



Chief Executive's Department

**DEPARTMENTAL PLAN
2009-2013**

Chief Executive's Departmental Plan 2009-2013

Purpose of Plan

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

Overview of the Chief Executive's Department

This is the second Departmental Plan for the Chief Executive's Department following its creation in 2007 from the former Chief Executive's Office, and elements of the Development and Environment and Community Services Departments. The department brings together a range of services and functions which are summarised on page 6.

Vision for the Department

Collectively our services provide the lead in the development of the Council's strategic role as 'place shaper' and in its continuing organisational development and improvement.

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

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

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

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

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

The Department's Services

Services are organised into two divisions each led by an Assistant Chief Executive. The Communications Team sits alongside this divisional structure. The broad structures and services are summarised in the table on page 6.

Departmental Objectives

1. Improve engagement with citizens, stakeholders and communities and put the needs and aspirations of customers at the heart of the Council's work.
2. Strengthen the local economy through business engagement and support, securing inward investment, improving skills and developing key economic drivers.
3. Lead the Council's role as place shaper, promote Darlington and secure the best possible outcomes for the borough in external partnerships, strategies and programmes
4. Tackle traffic congestion, improve public transport and promote the use of sustainable transport modes.
5. Create an attractive environment and pursue environmental sustainability for future generations.
6. Make Darlington a safe and secure place to live and work.
7. Pursue equality of opportunity for all Darlington's citizens, and reduce economic and health inequalities.
8. Deliver the Leading Edge strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery.

Ada Burns, Chief Executive, Town Hall: Tel. 2011		
Richard Alty Assistant Chief Executive Town Hall: Ext 2603	[Interim – Sally Collins] Assistant Chief Executive Town Hall: Ext 2013	Steve Jones Head of Communications Town Hall: Ext 2012
Regeneration Strategy – Manager: Steve Petch, Ext. 2627: Economic Regeneration Strategy; External Funding; Planning and Environmental Policy; Management Support	Corporate Policy – Manager: Andrew Robinson, Ext. 2014: Sustainable Community Strategy; Local Area Agreement; Corporate Plan; Service Planning; Performance Management; Comprehensive Area Assessment; Corporate Complaints Unit	Communications Unit – Strategic co-ordination of the Council’s communications functions
Assistant Director – John Anderson:	Safer Communities – Manager: Rob Jones, Ext. 3221: Planning and Strategy for Crime and Disorder Reduction Partnership	
Development – Manager: Roy Merrett, Ext 2037: Strategic Project Development; Planning Implementation; Development Control; Urban Design and Conservation; Divisional Technical Support		
Economic Regeneration – Manager: Gwenda Lyn Jones, Ext. 2660: Town Centre Management; Marketing and Tourism; Business and Projects; International Partnerships	Connecting With Communities – Head of Service: Sharon Brown, Ext. 2684: Communities and Social Inclusion; Talking Together; Welfare Rights; Community Development	
Transport Policy – Manager: Simon Houldsworth, Ext. 2701: Transport Policy and Partnerships; Transport Policy Implementation; Sustainable Travel Promotion		

Key achievements over the last 12 months

Regeneration

- Progress continues on the Central Park project, with £9.8M of One NorthEast funding and £6M from English Partnerships expected to attract £200M private sector investment in offices, 600 new homes, and conference facilities, in a landmark development alongside the East Coast Mainline;
- A University campus within Central Park is being progressed with Teesside University.
- Whilst unemployment rates are increasing nationally, regionally and locally Darlington has significantly narrowed the unemployment gap between the wards with the highest and lowest unemployment rates during 2008 (Feb to Aug) from 7.2 to 6.6 percentage points, whilst the gap has widened in other Tees Valley local authority areas. This contributes to delivery of our new 'One Darlington' priority of narrowing gaps in social, economic and environmental well-being across the borough.
- People qualified to NVQ Level 4 or above, at 27.5% in 2006, is above the Tees Valley, regional and national averages, and a 22.8% improvement since 2003 – 43.7% of people have an NVQ3 or 4 qualification, 21% more than in 2003;
- Gross Value Added per capita, at £17,199, is 96% of the UK average and has increased by 43.9% between 1997 and 2005 (latest available figures);
- Overall economic activity rates are 79.9% (2007), the highest in the Tees Valley and above regional and national averages;
- The Financial Times reported in September 2009 that the competitiveness of Darlington's economy is the second most improved in the country, after Newham, which benefits from the London and Olympics investment factors
- The Local Motion and Cycling Demonstration programmes have achieved significant shifts from car to sustainable travel modes, with a 9% reduction in car driver trips, 15% increase in walking and 65% increase in cycling between 2003 and 2006.
- The effectiveness of the social marketing approach to shifting travel behaviours is being considered in relation to other areas of the Council's work, and the potential for rolling out the approach across the Tees Valley City Region is being considered.
- The latest government figures indicate that Darlington's per capita CO₂ emissions average 7.8 tonnes per head. This is amongst the lowest amongst the Tees Valley local authority areas.

