



Community Services

**DEPARTMENTAL PLAN
2008-2011**

Community Services Departmental Plan

Purpose of this plan

The purpose of this Service Plan is to ensure that all activities carried out by the service complement the aims and objectives of the authority and the community as a whole.

Departmental objectives

- Improve health, well-being and quality of life for all communities in Darlington
- Ensure a clean, green, safe and sustainable environment
- Provide high quality value for money services
- Putting the customer first
- Develop and strengthen partnerships
- Promote social inclusion and community cohesion
- Promote the well-being and development of the workforce
- Contribute to the regeneration of Darlington
- Engaging and enabling communities to shape places and services

Values

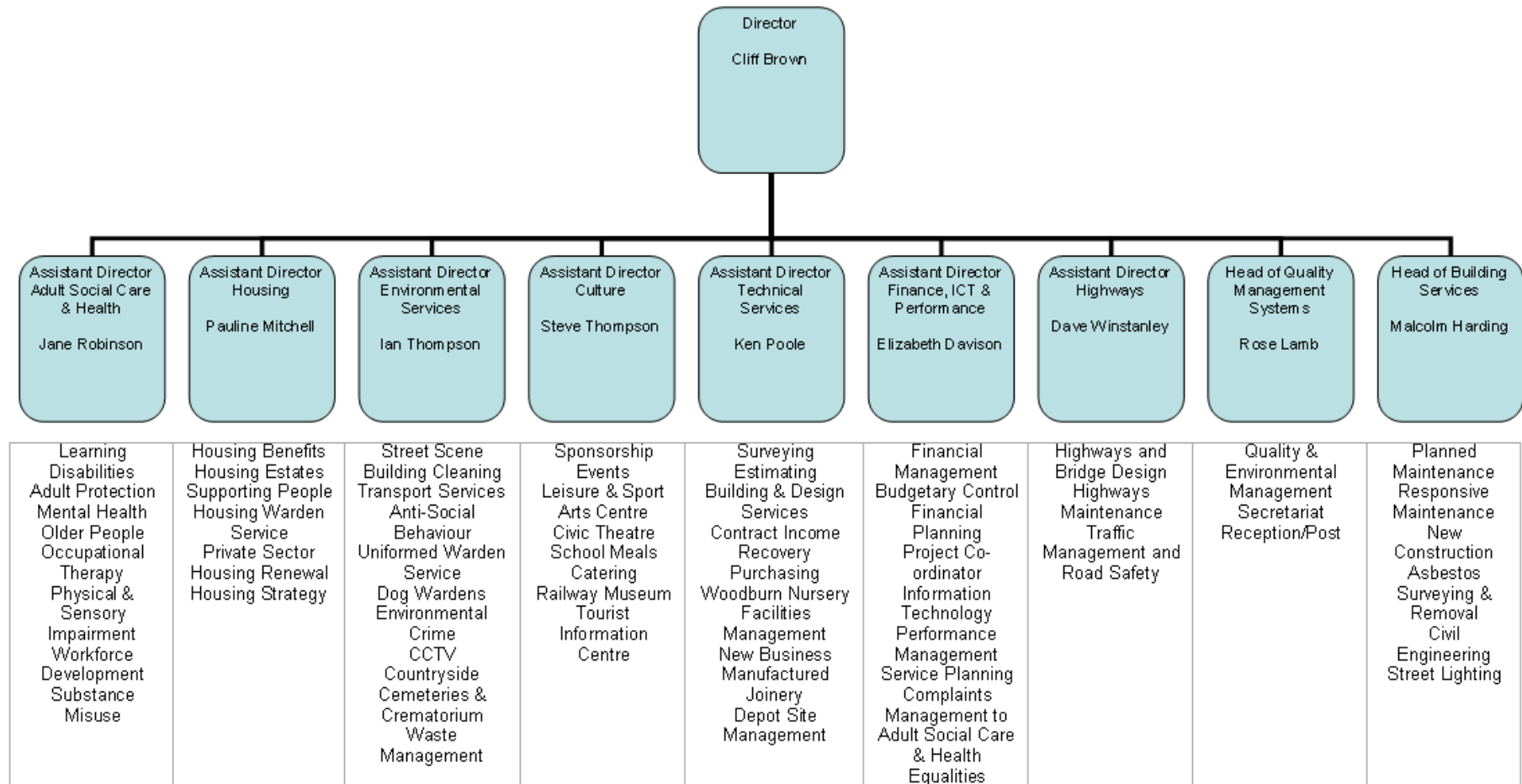
We will achieve our departmental objectives by adopting a can do culture based on values which are:

- Customer focused
- Performance driven
- Built on partnerships
- Outward looking
- Progressive
- Open and supportive
- Proactive
- Creative and innovative
- Challenging

Departmental priorities for 2008/11 (as identified in the change driver template)

- Improve health and well-being
- Work with partner organisations to integrate services and provide a more joined-up approach
- Provide high quality, value for money services
- Assist in the regeneration of Darlington
- Ensure our services are accessible to all
- Contribute to making Darlington more sustainable
- Provide high quality, affordable housing choice
- Support the development of the workforce and staff well-being
- Continue to strengthen our approach to community consultation and engagement
- Ensure a clean, green and safe environment
- Ensure an effective transport system

Community Services Department



Achievements in 2007/08

- Adult Social Care and Health Maintained CSCI three star rating
- Within Learning Disability Service 26 people gained North East Open College Network training awards, 8 Adult with LD were supported to gain paid employment and 2 people with a LD gained employment with the Council
- Learning Disability service opened a new shop at Rosemary Court
- 13 Darlington residents were successfully moved out of traditional residential care into high quality supported tenancies as part of the New Opportunities project
- 4 adults successfully moved out of the family home to gain their own tenancies
- Learning Disability Service developed a 'How are we doing' monitoring tool
- LDPB & Sub Groups refocused and working well. Accessible service user elections have taken place for the LDPB and a website is under development
- Jolliffe House, Darlington's first 'Damp House', was opened and a specialist alcohol team was established, forming part of an overall alcohol strategy
- 'In-control' awareness event was held
- User Led 'Making a difference' group established
- Nubeck Nursery was awarded a Silver Gilt for the Tatton Park RHS National Flowerbed competition in 2007 and a Silver Gilt medal for the best horticultural project, Northumbria in bloom 2007
- Implemented the new Continuing Health Care guidance in partnership with the PCT
- Darlington Homecare Strategy developed
- We have worked closely with the PCT and NHS to improve our discharge planning and prevent admissions
- Safeguarding Adults Board established and Lead Officer Group defined
- Carers' Compact developed
- Housing Benefits retained their 4 star CPA rating for the fifth year
- Housing achieved a 4 star CPA rating for the first time
- Successful implementation of Housing Older Persons Strategy. Housing have worked with Adult Social Services and Hanover Housing to complete Rosemary Court, providing 14 flats for older people with mental health. Also refurbished Branksome Hall Drive and re-building work undertaken at Linden Court with completion due 2008/09
- Implementation of new procurement arrangement within Housing Service including appointment of three partners to deliver internal planned maintenance, decoration and environment improvements
- Investment of £10m in improvements in Council housing and £1.3m in private sector
- Development of Housing Sub Regional Strategy in preparation for SHIP 3 finding submission for 2008-11. Successful in securing external resources for private stock investment via SHIP 2
- Successfully implemented Mandatory Licensing of houses in HMO leading to improvements to properties and management standards
- Silver award for Northumbria in Bloom, South Park achieved a Green Flag award, short-listed for the Beacon Scheme 'Better Public Places', selected by ENCAMS to work on a campaign to reduce the amount of smoking related litter, received a OHSAS certificate and a Gold Award for our Health and Safety practices in Environmental Services and retained our National Security Inspectorate accreditation
- Received funding to install Talking CCTV, which are now operational

