	Supported bus services are terminated by operators. <i>(Previously worded as 'Pressures around supported bus services', and amended to express the perceived risk more accurately)</i>	Simon Houldsworth
	Financial impacts of grant funding expiring. <i>This risk related in particular to the ending of funding for Local Motion and has been managed – the risk can now be deleted from the Risk Register</i>	Richard Alty

Ref.	Risk	Responsible Person
7.	Investment in regeneration projects is not delivered	Richard Alty
8.	Implementation of the new Business Model is delayed or disrupted by ineffective communication. <i>(This risk replaces 'Leading Edge Strand – integrated communications strategy to include the public, employees, members and other stakeholders', to reflect transition from Leading Edge to the new Business Model)</i>	Cassandra Ferguson
9.	Progress on the new Business Model is frustrated by lack of community support. <i>(This risk replaces 'Leading Edge Strand – community engagement strategy on the future of the town and public services', to reflect transition from Leading Edge to the new Business Model)</i>	David Plews
10.	The management of Council risks in respect of Darlington Partnership	Seth Pearson (This risk was formerly allocated to Richard Alty – the change reflects changes in responsibility.
11.	The management of Council risks in respect of the Prosperous Darlington Theme Group	John Anderson
12.	The management of Council risks in respect of the Crime and Disorder Reduction Partnership Theme Group	Judith Morton
13.	The management of Council risks in respect of the Healthy Darlington Theme Group	Miriam Davidson
14.	The management of Council risks in respect of the Greener Darlington Theme Group	Steve Petch
15.	The management of Council risks in respect of Tees Valley Unlimited and other significant partnerships	Steve Petch

Other than the amendments to update risks previously included in the Risk Register noted in italics above, and the deletion of Risk 6, there are no other emerging department risks at this time.

Plotting the Risks

The above risks are plotted on the Risk Matrix below. This shows the status of the risks in relation to our 'risk appetite'. 'Above the Line' risks – those plotted within the shaded part of the matrix – require specific action to bring them within acceptable limits; 'Below the Line' risks, plotted in the un-shaded area, are already deemed to have satisfactory management controls in place.

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

The potential for controlling risks identified as above the line is addressed through management action plans. Most risks are capable of being managed – either by managing down the likelihood or impact or both. Relatively few risks have to be avoided or transferred. Action plans identify the resources required to deliver the improvements, key deadline date and critical success factors/ Key Performance Indicators (KPIs).

Risk Scenarios

Risk 1 – The Council’s reputation is undermined by poor assessment results.

Vulnerability	Trigger	Consequence
The council’s effectiveness in securing resources, partnership working and delivery of outcomes is undermined by poor assessment results.	Poor assessment results or negative commentary on the Council	<ul style="list-style-type: none"> • Shift of focus/resources from delivery to addressing areas of concern • Potential impact on joint working and partners’ confidence • Difficulties in portraying positive image for future inspections
<p>Controls in place: positive direction of travel signifies that the Council is making good progress and another 4* rating in March 2009 emphasises this, reinforced by a sound CAA outcome. Service assessment scores are strong. The Council continues to have robust mechanisms in place to resource inspections, with effective management and communications arrangements. Effective liaison established with Audit Commission and GONE leads.</p>		

Risk 2 – Advertising revenue cannot be predicted and levels can fluctuate.

Vulnerability	Trigger	Consequence
The risk relates particularly to advertising in the Town Crier. Loss of advertising revenue may require additional funding to be found from other budgets or external sources to enable publication to continue.	Established advertisers withdraw, and/or new business cannot be attracted, due to the economic climate and/or competition from other publications or marketing outlets	<ul style="list-style-type: none"> • Failure to meet publication targets • Above could lead to contractual issues with Royal Mail • Resources have to be switched from other services/priorities to maintain publication • Loss of reputation, including internally
<p>Controls in place: effective budget monitoring and planned advertising revenue is designed to ensure that shortfalls can be predicted and managed. The Town Crier remains popular and advertising revenue remains buoyant, but we will monitor and respond to competition from other advertising outlets in the local market.</p>		

Risk 3 – Targeted efficiency and procurement savings are not delivered.