Policy

- Corporate Assessment confirmed the Council continues to be a four star authority that is performing well and providing excellent value for money.
- The effectiveness of the year long debate on the long-term future of Darlington, and the transparent way in which it has informed and shaped the new community strategy, is apparent in the widespread support and approval for the resulting document, 'One Darlington : Perfectly Placed' (Our Sustainable Community Strategy)
- Development in 2008 of a Tees Valley Multi Area Agreement and a Darlington Local Area Agreement deemed 'transformational' by Government Office North East.
- In the 2007/08 financial year, total joint Leading Edge and procurement savings of over £700,000 were identified. The Council works in partnership to deliver improved procurement, for example as members of NEPO (North East Purchasing Organisation) and by working in partnership with Tees Valley authorities. A total of over £1M of Darlington's spend is now purchased collaboratively;
- The council's successful approach to equalities has led to the consolidation of Level 3 of the Equalities Standard for Local Government. This places the Council in the top third of all authorities.
- 36% of BVPIs in 2007/08 were in the top quartile against a single tier average of 29%.
- Corporate Complaints Unit established, leading to improvements in complaints resolution, performance management and learning.

Health

- A Joint Strategic Needs Assessment has been completed in partnership with the PCT to highlight where local health and well-being outcomes need to be improved, and to inform the action planning needed to achieve the local outcomes and targets established in the Local Area Agreement 2008/11 – through the assessment joint posts have been created within the PCT and in service commissioning;

Community Safety

- An 11% reduction in total crime for the 12 months up to October 2008.
- Resources have been secured to develop our approach to tackling anti-social behaviour in local communities, with staff being deployed to address problems at the heart of local communities.
- The Borough's Domestic Abuse Team gave support to over 700 victims of domestic violence.

- A Multi-Agency Risk Assessment Conference (MARAC) has been established to support victims of domestic abuse.
- Launch of the Boroughs second Alcohol Strategy and securing the Alcohol Office for the North East region within Darlington.

Connecting with Communities

- Launched Customer Charter and Community Engagement Diary
- Talked to over 1000 people and delivered Rounds 3,4,& 5 of Talking Together
- Organised a range of Talking Together consultation events including transport, cycling and budget
- Community partnerships secured over £200,000 since April 2008 including heritage lottery grant of £100,000 and the Pensbury Street Group linked to Central Partnership also gained external funding of £100,000.
- Worked with approximately 70 new volunteers across the 11 Community Partnerships
- Mapped funding from the council to the third sector and clarified the need for clearer processes
- Joint training programme between third sector and council and this is seen as good practice by IDeA. Procurement training with the Third Sector has been implemented
- Set up Darlington Local Involvement Network (LINK) to enable residents to become involved in service delivery decision making in health and social care
- Successful partnership bid with Age Concern & Darlington CAB to Big Lottery Advice Plus programme. Awarded £480K starting 09/10 to improve access to advice and increase capacity through LAND (Legal Advice Network Darlington).
- 30% over profile target on benefit take-up (08/09 year end target = £1 million).
- Additional funding of £10K from Legal Services Commission due to over-performance on existing contract.

Key challenges over the last 12 months

- A major concern for the Council in the last year, with the Gateway Strategy moving forward into a second cycle of delivery, is that the economic downturn will limit or disrupt further private sector investment development projects, and undermine our future targets for business floor space provision, job creation and wage increases forecast in the Taking Forward Darlington Gateway research. The initial signs are that the strengthened local economy is fairing better than other parts of the region in the early stages of the recession, but there are many challenges to come.
- A range of targets negotiated and agreed as part of the Local Area Agreement process have been affected by the economic downturn and required re-assessment as part of the review and refresh arrangements. Through mitigating actions put in place however, these have been successfully limited to only three indicators.
- Full implementation of the new national indicator set and Assessment of Policing and Community Safety measures is still ongoing and necessitating a range of new data sharing protocols and performance monitoring arrangements.
- The loss of the Assistant Chief Executive in January 2009 along with turnover of other key members of staff and members of partnership groups has had to be carefully managed.