- Countryside Section have completed the West park bike track, Skerne Restoration Cycle Track, published Darlington's Rights of Way Improvement Plan, secured over £100,000 of external funding for Cockerbeck improvements, and a further £100,000 for a countryside ranger for the south east Darlington
- Lets Get Cracking completed and the scheme won a Gold from the Chartered Institute of Public Relations Pride Awards for 'best public sector PR campaign' and were also nominated for 'best low cost PR campaign'
- Satisfaction with roads and pavements maintenance has increased and Street Lighting rated as second most satisfactory service
- Assessment of Darlington's Implementation of the Network Management Duty under the Traffic Management Act assessed as Good with the Plan itself being Excellent
- Cycle Demonstration Town projects designed and implemented
- Every Key Stage 1, 2, and 3 school in Darlington are taking part in Darlington's Pedestrian Training Scheme and the Bright Sparks Campaign to promote safer cycling during the winter months carried out in conjunction with Darlington Partnership and the Northern Echo
- Introduction of Young Driver Training Scheme in partnership with Durham Constabulary and Durham County Council
- Refurbishment work completed on the Arts Centre
- Community Sports Coach role proven to be successful and Local Area Agreement funding has been secured for another year.
- The Zone Active project has now completed resulting in over 300 participants a week participating in a diverse range of activities. The Civic Theatre celebrated its Centenary in September 2007
- Development of the Junior One Life programme in partnership with PCT, Locality Co-ordinators, GP surgeries has resulted in a programme to support obese children ages 8-11 years and their families
- Darlington Arts Centre hosted the 20th Takeoff festival, Theatre for Children and Young people working in partnership with CTC Theatre Company.
- Development of ArtsSpark – Centre of Excellence for Young People's Theatre including expanded professional theatre programme, youth theatre, youth dance, youth membership scheme and youth forum.
- Successful development of Public Art, including production of community art work at Firthmoor
- Successfully developed the Higher Apprenticeship in Arts Management Scheme (HAAM) in partnership with Tees valley Arts and 5 Tees valley Local Authorities.
- Technical Services received a silver award from the Royal Horticultural Society Flower Show and are a British Woodwork Federation certificate
- Successful in gaining a Quality Management ISO certificate for the Safety Warden Service and retaining the Environmental Management certificate for 14 services
- Shortlisted for the Journal Landmark award for the Dolphin Centre refurbishment, shortlisted for the RICS annual awards for the Coleridge Centre, the site manager was shortlisted for the 'Manager of the Year Awards' in respect of the Dolphin Centre refurbishment and the site manager received a bronze award for the National Considerate Constructor Scheme

Challenges for 2008/09

1. Impact of any unpredicted increase in demand for community care
2. Community Services staff capacity to deliver service improvements
3. The Council fails in its implementation of the Traffic Management Act 2004 and is subject to 'interventions' by the Secretary of State
4. Implementation of the new waste contract
5. Depot relocation impacting on service delivery
6. Delivery of the Transport Management Leading Edge Review
7. Unable to manage the budget due to the reduction of Supporting People Admin & Grant Funding

Community Services Departmental Objectives

Departmental Objective	Corporate Objective	Sustainable Community Strategy Theme	PIs
Improve health, well-being and quality of life for all communities in Darlington	Shaping a better Darlington	Healthy Darlington Prosperous Darlington	NI 8, NI 125, NI 130 NI 131, NI 132, NI 136 NI 139, NI 141 NI 142, NI 57 LI 2001, LI 2002, LI 2003, LI 2012, LI 2013, LI 2014, LI 2015, LI 2401, LI 2402, LI 2500, LI 2501, LI2507
Ensure a clean, green, safe and sustainable environment	Shaping a better Darlington Providing Excellent Services	Greener Darlington Safer Darlington	NI 21, NI 24 NI 47, NI 48 NI 187, NI 191 NI 192, NI 193 NI 195, NI 196 NI 197 LI 2204, LI 2205 LI 2600, LI 2601 LI 2602, LI 2603 LI 2604, LI 2605 LI 2613, LI 2703 LI 2707, LI 2708 LI2711, LI2712 LI 2606, LI 2610
Contribute to the regeneration of Darlington	Shaping a better Darlington	Prosperous Darlington	NI 11
Provide high quality value for money services	Provide excellent services	Healthy Darlington Greener Darlington	LI 2206

Putting the customer first	Putting the customer first	Greener Darlington Healthy Darlington	LI 2004, LI 2005 LI 2017, LI 2018 LI 2611, LI 2612 LI 2704 LI 2705 LI 2706, LI 2709 LI 2710
Engaging and enabling communities to shape places and services	Putting the customer first	Healthy Darlington Greener Darlington Safer Darlington	NI 160 LI 2208
Develop and strengthen partnerships	Putting the customer first	Prosperous Darlington	LI 2100, LI 2101
Promote social inclusion and community cohesion	Ensuring access for all	Healthy Darlington	LI 2009, LI 2010
Promote well-being and development of the workforce	Enhancing our capacity to improve	Aspiring Darlington	LI 2800, LI 2801

CHANGE DRIVERS

For each of the 8 types of change drivers, list issues most likely to impact on this service	Distillation of the issues that will need to be addressed by this service to achieve change/improvement
GOVERNMENT PRIORITIES (Changed legislation, standards etc. specifically affecting this service)	
Choosing Health White Paper 'Our Health, Our Care, Our Say' White Paper	Work with partner organisations to integrate services and provide a more joined-up approach <ul style="list-style-type: none"> • Integrate Council and PCT commissioning arrangement through the Joint Commissioning Board (Leading Edge Project) • Integrate Council and PCT provider services Improve health and well-being <ul style="list-style-type: none"> • Develop the Personalisation Agenda within Adult Social Care and Health
Joint Strategic Needs Assessment required for Darlington	Improve health and well-being <ul style="list-style-type: none"> • Work with Director of Public Health to undertake a regular joint review of health and well-being status and needs of the population in Darlington (Joint Strategic Needs Assessment)
Tackling adult and childhood obesity	Improve health and well-being <ul style="list-style-type: none"> • Ensure adherence to NICE guidelines • Deliver Community Games programme • Development of community led physical activity
National reforms to the complaints procedure for Adult Social Services	Provide high quality, value for money services <ul style="list-style-type: none"> • Review Adults complaints procedures and develop protocols when published
Implementation of Traffic Management Act	Ensure an effective transport system <ul style="list-style-type: none"> • Progress proposals for civil Parking Enforcement and transfer of Police Enforcement Powers to the Council • Implement Traffic Management Act requirements
Continue to progress on the Corporate Equalities Standard DDA compliance for highways	Ensure our services are accessible to all <ul style="list-style-type: none"> • Implement existing and future requirements of the Council's Disability Equality Scheme, Race Equality Scheme and Gender Equality Scheme • Work towards Level 4 of the Corporate Equality Standard

<p>National Strategy for Supporting People</p> <p>Integration into the LAA April 2009</p>	<p>Provide high quality, value for money services</p> <ul style="list-style-type: none"> • Align Supporting People to the LAA and to the National Strategy
<p>2010 Recycling Act and the need to divert waste from landfill</p> <p>Mercury Abatement regulation 2012</p> <p>Climate Change</p> <p>Natural Environment and Rural Communities Act</p> <p>Planning Policy Guidance 9 on biodiversity</p>	<p>Contribute to making Darlington more sustainable</p> <ul style="list-style-type: none"> • Implement new waste treatment and disposal contract • Re-design refuse and recycling collections • Develop and implement plans to address the new Mercury Abatement regulation • Contribute to tackling climate change • Ensure biodiversity continues to increase to more sustainable levels <p>Ensure an effective transport system</p> <ul style="list-style-type: none"> • Deliver highway schemes as alternatives to the car and improve traffic flow (Local Transport Plan and other funding) • Deliver the Tees Valley Connect Programme • Deliver the Cycle England Programme
<p>Implement Local Housing Allowance</p> <p>Financial remodelling of HRA</p> <p>Decent Homes Standards for private sector</p> <p>Housing Green Paper</p>	<p>Provide high quality, affordable housing choice</p> <ul style="list-style-type: none"> • Work with Tees Valley partners to attract investment through housing market renewal (SHIP 3) • Financial Assistance - Policy and alignment with Regional loans policy <p>Contribute to making Darlington more sustainable</p> <ul style="list-style-type: none"> • Promote energy efficiency of housing association, private sector and landlord stock <p>Assist in the regeneration of Darlington</p> <ul style="list-style-type: none"> • Apply for Housing Growth Point • Financial remodelling of the Housing Revenue Account

LOCAL PRIORITIES (Member commitments, BVRs, issues particular to Darlington, demographics)	
Structural change within the department	Support the development of the workforce and staff well-being <ul style="list-style-type: none"> • Deliver the Community Services Workforce Plan
Impact of corporate projects	Provide high quality, value for money services <ul style="list-style-type: none"> • Design and manage major projects to deliver outcomes on time and to cost • Manage use of framework partners
Adult budget pressures	Provide high quality value for money services <ul style="list-style-type: none"> • Monitor and review budgets and commissioning processes within Adult Social Care and Health
Tackle Community Safety issues Continue to deliver on street scene services	Ensure a clean, green and safe environment <ul style="list-style-type: none"> • Continue to develop and strengthen our approach to tackling anti social behaviour and meeting Government's RESPECT Agenda • Continue to deliver on street scene services Work with partner organisations to integrate services and provide a more joined-up approach <ul style="list-style-type: none"> • Look at opportunities for greater regional working across Environmental Services
Changes to emergency planning	Ensure an effective transport system <ul style="list-style-type: none"> • Contribute to the flooding contingency planning processes
Tees Valley Living and Tees Valley Unlimited Deliver affordable housing	Provide high quality, affordable housing choice <ul style="list-style-type: none"> • Fully align sub regional housing structures and Tees Valley Living • Develop sub regional Housing Corporation protocol • Maximise Planning Powers • Maximise investment through the National Affordable Housing programme (NAHP)
Complete the review of Waste Management	Contribute to making Darlington more sustainable <ul style="list-style-type: none"> • Implement new waste treatment and disposal contract • Re-design refuse and recycling collections • Implement the Tees Valley Waste Strategy in Darlington