Vulnerability	Trigger	Consequence
<p>The department is required to deliver savings within the MTFP, including £200,000 from the Planning, Performance and Partnership Review. Failure to deliver will undermine the MTFP and require compensatory savings in other areas</p>	<ul style="list-style-type: none"> Targeted savings are not delivered in line with milestones 	<ul style="list-style-type: none"> Failure to deliver department's MTFP Pressure to reduce service budgets to make-up shortfall in savings Potential impact on progress in implementing new Business Model Impact on staff morale through uncertainty about future structures and roles
<p>Controls in place: reviews are being progressed in accordance with project plans and the Council's project management process. A proportion of required savings have already been delivered, mainly through posts being held vacant pending the completion of the review, and the risk is reduced as a consequence.</p>		

Risk 4 – Unforeseen increases in costs affects the concessionary fares travel scheme

Vulnerability	Trigger	Consequence
<p>The outturn cost of the concessionary fare travel scheme is influenced by several variables, which are not known at the start of the year. Increases in variable costs above budgeted levels could, given the size of the budget for the scheme, affect the ability of the Department to deliver its service plan.</p>	<ul style="list-style-type: none"> Claims from bus operators exceed budget provision 	<ul style="list-style-type: none"> Failure to deliver the department's MTFP Resources have to be diverted from other priorities Potential loss of reputation for the Council Criticism from government and auditors
<p>Controls in place: changes to the statutory minimum bus concession introduced from April 2008 increased the cost burden on councils administering the concession. Additional funding was allocated in 2008/09 but the budget continued to face significant pressure. Now that more than a full year's usage data is available since the changes, there is more certainty about demand, but costs such as fuel remain variable. Additional resources were again allocated in 2009/10, and a 7% contingency has been built into the MTFP for 2010/11. This provision, combined with good ongoing dialogue with bus operators to identify trends and emerging issues, is considered to be an appropriate and affordable response to the risk.</p>		

Risk 5 – Supported bus services are terminated by operators.

Vulnerability	Trigger	Consequence
<p>Increasing costs within the bus industry could lead to operators being unable to deliver supported bus services in accordance with contracts. This would place more demands on the Council, leading to significant financial and reputational issues.</p>	<ul style="list-style-type: none"> Contract provider ceases operations or withdraws from a supported service route 	<ul style="list-style-type: none"> Loss of transport service to priority locations Potential adverse impact on residents who don't have access to alternative transport Cost implications and potential diversion of resources from other priorities to secure replacement service Impact on council reputation Impact on partnership working with bus operators Could people to forsake buses in favour of car use.
<p>Controls in place: five year contracts are in place, giving more certainty to users and the council. These will be monitored through ongoing engagement with operators to anticipate any emerging issues</p>		

Risk 6 – Financial impacts of grant funding expiring

Vulnerability	Trigger	Consequence
<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> n/a
<p>Controls in place: This risk related particularly to the cessation of grant funding for the Sustainable Travel Demonstration Town Programme in March 2009. Transition through this period has been successfully managed and the risk can now be deleted from the Risk Register</p>		