Key issues for the next four years ahead

- A corporate group, chaired by the Chief Executive, has been formed to identify ways of working with partners to minimise the effects of the downturn, whilst we are also working directly with developers to seek to maintain progress on development projects.
- Increasing emphasis has been given to business engagement in response to the credit crunch and recession. All businesses in Darlington are being visited by the Economic Regeneration Team and supplied with a Business Information Guide. This helps signpost businesses to the sources of help available. It will also lead to the creation of an on-line business directory to encourage trading between Darlington businesses. Similarly strong emphasis is being given to close engagement with town centre business and the Town Centre Management Team is developing projects to encourage town centre trade.
- Work will be started into the feasibility of developing the 170 h.a. Faverdale site as a major logistics park including detailed feasibility, impact assessments and site investigation. Options for improving to the covered market building will be considered in 2009/10.
- The transition from Comprehensive Performance Assessment (CPA) to Comprehensive Area Assessment (CAA) will take place in 2009. This will have a significant impact upon the Council and its relationship with partners as they set about delivering the Sustainable Community Strategy.

- The Policy, Performance and Partnerships review will be completed during 2009 and reshape these core functions in the medium term. Similar restructuring within the Connecting with Communities function will be taking place at the same time. The process of transition will need to be carefully managed.
- Support for Members and officers throughout the council to deliver White Paper priorities including Neighbourhood Charters and the monitoring of performance against agreed local priorities.
- Implementation of the reforms contained within “From the National to the Neighbourhood”.

Change Drivers

In the following table, the priorities or drivers for change that will impact on the department during 2009/10 and beyond are listed alongside the actions that need to be taken. Those actions that are the subject of Improvement Action Plans later in this document are cross-referenced to the relevant numbered action plan.

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

All the issues/priorities listed below were identified at the departmental service planning event in September 2008 and are included here to give a complete picture of improvement priorities to be addressed across the department.

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

Local priorities	
4. We must put customers and communities at the heart of the business of the organisation	Improving Engagement: Develop a culture of customer focus; enable people and communities to participate and influence service delivery; work with Third Sector to build social capital – see Improvement Priority No. 7
5. Service change and improvement must be focused on priority people and priority places	Making Darlington an Inclusive Place: As above (Issue 5) but bringing a particular focus to deprived communities and disadvantaged people, including improved social inclusion and welfare rights provision – see Improvement Priority No. 7
6. Local economic factors need to be addressed to support progress towards the vision for Darlington	Delivering Services: The renewed Darlington Gateway Strategy requires a shift in emphasis in economic regeneration services towards skills development and business support, whilst continuing the established focus on developing business infrastructure – see Improvement Priority No. 4
7. Whilst the shift of emphasis in regeneration referenced in Issue 7 above is required, the vision for Darlington requires a continuing programme of projects to deliver improved business infrastructure.	Place Shaping: Continue to implement and develop the major regeneration projects programme, including Morton Palms, The Oval, Central Park, Faverdale, Durham Tees Valley Airport, Lingfield Point and Feethams/Town Centre Fringe see Improvement Priority No. 5
8. The town centre is a key driver in continuing progress on the borough's economic development	Place Shaping: Develop and implement a range of strategies and programmes to enhance the vitality and vibrancy of the town centre, with a particular focus on independent retailers, the markets and town centre events – see Improvement Priority No. 4
9. Promoting Darlington and raising the borough's external profile is needed to support economic development	Delivering Services: Establish a vision for Darlington linked to the new Community Strategy, develop 'Destination Branding' rooted in the vision, set out road map for roll-out, implementation and marketing – see Improvement Action Plan No. 4

Local priorities - continued	
10. We need to continue to make Darlington a safer place to live, work and visit	Delivering Services: - see Improvement Priority No. 10
11. We must make a difference in tackling domestic abuse	Delivering Services - see Improvement Priority No. 10
Consultation	
12. Tackling and reducing traffic congestion is a priority concern for stakeholders, and an important factor in progressing economic growth	<p>Place Shaping: Accessibility to be central to all planning decisions, combined with partnership working to improve accessibility; new local bus network to be implemented; packages of congestion measures to be implemented on key corridors – see Improvement Priority No. 3</p> <p>Place Shaping: Develop and implement strategies for carrying forward sustainable travel programmes – see Improvement Priority No. 3</p>
13. We need to strengthen partnership working with the third sector in the design and delivery of services	Delivering Services: Connecting With Communities Service - See Improvement Priority No. 7