Better community engagement	<p>Continue to strengthen our approach to community consultation and engagement</p> <ul style="list-style-type: none"> • Continue to engage with service users to shape service delivery • Develop and support Tenants Board members
Comply with the Health and Safety requirements	<p>Support the development of the workforce and staff well-being</p> <ul style="list-style-type: none"> • Ensure Community Services comply with health and safety requirements
<p>CONSULTATION (Community survey, complaints, other surveys, focus groups, what service users want changing)</p>	
<p>The Community Survey 2006/07 showed that residents satisfaction did not meet our targets for the following areas:</p> <ul style="list-style-type: none"> • Leisure and arts venues • Festivals and events • Children's play areas • Upkeep of residential areas • Arts centre • Civic Theatre • Parks and open spaces • Opportunities for participation in housing 	<p>Continue to strengthen our approach to community consultation and engagement</p> <ul style="list-style-type: none"> • Develop and implement departmental communication strategy <p>Ensure a clean, green and safe environment</p> <ul style="list-style-type: none"> • Continue to improve Darlington's green infrastructure • Improve satisfaction with children's play areas and maintain high levels of satisfaction with parks • Improve the quality of the cemeteries infrastructure
There remains low satisfaction with roads maintenance and pavement maintenance	<p>Continue to strengthen our approach to community consultation and engagement</p> <ul style="list-style-type: none"> • Develop initiatives to improve residents satisfaction with road and pavement maintenance

PERFORMANCE MANAGEMENT	
Maintain the star rating for Adult Social Services	<p>Work with partner organisations to integrate services and provide a more joined-up approach</p> <ul style="list-style-type: none"> • Integrate Council and PCT commissioning arrangement through the Joint Commissioning Board (Leading Edge Project) • Integrate Council and PCT provider services <p>Improve health and well-being</p> <ul style="list-style-type: none"> • Develop the Personalisation Agenda within Adult Social Care and Health
New Government national performance indicators	<p>Provide high quality value for money services</p> <ul style="list-style-type: none"> • Develop monitoring mechanisms for new national performance indicators
Demonstrate effectiveness of construction partners	<p>Work with partner organisations to integrate services and provide a more joined-up approach</p> <ul style="list-style-type: none"> • Further develop R & M Partnership Board structure and implement shared learning
Implementation of new project monitoring and management processes for Highways	<p>Provide high quality, value for money services</p> <ul style="list-style-type: none"> • Design and manage major projects to deliver outcomes on time and to cost
<p>There was an increase in the number of people killed or seriously injured in road traffic collisions (BV99ai 2007/08 reported figure)</p> <p>There was not a reduction in the number of children killed or seriously injured in road traffic collisions (BV99bi 2007/08 reported figure)</p>	<p>Ensure a clean, green and safe environment</p> <ul style="list-style-type: none"> • Implement the Speed Management Strategy • Implement Casualty Reduction Strategy
RESOURCES (Budget pressures/surpluses; recruitment/retention issues; asset management)	
<p>Capacity of staff within the new department</p> <p>Skills shortage in construction sector</p>	<p>Support the development of the workforce and staff well-being</p> <ul style="list-style-type: none"> • Deliver the Community Services Workforce Plan
<p>Overspending in Mid Term Financial Plan</p> <p>Comprehensive spending review</p>	<p>Provide high quality, value for money services</p> <ul style="list-style-type: none"> • Take a proactive approach to income generation

OPPORTUNITIES (Procurement, re-engineering, funding)	
<p>Depot relocation</p> <p>New services moving into Community Services Department</p> <p>Complete the Leading Edge Review of Transport</p>	<p>Provide high quality, value for money services</p> <ul style="list-style-type: none"> • Design and manage the new Community Services depot accommodation project • Review delivery of services where former D&E and Community Services are involved to reduce duplication and improve efficiency • Implement the outcome of the Transport Review
<p>Town Centre Fringe</p>	<p>Assist in the regeneration of Darlington</p> <ul style="list-style-type: none"> • Contribute to feasibility study on town centre fringe / cultural quarter
<p>Integration with PCT</p>	<p>Work with partner organisations to integrate services and provide a more joined-up approach</p> <ul style="list-style-type: none"> • Integrate Council and PCT commissioning arrangement through the Joint Commissioning Board (Leading Edge Project) • Integrate Council and PCT provider services
RISKS (What could stop the service delivering its strategic objectives)	
<p>Impact of any unpredicted increase in demand for community care</p>	<p>Improve health and well-being</p>
<p>Community Services staff capacity to deliver service improvements</p>	<p>Support the development of the workforce and staff well-being</p>
<p>The Council fails in its implementation of the Traffic Management Act 2004 and is subject to 'interventions' by the Secretary of State</p>	<p>Ensure an effective transport system</p>
<p>Implementation of the new waste contract</p>	<p>Contribute to making Darlington more sustainable</p>
<p>Depot relocation impacting on service delivery</p>	<p>Provide high quality, value for money services</p>
<p>Delivery of the Transport Management Leading Edge Review</p>	<p>Provide high quality, value for money services</p>
<p>Unable to manage the budget due to the reduction of Supporting People Admin & Grant Funding</p>	<p>Improve health and well-being</p>

EVENTS

(Was anything special over the last year that would explain performance, resources etc. Will this continue)

Refurbishment of the Arts Centre has resulted in some disruption to services which may explain the dips in customer satisfaction (as measured by the community survey 2007)	Arts Centre refurbishment was completed in 2007/08
Refurbishment of the museum	Completed in April 2008 should lead to an increase in customer satisfaction
Council restructuring took place in 2007	

Priority for Improvement: 1. Improve health and well-being					
Link to Change Driver: Government, Performance Management		Link to Risk (if applicable): Impact of any unpredicted increase in demand for community care Unable to manage the budget due to the reduction of Supporting People Admin & Grant Funding			
Link to Service Plan objective: Improve health, well-being and quality of life for all communities in Darlington		Link to Departmental objective Improve health, well-being and quality of life for all communities in Darlington			
Link to Corporate objective: Shaping a better Darlington		Link to Community Strategy Themes: Healthy Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Ensure adherence to NICE guidelines	Mike Crawshaw	Appoint Darlington One Life Co-ordinator	May 2008	NI 8 LI2500 LI2501	
		Develop new lifestyle referral options	April 2009		
Work with Director of Public Health to undertake a regular joint review of health and well-being status and needs of the population in Darlington (Joint Strategic Needs Assessment)	Jane Robinson, Miriam Davison	Joint Strategic Needs Assessment to be used to inform key documents within Darlington	April 2008		
		Review the Joint Strategic Needs Assessment on a regular basis (awaiting Government guidelines)	Dec 2008 Dec 2009 Dec 2010		
Develop the Personalisation Agenda within Adult Social Care and Health	Jane Robinson	Develop vision for personalisation of services in Darlington	April 2009	NI 130 NI 136 NI 139	
		Develop resource allocation for RAS	April 2009		
	Bob Parker, Jeanette Crompton	Develop and implement self-directed support action plan	April 2009	LI2001 LI2013 LI2014 LI2015	
		Review and learn from lessons learnt through the national individual budget pilots	April 2008		
Explore options to extend Direct Payments to transport	April 2009				

		Explore options to extend Direct Payments to equipment	April 2008		
		Review the Direct Payments for equipment	March 2009		
	Maxine Naismith	Work on Pilot project with CSIP on the personalisation agenda	2010		
Deliver Community Games programme	Emma Reah	Deliver community games in partnership with School Sports Partnership	July 2008	NI 57	
	Emma Reah	Consider Darlington School Olympics concept alongside Schools Competition Managers (Tees Valley wide post)	Ongoing 2012		
Development of community led physical activity	Mike Crawshaw	Investigate extension of community led physical education programmes	March 2009	LI2507	
		Seek external investment for community based activity	March 2009		
Service improvements					
Joint Strategic Needs Assessment will give us a better understanding of the future demands for adult social care and health					
Expected Outcome					
Improved health and well-being for residents					
Expected efficiency gains (both cashable & non-cashable)					
Resource required to implement change					
Grant funding for the Personalisation Agenda needs to be ring fenced for Adult Social Care and Health					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
Personalisation agenda will have implications for staff training					
Additional information					