Risk 7 – Investment in regeneration projects is not achieved

Vulnerability	Trigger	Consequence
Investment in regeneration projects is vulnerable to the wider economy, through schemes become unviable or reduced availability of development finance or to reduced availability of external funding.	Developers/project partners delay or cancel planned investment in regeneration projects as a result of continuing constraints on borrowing, lack of investment confidence, changes in viability or other external factors	<ul style="list-style-type: none"> • Major projects are delayed or cancelled • Delivery of Gateway and other regeneration programmes is eroded • Delivery of Prosperous outcomes in relation to jobs, average wages, value added, etc, is undermined • Knock-on impact on other projects/ programmes • Loss of reputation and public dissatisfaction
<p>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. The Council is proactive in bidding for new funding programmes released by Government to address the effects of economic recession, to help bring forward regeneration projects in Darlington. This risk is to be kept under review as the recession, and its impact on investment in projects, continues. Whilst the above controls reflect a comprehensive response by the Council to this risk, it is considered to continue to be above our risk-appetite line due to economic uncertainty and variable factors beyond the control of the council, combined with the importance of investment in regeneration to the delivery of a range of key outcomes. A risk management action plan is therefore included on page 73.</p>		

Risk 8 - Implementation of the new Business Model is delayed or disrupted by ineffective communication.

Vulnerability	Trigger	Consequence
Communication, on which CE Dept leads, is ineffective in securing the full involvement and support of key stakeholders (staff, Members, partners and public) which is critical to implementation of the new Business Model. <i>Wider vulnerabilities associated with the model are dealt with in Corporate/CMT Risk 2.</i>	<ul style="list-style-type: none"> • Failure to deliver change programme to key milestones • Organisational design compromised by lack of staff/Member/Partner engagement, understanding or support • Falling staff morale is linked to organisational change • Impact on productivity, service delivery and quality • Failure to deliver MTFP • Criticism of council by public, partners and or government 	<ul style="list-style-type: none"> • Lack of support from staff, Members and/or partners, resulting in delays and compromises to the implementation of the model • Erosion of staff morale has ongoing impact on effectiveness, efficiency and reputation • Delivery of key outcomes is undermined • Quality of partnership and joint working is eroded • Failure to deliver organisational change as a response to public sector funding constraints results in council being unable to achieve improving delivery within financial limits • Potential for criticism, loss of reputation and intervention.
<p>Controls in place: this departmental risk focuses on the communications component in implementing the new business model – overall risk assessment and management is the subject of Corporate/CMT Risk 2. A Communications and Staff Engagement Programme is being developed through CMT and Corporate Managers Network, led by the Head of Communications, to establish a co-ordinated and consistent approach to communications across the whole organisation. This will be progressed and monitored through these high level settings to secure good staff engagement and respond to emerging issues.</p>		

Risk 9 – Progress on the new Business Model is frustrated by lack of community support.

Vulnerability	Trigger	Consequence
<p>Ineffective community engagement, on which CE Dept leads, fails to secure the public discussion and support on the future role of the Council and on new modes of service delivery, to inform implementation of the new Business Model. <i>Wider vulnerabilities associated with the model are dealt with in Corporate/CMT Risk 2.</i></p>	<ul style="list-style-type: none"> • Failure to deliver change programme to key milestones • Failure to enrol effective community involvement in developing resilience and demand reduction programmes • Organisational/service delivery changes trigger criticism and resistance 	<ul style="list-style-type: none"> • Lack of community support undermines Member support for change • Organisational design is compromised • Inability to manage demand for services through community initiatives impacts on delivery of MTFP • Potential impact on partnership working through loss of third sector support • Service delivery changes result in criticism of the Council and loss of reputation.
<p>Controls in place: Issue-based community engagement sparks community interest – other discussions can “piggy-back” these, links to Community Partnerships and other VCS groups are used where appropriate, third sector organisations beginning to consider their responses to the economic situation and DBC is working with Evolution to develop this contextual understanding further, Connecting with Communities review will position the service under the new business model.</p>		