Performance Management	
14. The redesign of the Performance Management Framework is required to reflect changes in national performance indicators and the CAA, and the Council's Place-Shaping role	Place Shaping: A review of the Performance Management Framework is required in response to national changes – see Improvement Priority No. 8
Resources	
15. Delivery of the Organisational Development Strategy must be assured	A Leading Edge Organisation: Responsibility for delivering the 5 strands of the ODS is shared across the organisation, but the Leading Edge programme of business transformation projects led within the department has a key role (aligned to all priorities)
16. As an employer the Council needs to address health improvement in its workforce	A Leading Edge Organisation: This issue is being addressed across departments with key leads in HR/Corporate Services, Community Services and Chief Executive's (through the Director of Public Health) – see Improvement priority No. 9
Opportunities	
17. Tees Valley Unlimited and the development of a Multi-Area Agreement provides opportunities to secure good outcomes for Darlington in funding and in key city region projects	Delivering Services: - see Improvement Action Plan No. 6
Risks (See separate risks management section at end of document)	

Departmental Plan Priorities

Improvement Action 1:	Climate Change Action Plan Implementation
Improvement Action 2:	Local Development Framework (LDF) Delivery
Improvement Action 3:	Transport Strategy and Implementation
Improvement Action 4:	Improving the economy and responding to the credit crunch and recession
Improvement Action 5:	Major Development Projects
Improvement Action 6:	Tees Valley Unlimited (TVU), Multi Area Agreement (MAA) and Regional Governance
Improvement Action 7:	Empowering communities
Improvement Action 8:	Partnership working (PMF & CAA)
Improvement Action 9:	Corporate complaints handling
Improvement Action 10:	Health improvement agenda
Improvement Action 11:	Creating safer places and safer people
Improvement Action 12:	Develop social marketing initiatives

Priority 1): Climate Change Action Plan Implementation						
Link to Change Driver: Government Priorities			Link to Risk (if applicable): None			
Link to Service Plan Objective: Enhance the quality and sustainability of the local environment			Link to Departmental Objective: Create an attractive environment and pursue environmental sustainability for future generations			
Link to Corporate Objective: Shaping a better Darlington			Link to Sustainable Community Strategy Theme: Greener Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Monitor and review progress against Climate Change Action Plan actions	Paula Jamieson	Report progress to Economy & Environment Scrutiny Committee Report progress on actions to Cabinet portfolio holder	June 2009 Regular meetings	Mostly from within existing budgets but seeking resources through LSP for various projects	NI 175 NI 185 NI 186 NI 188 NI 198	LAA Targets
Provide Lead to Greener Theme Group and ensure group's Delivery Plan Actions dovetail with corporate climate change priorities	Steve Petch	Organise meetings: - Theme Group - Business Group Report progress against Actions to Theme Group and LSP Executive Awareness raising programme; Green Fair; Funding scheme for awareness-raising projects	Bi monthly Monthly Quarterly	Mostly from within existing budgets but seeking resources through LSP for various projects.	NI 175 NI 185 NI 186 NI 188 NI 198	LAA Targets

Service improvement description: The implementation of actions included in the approved Darlington Climate Change Action Plan in accordance with the timescales identified.
Expected outcome: Reduced carbon emissions in Darlington
Expected efficiency gains (both cashable & non-cashable): Various energy efficiency savings will also have cost savings
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): None identified
Additional information: None

Priority 2): Local Development Framework (LDF) Delivery						
Link to Change Driver: Government priorities			Link to Risk (if applicable): None			
Link to Service Plan Objective: 1. Contribute to the overall vision for Darlington.... 2. Enhance the quality and sustainability of the local environment			Link to Departmental Objective: Create an attractive environment and pursue environmental sustainability for future generations			
Link to Corporate Objective: Shaping a better Darlington			Link to Sustainable Community Strategy Theme: Greener Darlington Prosperous Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Core Strategy:	Valerie Adams	Pre Submission Submission to SoS Examination in Public* Adoption	Oct 2009 Jan 2010 Apr 2010 Sep 2010	*Examination will require extra staff and financial resources	----	As per completion dates
Tees Valley Waste & Minerals DPD:	Brendan Boyle	Submission to SoS Examination in Public Adoption	Nov 2009 Feb 2010 Apr 2010	External Consultants Existing Resources	----	As per completion dates
Design of New Development SPD: complete to adoption and implement to secure best possible design of new development, including through Housing Growth Point and Major Regeneration Development Projects	Karen Johnson	Adoption	Jul 2009	From within existing resources	----	As per completion dates