Priority for Improvement: 2. Work with partner organisations to integrate services and provide a more joined-up approach					
Link to Change Driver: Government, Local, Performance Management, Opportunities		Link to Risk (if applicable): N/A			
Link to Service Plan objective: Improve health, well-being and quality of life for all communities in Darlington, Ensure a clean, green, safe and sustainable environment, Develop and strengthen partnership working		Link to Departmental objective Improve health, well-being and quality of life for all communities in Darlington Ensure a clean, green, safe and sustainable environment			
Link to Corporate objective: Shaping a better Darlington, Putting the customer first		Link to Community Strategy Themes: Healthy Darlington, Greener Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Integrate Council and PCT commissioning arrangement through the Joint Commissioning Board (Leading Edge Project)	Jane Robinson, Brian Key (PCT)	Deliver the actions within the project plan	2009		
Integrate Council and PCT provider services	Jane Robinson, Carol Harder (PCT)	Deliver actions within the project plan	2010	NI 125 NI 131 NI 132 NI 133 NI 136 LI2002 LI2003 LI2012	
Further develop Repair and Maintenance Partnership Board structure	Pauline Mitchell	Implement shared learning	March 2009	LI2100 LI2101	
		Further develop Key Performance Indicators to measure partnering arrangements	March 2009		
Look at opportunities for greater regional working	Ian Thompson	Become a formal partner in the Tees Valley Waste Management Group	April 2008		

cross Environmental Services	Brian Graham	Play an active part in the Tees Valley Street Scene Group	Qtrly		
	Roger Scott	Play an active part in the Tees Valley Transport managers Group	Qtrly		
	Rob George	Ensure Darlington's role in the Tees Valley Green Infrastructure Strategy and Action Plan is fully developed and opportunities maximised	April 2008		
	Rob George	Review role in the Tees Forest	March 2009		
Service improvements					
Integrated services between the Council and PCT					
Expected Outcome					
Improved partnership working					
Expected efficiency gains (both cashable & non-cashable)					
Closer working and integration with the PCT may generate some savings					
Closer working with Tees Valley partners may also generate some savings					
Resource required to implement change					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
Integration of services with the PCT will have HR implications					
Additional information					

Priority for Improvement: 3. Provide high quality, value for money services					
Link to Change Driver: Government, Local, Performance management, Resources, Opportunities		Link to Risk (if applicable): Depot relocation impacting on service delivery, Delivery of the Transport Management Leading Edge Project			
Link to Service Plan objective: Provide high quality value for money services Improve health, well-being and quality of life for all communities in Darlington Putting the customer first		Link to Departmental objective Provide high quality value for money services			
Link to Corporate objective: Provide excellent services Putting the customer first		Link to Community Strategy Themes: Healthy Darlington, Greener Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Align Supporting People to LAA and to the National Strategy	Anthony Sandys	Review Budgets	April 2008 April 2009 April 2010	NI 141 NI 142 LI 2401	
		Review & re commissioning of services	March 2009 March 2010 March 2011	LI 2402	
Review Adults complaints procedures and develop protocols	Elaine Lowcock/ Adult Services	Review new guidance from DH on integration of complaints (when published)	April 2009	LI 2004 LI 2005 LI 2017 LI 2018	
		Review complaints procedures and set up protocols	March 2010		
Implement the outcome of the Transport Review	Ian Thompson	Implement outcome of tender process for Adults and Children's transport	May 2009		
Take a proactive approach to income generation	Sandra Innes	Continue to expand the building cleaning portfolio	Ongoing		

	Steve Thompson	Deliver actions on Arts Centre and Dolphin Centre Business Plans	March 2009		
		Re-align resources to newly established income levels	Oct 2009		
	Steve Brannan	Review private street work charges (Section 38 and 278)	Jan 2009		
	Dave Winstanley and Norma Sheppard	Develop business plan for cycle and pedestrian training	Dec 2009		
	Shaun Carr and Ken Poole	Continue to seek new business opportunities within Technical Services	Ongoing		
Review delivery of services where former D&E and Community Services are involved to reduce duplication and improve efficiency	Cliff Brown, Dave Winstanley, Malcolm Harding, Ian Thompson, Steve Thompson, Ken Poole	Identify areas of shared service delivery	August 2008		
		Complete review	Oct 2008		
		Implement recommendations	April 2009 onwards		
Design and manage the new Community Services depot accommodation project	Ken Poole	Planning application submitted Tendering period Award contract Commence work on site Relocate to new facility	June 2008 Aug-Sep 2008 Oct 2008 Jan 2009 Jan-Feb 2010		
Design and manage major projects to deliver outcomes on time and to cost	Dave Winstanley, Cliff Brown, Ken Poole	Review project management practices in light of best practice	August 2008		
		Continue to deliver major projects according to detailed project plan – including Eastern Transport Corridor, school projects and Oval project	Ongoing		
Manage and review use of framework partners	Cliff Brown, Dave Winstanley, Malcolm Harding	Consider the re-tender of Framework Partnerships	June 2008		

		Continue to review partnership working by undertaking post commission reviews	Ongoing		
		Provide feedback to framework partners and refine working arrangements	Dec 2008		
Develop monitoring mechanisms for new National Indicators	Elizabeth Davison / Strategy and Performance Manager	Work with managers to ensure mechanisms are in place for data collection of new national performance indicators	April 2008		
		Undertake data quality audits on key performance indicators	Dec 2008		
Service Improvement description					
Improved services through the review of Transport					
Expected Outcome					
More efficient services and greater income generation					
Expected efficiency gains (both cashable & non-cashable)					
Review of Transport will lead to efficiency gains					
Resource required to implement change					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
Additional information					

Priority for Improvement: 4. Assist in the regeneration of Darlington					
Link to Change Driver: Government, Opportunities			Link to Risk (if applicable)		
Link to Service Plan objective: Contribute to the regeneration of Darlington			Link to Departmental objective Contribute to the regeneration of Darlington		
Link to Corporate objective: Shaping a better Darlington			Link to Community Strategy Themes: Prosperous Darlington		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Contribute to feasibility study on town centre fringe / cultural quarter	Steve Thompson, Pauline Mitchell, Dave Winstanley	Work alongside project team to contribute to plans for Darlington's cultural quarter / town centre fringe	March 2009 March 2010 March 2011	NI 11	
		Implementation Community Services actions	March 2009 March 2010 March 2011		
Application for Housing Growth Point	Alan Glew/ Dave Burrell	Develop and implement task groups with sub regional LA's	April 2008		
		Develop projects	2008-11		
	Pauline Mitchell	Work with planning colleagues to develop the Housing Growth project	Ongoing		
Financial Re-modelling of HRA	Pauline Mitchell	Commencement process of consultation with stakeholders	Sept 2008		
		Develop delivery plan	April 2009		
		Commence projects (if chosen)	April 2009		

Service Improvement description
Expected Outcome Town centre redevelopment leading to enhanced cultural and housing provision and employment
Expected efficiency gains (both cashable & non-cashable)
Resource required to implement change Regeneration section leading on the Town Centre Fringe project
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)
Additional information

Priority for Improvement: 5. Ensure our services are accessible to all					
Link to Change Driver: Government			Link to Risk (if applicable)		
Link to Service Plan objective: Promote social inclusion and community cohesion			Link to Departmental objective: Promote social inclusion and community cohesion		
Link to Corporate objective: Ensure access for all			Link to Community Strategy Themes: Healthy Darlington (One Darlington)		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Implement existing and future requirements of the Council's Disability Equality Scheme, Race Equality Scheme and Gender Equality Scheme	Strategy and Performance Manager and SMT	Staff to attend the Council's corporate training on how to undertake Equality Impact Assessments	March 2009	LI 2009 LI 2010	
		Review actions within the schemes	April 2008 Nov 2008		
Work towards Level 4 of the Corporate Equality Standard	Strategy and Performance Manager and SMT	Review Corporate Equality Standard Level 4 criteria and identify any areas for improvement	May 2008		
		Address areas for improvement	Dec 2008		
Service Improvement description					
Expected Outcome Services are accessible to all					
Expected efficiency gains (both cashable & non-cashable)					
Resource required to implement change Time and resources of undertaking Equality Impact Assessments and associated consultation					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.) HR implications relating to the Equalities training course					
Additional information					