Risk 10 – the management of Council risks in respect of Darlington Partnership

Vulnerability	Trigger	Consequence
<p>Failure to secure delivery of the LAA and SCS outcomes. Breakdown in partnership working.</p>	<ul style="list-style-type: none"> • Failure to meet statutory requirements • Failure to undertake appropriate financial management • Poor policies and procedures • LAA targets not met, or failure to deliver against SCS objectives • Conflicting views between partners, or lack of respect for DBC as accountable body • Partners fail to attend or contribute • Changes in government policy affect performance and delivery 	<ul style="list-style-type: none"> • Reduced efficiency, impact on joint working, uncertain accountability • Loss of reputation, criticism, intervention by GONE or auditors • Lack of resources impacting on partnership delivery • LSP Secretariat and LAA project management effectiveness diminished • Lack of clarity amongst partners as to roles and responsibilities • Lack of clear focus on objectives • Partners break away and retrench into their core work and priorities • Inability to address cross-sector priorities effectively
<p>Controls in place: Partnership assessed annually through DBC Partnership Toolkit, with annual report to Cabinet; clear terms of reference and LSP objectives in place. Good practice in financial accounting and reporting. GONE attendance at LSP Board, with regular GONE/LSP/DBC liaison on legislative & procedural requirements. Regular review of programme delivery and agreed PMF in place. Roles and responsibilities of partners clear and agreed. Conflict resolution process in place. Formal Partnership Agreement in place. <i>This scenario is a summary of the Council's LSP risk register</i></p>		

Risk 11 – The management of Council risks in respect of the Prosperous Darlington Theme Group

Vulnerability	Trigger	Consequence
Failure to secure delivery of the Prosperous Theme Group Improvement Action Plan	<ul style="list-style-type: none"> • Failure to meet targets • Criticism of the partnership & performance • Conflict between partners • Non-attendance at meetings • Insufficient resources • Changes in government policy affect performance and delivery • Partnership not providing what is required 	<ul style="list-style-type: none"> • Image and reputation of the Council, the LSP and Darlington harmed • Adverse publicity • Reduced efficiency • Potential loss of funding • Failure to deliver targets and outcomes • Loss of morale and credibility • Erosion of the standing of the SCS
<p>Controls in place: comprehensive range of governance arrangements are in place, including clear terms of reference, delivery plan, annual assessment using the DBC Partnership Toolkit, annual governance report to Cabinet, and risk management procedures. <i>This scenario is a summary of the full range of detailed scenarios set out in the theme group's risk register</i></p>		

Risk 12 – The management of Council risks in respect of the Crime and Disorder Reduction Partnership Theme Group

Vulnerability	Trigger	Consequence
Failure to secure delivery of the Community Safety Plan	<ul style="list-style-type: none"> • Failure to meet targets • Criticism of the partnership & performance • Conflict between partners • Non-attendance at meetings • Insufficient resources • Changes in government policy affect performance and delivery • Partnership not providing what is required 	<ul style="list-style-type: none"> • Image and reputation of the Council, the LSP and Darlington harmed • Adverse publicity • Reduced efficiency • Potential loss of funding • Failure to deliver targets and outcomes • Loss of morale and credibility • Erosion of the standing of the SCS
<p>Controls in place: comprehensive range of governance arrangements are in place, including clear terms of reference, delivery plan, annual assessment using the DBC Partnership Toolkit, annual governance report to Cabinet, and risk management procedures. <i>This scenario is a summary of the full range of detailed scenarios set out in the theme group's risk register</i></p>		

Risk 13 - The management of Council risks in respect of the Healthy Darlington Theme Group

Vulnerability	Trigger	Consequence
Failure to secure delivery of the Healthy Theme Group Improvement Action Plan	<ul style="list-style-type: none"> • Failure to meet targets • Criticism of the partnership & performance • Conflict between partners • Non-attendance at meetings • Insufficient resources • Changes in government policy affect performance and delivery • Partnership not providing what is required 	<ul style="list-style-type: none"> • Image and reputation of the Council, the LSP and Darlington harmed • Adverse publicity • Reduced efficiency • Potential loss of funding • Failure to deliver targets and outcomes • Loss of morale and credibility • Erosion of the standing of the SCS
<p>Controls in place comprehensive range of governance arrangements are in place, including clear terms of reference, delivery plan, annual assessment using the DBC Partnership Toolkit, annual governance report to Cabinet, and risk management procedures. <i>This scenario is a summary of the full range of detailed scenarios set out in the theme group's risk register</i></p>		