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Planning Obligations SPD:	Karen Johnson	Consultation Draft Adoption	Sep 2009 Mar 2010	From within existing resources		As per completion dates
Service improvement description: Production of the Local Development Framework in line with statutory requirements and locally agreed programme						
Expected outcome: A complete suite of LDF documentation which is widely owned and endorsed						
Expected efficiency gains (both cashable & non-cashable): None identified						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): None identified						
Additional information: Tees Valley Waste & Minerals DPD is being prepared by external consultants on behalf of all five Tees Valley authorities						

Priority 3): Transport Strategy and Implementation						
Link to Change Driver: National Priorities Local Priorities Consultation			Link to Risk (if applicable): None			
Link to Service Plan Objective: Vision Accessibility Sustainability			Link to Departmental Objective: Tackling traffic congestion Environmental sustainability			
Link to Corporate Objective: Shaping a better Darlington Ensuring access for all			Link to Sustainable Community Strategy Theme: Greener Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Work corporately to ensure that all planning decisions use the accessibility framework	Sue Dobson	Annual review	Ongoing	Within existing resources	NI 175	94%
Develop and oversee the implementation of packages of measures that address traffic congestion on key transport corridors. Develop and implement Tees Valley Bus Network Improvements	Simon Houldsworth	Annual review	Ongoing	LTP revenue funding Existing staff	LI 0304 LI 0303 LI 0306 NI 177 NI 178	35 3,697 AWPHF 867m vehicle km 8.61m 77.50

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Evidence, review and prepare strategy for continued delivery of Local Motion and Cycle Demonstration Town projects (including Safer Routes to School and Bikeability) Develop and Implement LTP3 (2011-2016)	Own Wilson (LM) Sue Dobson (CDT)	March 2009 & annual review thereafter	2011	External funding LTP funding DfES grant Revenue Existing staff	NI 198 LI 0304 LI 0303	24% 35 3,697 AWPHF
<p>Service improvement description: To deliver an integrated package of measures to tackle the effect of traffic congestion on accessibility, promote healthier lifestyles, improve the environment and provide real travel choices. Package to be funded from revenue, Department for Transport funding and other receipts.</p>						
<p>Expected outcome:</p> <ul style="list-style-type: none"> • To maintain accessibility. • Increase the capacity of the road network at key pinch points through physical improvements and better management. • Limit traffic growth by reducing car driver trips by Darlington residents. • Increase levels of walking, cycling and bus use. 						
<p>Expected efficiency gains (both cashable & non-cashable): More effective use of resources to meet travel needs and tackle traffic congestion. More predictable travel times will have direct and indirect benefits for local people and Council.</p>						
<p>Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): Implications include</p> <ul style="list-style-type: none"> • Funding requirements for supported bus services, concessionary fare travel schemes, maintenance, information provision etc. • Need for continued funding from external sources such as Local Transport Plan. • Need for continued funding and delivery of demonstration projects (Cycling Demonstration Town and Local Motion) • Legal processes for delivering Civil Parking Enforcement. 						
<p>Additional information: Performance Indicators related to the success of the package of measures, not any one particular action in isolation.</p>						

Priority 4): Improving the economy and responding to the credit crunch and recession						
Link to Change Driver: Local Priorities, Opportunities			Link to Risk (if applicable): None			
Link to Service Plan Objective: Contribute to the overall vision for Darlington by seeking to strengthen the local economy			Link to Departmental Objective: Strengthen the local economy through business engagement and support, securing inward investment, improving skills and developing key economic drivers			
Link to Corporate Objective: Shaping a better Darlington Enhancing our capacity to improve			Link to Sustainable Community Strategy Theme: Prosperous Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Implementation of the Business Engagement Strategy	Nik Grewer	Partners engaged (internal and external) Dissemination of information (Interface, BIG, web) Maintain Business Directory Link up with Corporate Procurement Unit	Ongoing throughout the whole year	From within existing resources	NI 151 NI 152 NI 171 NI 172 NI 174 LI 0200 LI 0204 LI 0205 LI 0207 LI 0208 LI 0209	
Continue to promote and develop the Town Centre	John Anderson	Deliver the Town Centre Business Plan: Sunday trading, Evening economy, Development of café culture, Town Talk and visitdarlington.com Events Strategy implemented and the Events Panel established to do the work identified	Ongoing throughout the whole year	From within existing resources		