Priority for Improvement: 6. Contribute to making Darlington more sustainable					
Link to Change Driver: Government, Local		Link to Risk (if applicable): Implementation of the new waste contract			
Link to Service Plan objective: Ensure a clean, green, safe and sustainable environment Putting the customer first		Link to Departmental objective: Ensure a clean, green, safe and sustainable environment			
Link to Corporate objective: Shaping a better Darlington Putting the customer first		Link to Community Strategy Themes: Greener Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Contribute to tackling climate change	Ian Thompson	Review fuel usage and type of fuel used in Council vehicles as part of the transport review	August 2008		
	Rob George, Sue Dobson (Transport Policy)	Reduce car miles by delivering the Green Radial Routes programme: <ul style="list-style-type: none"> o Complete 2 radial routes o Complete further 2 radial routes 	March 2010 March 2012		
	Rob George, Paula Jamieson, Nigel Potter (Groundwork)	Investigate opportunities to facilitate urban fringe local food initiatives and farm diversification projects	March 2009		
Implement new waste treatment and disposal contract	Ian Thompson	Implement an exit strategy with Premier Waste	Contract ends April 2009	NI 191 NI 192 NI 193	
		Work with preferred bidder on implementing new contract	Ongoing with contract commencing April 2009	LI2704 LI2705 LI2706	

Re-design refuse and recycling collections	Brian Graham	To commence consultation with residents on refuse/recycling collection service.	April 2008	NI 191 NI 192 NI 193 LI2704 LI2705 LI2706 LI2707 LI2708	
		Analyse results of consultation and round remodelling. Present proposals to Cabinet.	July/August 2008		
		Implement any proposed changes to refuse and recycling collection service to tie in with new waste treatment and disposal contract.	Sept 2008 – March 2009		
Implement the Tees Valley Waste Strategy in Darlington	Brain Graham and Phillippa Scrafton	Implement the Darlington Actions within the Tees Valley Waste Strategy	2020	NI 191 NI 192 NI 193	
		Monitor the Darlington actions	October 2008 April 2009		
Develop and implement plans to address the new Mercury Abatement regulations	Julie Cooper	Determine which cremator to fit new equipment to so that Mercury Abatement regulations are met and take report to Council	April 2008		
		Review the need for environmental surcharging	April 2008		
		Fit equipment to one cremator	2012		
Ensure biodiversity continues to increase to more sustainable levels	Rob George	Protect and enhance smaller sites (less than 1 hectare) of biodiversity importance: <ul style="list-style-type: none"> ○ Deliver Arnold Road pond project ○ Seek funding for the Faverdale Winn ad Faverdale Green project 	March 2010 March 2010	NI 197	

		Look for opportunities for biodiversity gain from a range of developments in rural areas	Ongoing		
		Establish and maintain a procedure for the monitoring and validation of Local Sites of Conservation importance	Dec 2008		
		Establish a rolling programme of site survey work that provides a database of biodiversity levels for the Borough	March 2010		
		Establish an effective biological record system in conjunction with the Biodiversity Partnership that allows for the recording of Darlington's biological records	2011		
		Declare new Local Nature Reserves: <ul style="list-style-type: none"> ○ West Park ○ Cockerbeck ○ Redhall ○ Skerningham 	April 2008 Sept 2009 Sept 2009 March 2011		
		Integration of the final report and database of the Great Crested Newt project	Sept 2008		
		Ensure that all of Darlington's main new strategies and plans incorporate measures to protect and enhance biodiversity and green spaces	Ongoing		
Promote energy efficiency of Housing Association, private sector and landlord stock	Alan Glew	Complete private stock condition survey	Sept 2008	NI 187 LI 2204 LI 2205	
		Develop Action Plan to feed into FIA Policy	2009/10		

<p>Service Improvement description Review of waste contract will result in improved services</p>
<p>Expected Outcome Assist in making Darlington more sustainable</p>
<p>Expected efficiency gains (both cashable & non-cashable) Changes to the waste contract will result in savings</p>
<p>Resource required to implement change Resources will be required for the new Mercury Abatement equipment</p>
<p>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</p>
<p>Additional information</p>

Priority for Improvement: 7. Provide high quality, affordable housing choice					
Link to Change Driver: Government, Local			Link to Risk (if applicable)		
Link to Service Plan objective: Improve health, well-being and quality of life for all communities in Darlington Provide high quality value for money services			Link to Departmental objective Improve health, well-being and quality of life for all communities in Darlington		
Link to Corporate objective: Shaping a better Darlington Provide excellent services			Link to Community Strategy Themes: Healthy Darlington		
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Work with Tees Valley partners to attract investment through housing market renewal (SHIP 3)	Alan Glew/ Dave Burrell	Develop task groups with sub regional LA's	April 2008		
		Develop projects	2008-11		
Financial Assistance - Policy and alignment with Regional loans policy	Alan Glew/ Dave Burrell	Commence alignments	April 2009		
		Development of regional loans policy	April 2009		
Fully align sub regional housing structures and Tees Valley Living	Pauline Mitchell	Review sub regional sub groups	May 2008		
Develop sub regional Housing Corporation protocol	Alan Glew	Implementation of actions on Housing Corporation protocols	Ongoing		
		Monitor and Review performance against the SPD	Quarterly		
Maximise Planning Powers	Alan Glew	Agree site spec on Affordable Housing	Ongoing		

Maximise investment through the National Affordable Housing programme (NAHP)	Alan Glew	Work with Registered Social Landlords and private developers to identify appropriate sites	Ongoing	LI 2206	
Service Improvement description					
Expected Outcome High quality housing stock in Darlington					
Expected efficiency gains (both cashable & non-cashable)					
Resource required to implement change Investment needed in housing market renewal, to be met through SHIP 3 funding					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
Additional information					

Priority for Improvement: 8. Support the development of the workforce and staff well-being	
Link to Change Driver: Local, Resources	Link to Risk (if applicable): Community Services staff capacity to deliver service improvements
Link to Service Plan objective: Promote well-being and development of the workforce	Link to Departmental objective Promote well-being and development of the workforce
Link to Corporate objective: Enhancing our capacity to improve	Link to Community Strategy Themes: Aspiring Darlington

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Deliver the Community Services Workforce Plan	SMT / HR Manager	All Community Services' third tier managers, and fourth tier where appropriate, to attend Leadership training courses	March 2011	LI 2800 LI 2801	
	All Managers	Identify staff that have the potential to be managers and provide these staff with opportunities (e.g. work shadowing), especially prior to a manager leaving	Ongoing		
	Ken Poole AD Technical Services	Complete the review of the Technical Services Section to include looking at multi-skilling of staff, career progression and staff retention	March 2009		
	SMT / HR Manager	Promote flexible working arrangements, where appropriate	Ongoing		
	All Managers	Staff to attend change management courses	March 2011		
	All Managers	Explore mentoring opportunities with a view to supporting staff to achieve qualifications i.e. NVQ3	Ongoing		
	All Managers	Review staff notice periods and have a faster turnaround of vacant posts e.g. having advert and job spec on file ready	Ongoing		
	SMT / HR Manager	Review need for market supplements as required (e.g. Highway Service)	Ongoing		

	All Managers	Identify key positions and develop staff to provide cover/obtain permanent positions as Managers	Ongoing		
	HR	Formalise induction / training programme by developing a staff training checklist for all staff	March 2009		
	HR	Induction process to include gaining a wider knowledge of how the Council operates e.g. attending Council meetings	March 2009		
	SMT	Traditional male work areas e.g. Highways, to attend school career open days to attract more women into the service	Ongoing		
	SMT	Link into any Corporate initiatives to help diversify the workforce	Ongoing		
	SMT / HR	Staff, where appropriate (e.g. front line staff that have regular contact with customers), to attend customer care training	March 2011		
Ensure Community Services comply with health and safety requirements	Kurt Busuttil	Carry out a study on the perception of health and safety within community services	March 2009		
		Review the street scene health and safety handbook	Dec 2008		
		Complete and distribute the health and safety handbook for building cleaning	June 2008		
		Ensure all DSE assessments are carried out using the e learning system	March 2009		
		Compile and distribute a health and safety file for catering school meals	March 2009		

	Lee Waters	Highways Services Health and Safety Manual to be checked by the Council's Health and Safety Unit and issues to all staff	April 2008		
Service Improvement description					
Enhanced services, motivated and skilled workforce					
Expected Outcome					
Enhanced services, motivated and skilled workforce					
Expected efficiency gains (both cashable & non-cashable)					
Resource required to implement change					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
HR implications detailed within the Community Services Workforce Plan					
Additional information					

Priority for Improvement: 9. Continue to strengthen our approach to community consultation and engagement					
Link to Change Driver: Local, Consultation		Link to Risk (if applicable)			
Link to Service Plan objective: Engaging and enabling communities to shape places and services, Putting the customer first		Link to Departmental objective Engaging and enabling communities to shape places and services			
Link to Corporate objective: Putting the customer first		Link to Community Strategy Themes: Healthy Darlington, Greener Darlington, Safer Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Continue to engage with service users to shape service delivery	Bob Parker	Review the service user satisfaction questionnaire and feed results into Quarterly service review report	April 2008 Quarterly		
	Maxine Naismith	Involve service users within the modernisation project board and review membership every year	April 2008 Ongoing		
	Maxine Naismith	Roll out the training pack and good practice guide on engaging with service users throughout the Learning Disability service	March 2009		
	Warren Tweed	Undertake consultation with service users, carers, GOLD, voluntary sector and independent sector on the Homecare Strategy	April 2008		
	Warren Tweed	Undertake consultation with service users, carers, GOLD, voluntary sector and independent sector on the Older People's Mental Health Strategy	March 2009		