Risk 14 – The management of Council risks in respect of the Greener Darlington Theme Group

Vulnerability	Trigger	Consequence
Failure to secure delivery of the Greener Theme Group Improvement Action Plan	<ul style="list-style-type: none"> • Failure to meet targets • Criticism of the partnership & performance • Conflict between partners • Non-attendance at meetings • Insufficient resources • Changes in government policy affect performance and delivery • Partnership not providing what is required 	<ul style="list-style-type: none"> • Image and reputation of the Council, the LSP and Darlington harmed • Adverse publicity • Reduced efficiency • Potential loss of funding • Failure to deliver targets and outcomes • Loss of morale and credibility • Erosion of the standing of the SCS
<p>Controls in place comprehensive range of governance arrangements are in place, including clear terms of reference, delivery plan, annual assessment using the DBC Partnership Toolkit, annual governance report to Cabinet, and risk management procedures. <i>This scenario is a summary of the full range of detailed scenarios set out in the theme group's risk register</i></p>		

Risk 15 – The management of Council risks in respect of Tees Valley Unlimited and other significant partnerships

Vulnerability	Trigger	Consequence
<p>Unable to influence the partnership and a failure to secure delivery of benefits for Darlington and for the wider Tees Valley</p>	<ul style="list-style-type: none"> • Poor policies and procedures • Failure to deliver programme and achieve objectives • Conflict between partners and criticism of the partnership • Non-attendance at meetings, or at an inappropriate level from partner staffs, and a failure or unwillingness to contribute • Criticism of partnership's performance 	<ul style="list-style-type: none"> • Image and reputation of the council harmed • Adverse publicity and reduced efficiency • Insufficient budget to achieve outcomes • Key objectives not achieved • Loss of morale and credibility • Lack of partnership engagement and discussion • Criticism of partnership and of council
<p>Controls in place: similar arrangements to risks 11-14 are in place, the principal difference being that DBC carries out its own annual assessment of the risks associated with its membership of TVU, using the Partnership Toolkit and reporting and monitoring risks internally, whereas DBC supports whole theme group assessments reporting to the LSP Board for risks 11-14. <i>This scenario is a summary of the full range of detailed scenarios set out in the partnership's risk register</i></p>		

Risks Classified as Priorities for Improvement

Risk No.	Risk	Current Risk Score	Target Risk Score
7.	Investment in regeneration projects is not achieved	CII (Significant/ Critical)	CIII (Significant/ Marginal)

Risk Management Action Plans

Risk 7 – Investment in regeneration projects is not achieved

Required Management Action/ Control	Responsibility for Action	Critical Success Factors and KPIs		Review Frequency
Funding and viability of schemes to be reviewed at each project board meeting	Project sponsors: <ul style="list-style-type: none"> • The Oval: Richard Alty • Central Park: John Anderson • Housing Growth Point schemes: John Anderson • Feethams/ Beaumont St (incl. DCSF): John Anderson 	Projects become viable and development committed	N/A	Quarterly
Review options for funding through JESSICA, through input to JESSICA steering group	Richard Alty	Decision as to whether JESSICA funding helpful to Darlington Projects	Q3, 2010/11	Bi-annual
Review innovative funding options through feasibility studies being carried out elsewhere across Tees Valley and region	John Simpson	Feed learning into Darlington projects	Q4, 2010/11	Annual
Influence Tees Valley Statement of Ambition to provide appropriate strategic context for Darlington regeneration priorities	Richard Alty	Tees Valley Statement of Ambition to provide appropriate strategic context for Darlington regeneration priorities	June 2010	Quarterly
Ensure Tees Valley Investment Programme focuses on Darlington regeneration priorities, to maximise chances of external funding from HCA and ONE	John Simpson	Investment Plan reflects Darlington priority requirements	August 2010	Quarterly

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