	Warren Tweed	Undertake consultation with service users, carers, voluntary sector and independent sector on the PSI Strategy	Sept 2008		
	Maxine Naismith	Review the effectiveness of the 'Making a Difference' Groups in Learning Disabilities	Nov 2008		
	All managers	Feed into and attend Talking Together events, analyse information and implement actions	Quarterly		
	Ian Thompson and managers	Review literature to ensure it is up-to-date following Env't Services restructure	August 2008		
	Nicola Rowland	CDRP to meet the 'Face the People' requirements by continuing to attend residents and community groups meetings	Quarterly		
	Emma Reah	Develop a mechanism to ensure that the Community Sport Network is consulted on relevant applications and able to make recommendations to Cabinet	TBC		
Develop and implement departmental communication strategy	Elizabeth Davison and the Strategy and Performance Manager, Leon Jones	Develop and implement a communication strategy for the department	June 2008		
Develop initiatives to improve residents satisfaction with road and pavement maintenance	Dave Winstanley	Set up a standard procedure for carrying out consultation within Highways Service	April 2008	LI 2611 LI 2612	
		Develop and imp initiatives			
Develop and support Tenants Board members	H Neasham/ S Callaghan	Develop programme of training & development	June 2008	NI 160 LI 2208	
		Implement programme	Sept 2008 – March 2009		

		Further develop Scrutiny role for Tenants Board	Oct 2008		
Service Improvement description					
Services are reflective of residents priorities					
Expected Outcome					
Service users are able to influence service delivery					
Expected efficiency gains (both cashable & non-cashable)					
Resource required to implement change					
Staff time to attend community consultation events					
There will be a resource implication of addressing issues raised by residents					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
Additional information					

Priority for Improvement: 10. Ensure a clean, green and safe environment					
Link to Change Driver: Local, Consultation, Performance Management		Link to Risk (if applicable)			
Link to Service Plan objective Ensure a clean, green, safe and sustainable environment Putting the customer first		Link to Departmental objective Ensure a clean, green, safe and sustainable environment			
Link to Corporate objective: Shaping a better Darlington, Providing Excellent Services Putting the customer first		Link to Community Strategy Themes: Greener Darlington, Safer Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Continue to develop and strengthen our approach to tackling anti social behaviour and meeting Government's RESPECT Agenda	Nicola Rowland / Ian Thompson	Expand the use of Parenting Orders for Parents/guardians of anti-social youths	Oct 2008	NI 21 NI 24 NI 196	
		Agree and implement the Respect Standard for housing management with housing department to coordinate approach to Anti-Social Behaviour enforcement across all tenures	Aug 2008		
		Agree and implement Neighbourhood Charters with residents on estates suffering from Anti-Social Behaviour or nuisance.	Sept 2008		
		Deploy Uniformed Wardens in accordance with priorities indicated fortnightly in the CDRP tactical document	May 2008		

		Utilise Local Government Injunctions, Anti-Social Behaviour Orders against prolific and persistent offenders of Anti-Social Behaviour, nuisance and harassment	Ongoing		
		Utilise 'Community Payback's' for any unpaid work ordered by the Court as part of an anti-social sentence	Mar 2009		
		Better working together CDRP, Council Legal Department, Environment Agency to tackle envt crime	May 2008		
		Continue to enforce provisions in the Clean Neighbourhood and Environment Act 2005 and Environmental Protection Act 1990 for litter, waste, dog fouling, graffiti and fly-posting and advertising actions where possible	Ongoing		
	Graham Putt	Develop, consult and implement a CCTV strategy for Darlington	March 2009		
		Implementation of the digital upgrade within CCTV	June 2008		
Continue to deliver on street scene services	Brian Graham	Implement Street Scene Action Plan	March 2009	NI 195 NI 196 LI2703 LI2711 LI2712	
		Deliver the identified Street Scene financial efficiencies	March 2009		
		Carry out a mid term review of Street Scene	April – May 2008		
		Implement the outcomes of any proposed changes following review	June – Dec 2008		

Continue to improve Darlington's green infrastructure	Rob George	Deliver, monitor and review the Darlington Right of Way Improvement Plan	April 2008 April 2009 April 2010	NI 197	
		Seek funding for Phase 2 of the Maidendale Local Nature Reserve, including building a Ranger Centre and deliver project if funding is granted	Ongoing		
		Secure funding and appoint a South East Darlington Countryside Ranger	May 2008		
		Deliver the Cockerbeck Project: <ul style="list-style-type: none"> ○ Phase 1 ○ Phase 2 	May 2008 Sept 2009		
		Establish a baseline figure for the number of people using community woodlands by: <ul style="list-style-type: none"> ○ Undertaking a pilot data collection system in Skerningham ○ Roll out to the other community woodlands 	March 2009 April 2009 onwards		
		Complete the development of the new Redhall Local Nature Reserve	March 2009		
		Develop and pilot a framework for the Council and partner organisations to work together to deliver a wider ranging programme of: <ul style="list-style-type: none"> ○ Environmental education ○ Events programme 	April 2009 April 2009		

		Produce a Green Infrastructure Strategy for Darlington	March 2009		
		Deliver the action points within the Open Space Strategy for 2008-09	Mar 2009		
		Undertake a rolling programme of audits on open spaces throughout the Borough	Ongoing		
		Increase the number of self-managed allotment sites	March 2010		
		Work with Groundwork to develop and deliver an Allotment Strategy	March 2009		
Improve satisfaction with children's play areas and maintain high levels of satisfaction with parks	Ian Thompson	Complete South Park Pavilion	June 2008	LI 2710 LI 2709	
		Deliver Phase 2 of North Park Improvement Programme	March 2009		
		To develop proposals to put bid into the new funding identified as part of the children's plan for play provision	TBC		
		Continue to use 106 money to improve play areas	Ongoing		
Improve the quality of the cemeteries infrastructure	Julie Cooper	Engage the community in improving cemeteries by delivering a pilot Friends Group in West cemetery which will include setting up a group, developing projects and accessing external funding	March 2009		
		Deliver the 'Way to Go' initiative	2011		
	Brian Graham	Work with the Probation Service to develop and deliver a programme of improvements to cemeteries and other green spaces	March 2009		

Implement the Speed Management Strategy	Dave Winstanley	Identify all A and B roads	April 2008	NI47 NI48 LI2600 LI2601 LI2602 LI2603 LI2604 LI2605 LI2613	
		Review the Speed Management Strategy	Dec 2008		
		Complete the surveys of speeds on all A and B roads	April 2009		
		Assess if the speed limits are appropriate	April 2009		
		Make changes to speed limits and signage as appropriate	Dec 2010		
Implement Casualty Reduction Strategy	Dave Winstanley	Complete and publish the Casualty Reduction Strategy	Aug 2008	NI47 NI48 LI2600 LI2601 LI2602 LI2603 LI2604 LI2605 LI2613	
		Monitor the implementation of the actions on a yearly basis	Dec 2008		
Service Improvement description					
Expected Outcome Cleaner, greener and safer environment					
Expected efficiency gains (both cashable & non-cashable) Efficiency savings through Street Scene					
Resource required to implement change					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
Additional information					

Priority for Improvement: 11. Ensure an effective transport system					
Link to Change Driver Government, Local, Risks		Link to Risk (if applicable) The Council fails in its implementation of the Traffic management Act 2004 and is subject to 'interventions' by the Secretary of State			
Link to Service Plan objective Improve the highway network to increase safety, convenience and accessibility		Link to Departmental objective Ensure a clean, green, safe and sustainable environment			
Link to Corporate objective Provide excellent services		Link to Community Strategy Themes Greener Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	PIs	Targets
Implement Traffic Management Act requirements	Steve Brannan and Dave Winstanley	Produce and implement a Network Management Plan	April 2008	NI168 NI169 LI 2606 LI 2610 LI 2611	
		Monitor the delivery of the Network Management Plan	Qtrly July 2008 Oct 2008 Jan 2009 April 2009		
		Appoint new traffic manager	April 2008		
		Appoint additional support staff for permit / notification System	April 2008		
		Complete the Intervention Criteria self-assessment	Dec 2008 Dec 2009 Dec 2010		
		Implement powers available under the Traffic Management Act, including co-ordination of street works	TBC		

Deliver highway schemes as alternatives to the car and improve traffic flow (Local Transport Plan and other funding)	Steve Brannan, Andrew Hush, David Winstanley, Transport Policy, Malcolm Harding	Develop annual programme of transport schemes	January 2008, 2009, 2010		
		Hold monthly co-ordination meetings with Building Services and Transport Policy	Monthly		
Progress proposals for Civil Parking Enforcement and transfer of Police Enforcement Powers to the Council	Dave Winstanley	Review Government guidance	April 2008		
		Develop action plan	April 2008		
		Establish working group to take forward this work and to meet on a monthly basis	June 2008		
		Review action plan	July 2008 Oct 2008 Jan 2008 April 2009		
Deliver the Tees Valley Connect Programme	Dave Winstanley	Confirmation of Tees Valley Connect funding	May 2008		
		Develop and implementation plan	June 2008		
		Monitor delivery of the action plan	July 2008 Oct 2008 Jan 2008 April 2009		
Deliver the Cycle England Programme	Dave Winstanley	Confirmation of Cycle England funding	June 2008		
		Develop and implement action plan	August 2008		

		Monitor delivery of the action plan	Oct 2008 Jan 2008 April 2009		
Contribute to the flooding contingency planning processes	Steve Brannan	Review any changes to the Council's Contingency Planning process to ensure adequate response systems are in place within Highways Service	June 2008		
		Undertake an emergency practice to ensure that Highways Service response systems work	Sept 2008		
Service Improvement description					
Improved traffic regulation system for parking Improved control of roadworks More controlled use of highways					
Expected Outcome					
More expeditious movement of all forms of traffic on the highway network					
Expected efficiency gains (both cashable & non-cashable)					
More efficient use of parking wardens Investigate joint use of Civil Parking Enforcement IT software with Stockton Borough Council					
Resource required to implement change					
There will be financial implications of the review of parking enforcement restrictions, these will be identified in the Network Management Plan The Tees Valley Connect Programme and Cycle England Programme will be delivered through grant funding, however need to ensure there is adequate staffing levels to deliver the programmes					
Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)					
Legal implication if the Council fails to comply with the Traffic Management Act requirements					
Additional information					

Table of Performance Indicators

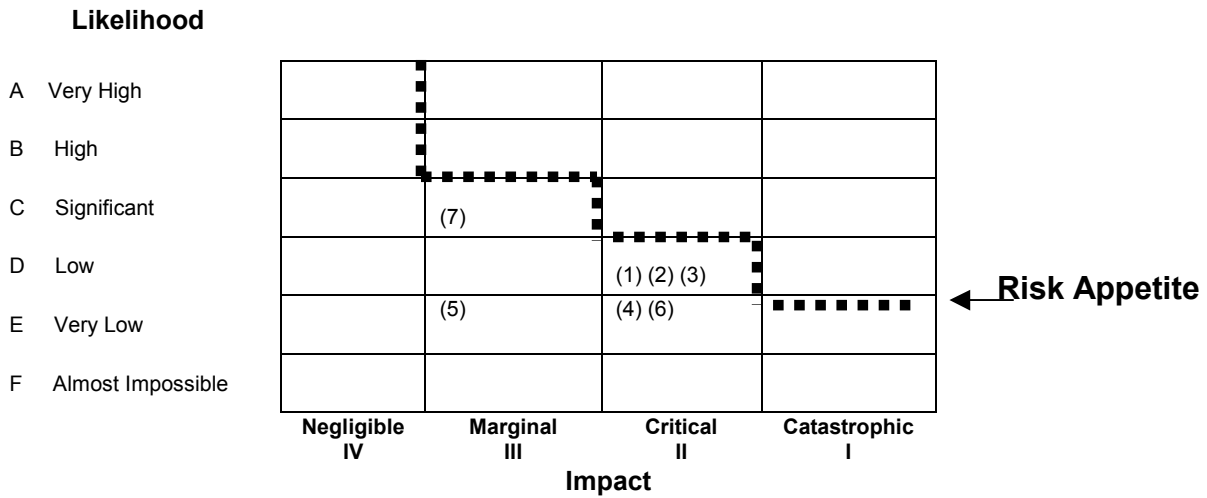
PI Number	Definition	Accountable Officer
National PIs		
NI8	Adult participation in sport	Mike Crawshaw
NI11	Engagement in the arts	Mike Crawshaw
NI21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Ian Thompson
NI24	Satisfaction with the way the police and local council dealt with antisocial behaviour	Ian Thompson
NI47	People killed or seriously injured in road traffic accidents	Dave Winstanley
NI48	Children killed or seriously injured in road traffic accidents	Dave Winstanley
NI57	Children and young people's participation in high quality PE and sport	Mike Crawshaw
NI 125	Achieving independence for older people through rehabilitation/intermediate care	Jane Robinson
NI130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	Jane Robinson
NI131	Delayed transfers of care from hospitals	Jane Robinson
NI132	Timeliness of social care assessment	Jane Robinson
NI133	Timeliness of social care packages	Jane Robinson
NI136	People supported to live independently through social services (all ages)	Jane Robinson
NI139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	Jane Robinson
NI141	Number of vulnerable people achieving independent living	Anthony Sandys
NI142	Number of vulnerable people who are supported to maintain independent living	Anthony Sandys
NI160	Local Authority tenants' satisfaction with landlord services	Hazel Neasham
NI187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	Alan Glew
NI191	Residual household waste per head	Brian Graham
NI192	Household waste recycled and composted	Brian Graham
NI193	Municipal waste land filled	Brian Graham
NI195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Brian Graham
NI196	Improved street and environmental cleanliness – fly tipping	Brian Graham
NI197	Improved local biodiversity – active management of local sites	Rob George

PI Number	Definition	Accountable Officer
Local PIs		
LI2001	Cost of intensive social care for adults and older people	Jane Robinson
LI2002	Number of people with a physical disability or sensory impairment in receipt of Direct Payments.	Jane Robinson
LI2003	Assessments of adults and older people leading to provision of service	Jane Robinson
LI2004	Clients receiving a review	Elaine Lowcock
LI2005	SS19A Percentage of complaints responded to within 10 days.	Elaine Lowcock
LI2009	Admissions of supported residents aged 18-64 to residential/nursing care	Jeanette Crompton
LI2010	Ethnicity of adults and older people receiving assessment	Jeanette Crompton
LI2012	Intensive home care as a percentage of intensive home and residential care	Jane Robinson
LI2013	Percentage of people receiving a statement of their needs and how they will be met (Was BV58 and was changed mid 2006-07)	Jane Robinson
LI2014	Number of people with mental health problems in receipt of Direct Payments.	Jane Robinson
LI2015	Number of people with a learning disability in receipt of Direct Payments.	Jane Robinson
LI2017	% stage 1 Adult Social Care and Health complaints responded to in 20 working days	Elaine Lowcock
LI2018	% of stage 2 Adult Social Care and Health investigations completed within 25 working days	Elaine Lowcock
LI2100	% of Urgent Repairs	Malcolm Harding
LI2101	Non Urgent Repairs	Malcolm Harding
LI2204	Increase no. of heat efficient homes in private sector	Alan Glew
LI2205	Increase no. of heat efficient homes in public sector	Alan Glew
LI2206	Private empty properties vacant for more than 6 months returned to use	Alan Glew
LI2208	Tenants view on whether rent represents value for money	Simon Callaghan
LI2401	Increase in the number of units of support for ex offenders living in settled or suitable accommodation (feeds into NI143)	Anthony Sandys
LI2402	Increase in the number of Lifelines funded by Supporting People	Anthony Sandys
LI2500	Increase Participation Eastbourne – Juniors	Steve Thomson
LI2501	Increase Participation Swimming Juniors	Steve Thomson
LI2600	Number of people KSI in road traffic collisions	Dave Winstanley
LI2601	Percentage change in KSI from 1994/98 average	Dave Winstanley
LI2602	Number of children KSI in road traffic collisions	Dave Winstanley
LI2603	Percentage change in children KSI from 1994/98 average	Dave Winstanley
LI2604	Number of all slight injuries	Dave Winstanley
LI2605	Percentage change in slight injuries from 1994/98 average	Dave Winstanley

LI2606	Number of days of temporary traffic control or road closure on traffic sensitive roads	Dave Winstanley
LI2610	Condition of unclassified roads	Dave Winstanley
LI2611	Percentage of population very or fairly satisfied with road maintenance	Dave Winstanley
LI2612	Percentage of population very or fairly satisfied with pavements maintenance	Dave Winstanley
LI2613	Number of children slightly injured in road traffic collisions	Dave Winstanley
LI2703	Satisfaction of Cleanliness	Ian Thompson
LI2704	Satisfaction of Waste Collection	Ian Thompson
LI2705	Satisfaction with recycling facilities	Ian Thompson
LI2706	Satisfaction with Civic Amenity Sites	Ian Thompson
LI2707	Percentage of households resident in LA area served by kerbside collection	Ian Thompson
LI2708	Percentage of households residents in LA area served by least two	Ian Thompson
LI2709	Satisfaction of Parks & Open Spaces	Ian Thompson
LI2710	Satisfaction of Children's Play Areas	Ian Thompson
LI2711	Satisfaction with the cleanliness of the town centre	Ian Thompson
LI2712	Satisfaction of upkeep of Residential Areas	Ian Thompson
LI2800	Percentage of PDRs undertaken – individuals	Janice Marron
LI2801	Percentage of PDRs undertaken – groups	Janice Marron

Risk Assessment 2008- 2011

RISK PROFILE TEMPLATE



RISKS ABOVE THE RISK APPETITE LINE 08/09

Risk Number	Current Risk Score	Target Risk Score	Description
None			

RISKS BELOW THE APPETITE LINE

1. Impact of any unpredicted increase in demand for community care
2. Community Services staff capacity to deliver service improvements
3. The Council fails in its implementation of the Traffic Management Act 2004 and is subject to 'interventions' by the Secretary of State
4. Implementation of the new waste contract
5. Depot relocation impacting on service delivery
6. Delivery of the Transport Management Leading Edge Review
7. Unable to manage the budget due to the reduction of Supporting People Admin & Grant Funding

Risk 1: Impact of any unpredicted increase in demand for community care

Vulnerability	Trigger	Consequence
More people assessed as requiring services than anticipated	Increase number of referrals and assessments	Increase in overspend or failure to deliver services

ACTIONS/ CONTROL ALREADY IN PLACE	ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK	REQUIRED MANAGEMENT ACTION/CONTROL	RESPONSIBILITY FOR ACTION	CRITICAL SUCCESS FACTORS AND KPI'S	REVIEW FREQUENCY	KEY DATES
Streamline commissioning and decommission in-house provider services in Learning Disability	Adequate	Closer working with the PCT (Leading Edge project)	Jane Robinson	TBC	Ongoing through Leading Edge Group	Leading Edge project ends March 2009
Reviewing transitions in Learning Disability and high level packages scrutinised by Senior Managers	Adequate	Enhance understanding of the demographics through the Joint Strategic Needs Assessment	Jane Robinson		Joint Strategic Needs Assessment reviewed December each year	Joint Strategic Needs Assessment completed by April 2008
Monthly service review meetings	Adequate	Implement self directed support	Jane Robinson			
Develop and implementing Home Care Strategy	Adequate					
Reviewing charging policy	Adequate					
Cases for CHC considered by multi agency panel	Adequate					

Risk 2: Community Services staff capacity to deliver service improvements

Vulnerability	Trigger	Consequence
Pressure to deliver service improvements with a lack of staffing resources	Dips in performance against performance indicator targets and not meeting service plan action deadlines	Unable to progress actions to improve the services Unable to retain the CPA star rating

ACTIONS/ CONTROL ALREADY IN PLACE	ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK	REQUIRED MANAGEMENT ACTION/CONTROL	RESPONSIBILITY FOR ACTION	CRITICAL SUCCESS FACTORS AND KPI'S	REVIEW FREQUENCY	KEY DATES
Implement the Community Services Workforce Plan	Adequate		Cliff Brown		Quarterly through the Departmental Plan updates sent to Departmental Management Team	July 08 Oct 08 Jan 09 April 09
Monitoring of performance indicators and service plan actions	Adequate		Strategy and Performance Manager		Some PIs are monitored monthly All PIs and service plan actions are monitored quarterly through Service Review Meetings and Qtrly Performance Report	July 08 Oct 08 Jan 09 April 09
Continue to hold Service Review meetings	Adequate		Cliff Brown		Service Review meetings held quarterly	Ongoing quarterly meetings

Risk 3: The Council fails in its implementation of the Traffic Management Act 2004 and is subject to ‘interventions’ by the Secretary of State

Vulnerability	Trigger	Consequence
<p>Lack of Government guidance on the Traffic Management Act (guidance should be out in January 2008).</p> <p>Lack of staffing resources to ensure the Council complies with the Traffic Management Act</p>	<p>Government intervention We fail our self assessment</p>	<p>Council receives a financial fine of up to £250,000</p> <p>Council has CPA star rating capped at 2* if they fail to comply with the Act</p>

ACTIONS/ CONTROL ALREADY IN PLACE	ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK	REQUIRED MANAGEMENT ACTION/CONTROL	RESPONSIBILITY FOR ACTION	CRITICAL SUCCESS FACTORS AND KPI'S	REVIEW FREQUENCY	KEY DATES
Project Plan developed and progress reported through LTP	Adequate	Monitor the delivery of the plan	Steve Brannan and Dave Winstanley		Project Plan to be reviewed quarterly	Implementation of the Traffic Management Act on 1st April 2008
Rolling out training and information sessions to staff, other sections within the Council and are planning an information session with Councillors	Adequate					
Advertised for a Traffic Manager post	Traffic Manager Post was not filled due to other councils paying more for Traffic Managers	Appoint new Traffic Manager	Steve Brannan and Dave Winstanley			Traffic Manager appointed by April 2008
Developing systems and procedures to meet the requirements of the Traffic Management Act		Appoint additional staff for permit / notification system	Steve Brannan and Dave Winstanley			New staff in post April 2008

Plan to undertake a self assessment each year to assess if we are meeting requirements of the Traffic Management Act	Adequate	Complete the Intervention Criteria self-assessment in December each year	Steve Brannan and Dave Winstanley			Self-assessment completed Dec 2008, 2009 and 2010
External assessment has judged the Council's preparation for implementing the Traffic Management Act as excellent	Adequate					
Upgrading of the IT system for electronic notices	Adequate					

Risk 4: Implementation of the new waste contract

Vulnerability	Trigger	Consequence
Current waste contract ends April 2009 and a new contractor will begin to operate the service	Commencement of new contract	Refuse fails to be collected Decrease in satisfaction with the waste collection service

ACTIONS/ CONTROL ALREADY IN PLACE	ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK	REQUIRED MANAGEMENT ACTION/CONTROL	RESPONSIBILITY FOR ACTION	CRITICAL SUCCESS FACTORS AND KPI'S	REVIEW FREQUENCY	KEY DATES
<p>The new waste contract moves the risk to the contractor rather than the Council</p> <p>Project methodology has been put in place to ensure a smooth transition to the new waste contract</p> <p>Holding fortnightly meetings with the new waste contractor</p>	Adequate	None	Ian Thompson	Waste performance indicators	Fortnightly meetings with new waste contractor	New contract commences April 2009

Risk 5: Depot relocation impacting on service delivery

Vulnerability	Trigger	Consequence
Timescale of the depot relocation	Notification to leave the depot	Unable to deliver services

ACTIONS/ CONTROL ALREADY IN PLACE	ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK	REQUIRED MANAGEMENT ACTION/CONTROL	RESPONSIBILITY FOR ACTION	CRITICAL SUCCESS FACTORS AND KPI'S	REVIEW FREQUENCY	KEY DATES
Delivery of the depot relocation Leading Edge Project	Adequate	None	Cliff Brown		Set out in the Leading Edge project plan	

Risk 6: Delivery of the Transport Management Leading Edge Review

Vulnerability	Trigger	Consequence
Transport management arrangements need modernisation	Increasing cost of transport	Increasing costs of transport management Poor quality services

ACTIONS/ CONTROL ALREADY IN PLACE	ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK	REQUIRED MANAGEMENT ACTION/CONTROL	RESPONSIBILITY FOR ACTION	CRITICAL SUCCESS FACTORS AND KPI'S	REVIEW FREQUENCY	KEY DATES
<p>New transport contract will pass the risks on to the new contractor</p> <p>Leading Edge project management is being used and a detailed project plan is in place</p> <p>Consultants engaged to work in partnerships to deliver recommendations</p>	Adequate		Ian Thompson	Financial savings delivered approx £500,000 per year	<p>Quarterly meetings of steering group</p> <p>Monthly project management meetings</p>	

Risk 7: Unable to manage the budget due to the reduction of Supporting People Admin and Grant Funding

Vulnerability	Trigger	Consequence
Reduction in Admin & Grant funding	Publication from CLG	Grant – services at risk (service providers) Admin – staff resources reduced

ACTIONS/ CONTROL ALREADY IN PLACE	ADEQUACY OF ACTION/CONTROL TO ADDRESS RISK	REQUIRED MANAGEMENT ACTION/CONTROL	RESPONSIBILITY FOR ACTION	CRITICAL SUCCESS FACTORS AND KPI'S	REVIEW FREQUENCY	KEY DATES
Raise profile with LSP	Adequate	Review and manage SP grant	A Sandys	New NI's	Monthly	Publication from CLG due 2008/09
		Report to Commissioning Body			Bi monthly	