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Develop the Skills agenda	John Anderson	Develop launch and deliver Engineering Skills project Link actions to 14-19 Trust and Diploma Development Greater promotion of Train 2 Gain funding Establish LEPs	Ongoing throughout the whole year	From within existing resources	NI 151 NI 152 NI 171 NI 172 NI 174 LI 0200 LI 0204 LI 0205 LI 0207 LI 0208 LI 0209	
Initiatives to tackle worklessness	John Anderson	Use existing Children's Centres to host advice surgeries (employer opportunities, Information, advice and guidance etc.) Take literacy and numeracy courses into the community Contribute to development of corporate Financial Inclusion Strategy	Ongoing throughout the whole year	From within existing resources		

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

Priority 5): Major Development Projects						
Link to Change Driver: Government Priorities Local Priorities			Link to Risk (if applicable):			
Link to Service Plan Objective: Enhancing the quality and sustainability of the local environment Strengthening the local economy and securing the development that Darlington needs			Link to Departmental Objective: Create an attractive environment and pursue environmental sustainability for future generations Promote Darlington and secure the best possible outcomes for the borough in external partnerships, strategies and programmes Strengthen the local economy through business engagement and support, securing inward investment, improving skills and developing key economic drivers			
Link to Corporate Objective: Shaping a better Darlington			Link to Sustainable Community Strategy Theme: Prosperous Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
The Oval: Reconsider content of the scheme and financial model in light of economic conditions	Richard Alty	Option appraisals completed	April 2009	From within existing resources	NI 151 NI 152 NI 153 NI 154 NI 155 NI 159	
Central Park: Complete Development Agreement	John Anderson (Project Sponsor) Rebecca Dent (Project Manager)	Development Agreement signed	Jan 2009	From within existing resources	NI 151 NI 152 NI 153 NI 155 NI 159	75.1%
University: Facilitate completion of agreements between University and GEC		University Agreement signed with developer	Jan 2009			33%
		Temporary Council depot provided	Aug 2009			37
		University development commenced	Aug 2009			
		University opened	Sept 2011			

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Housing Growth Point: Prepare and refine evidence on the Darlington case to influence the distribution of resources throughout the Tees Valley	John Anderson	Government announcement Programme of delivery and decisions on funding priorities Deliver schemes in accordance with programme	Dec 2008 Jan 2009 April 2011	HGP may bring additional resource of up to £4m to promote and accelerate housing schemes	NI 151 NI 152 NI 153 NI 154 NI 155 NI 159	
Lingfield Point: Process planning application	Roy Merrett	Determine planning application	April 2009	From within existing resources	NI 166	
Town Centre Fringe: Produce Master Plan and Implementation Strategy	John Anderson	Agree Development Framework Brief Complete Framework/ Master Planning Complete Implementation Strategy	April 2009 April 2010 April 2010	SRF and capital matched funding in place to deliver master planning	NI 151 NI 152 NI 153 NI 154 NI 155 NI 159	
Faverdale Strategic Site: Produce feasibility report	Graham Farr	Agree feasibility brief Complete feasibility case	April 2009 Dec 2009	SRF and capital matched funding in place to deliver master planning	NI 151 NI 152 NI 153 NI 154 NI 155 NI 159	

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
<p>Feethams Development: Facilitate DCSF development</p> <p>Explore use of SRF for property/ land acquisition re Beaumont Street Office</p> <p>Monitor market conditions regarding promotion of overall site</p> <p>Demolish redundant bus depot and replace with car park</p>		<p>Planning application submitted</p> <p>Determine planning application</p> <p>Agree business case with ONE</p> <p>Reports from property and estates</p> <p>Works completed</p>	<p>March 2009</p> <p>May 2009</p> <p>March 2009</p> <p>June 2009 Jan 2010</p> <p>April 2009</p>	<p>SRF and capital matched funding in place to deliver master planning</p>	<p>NI 151 NI 152 NI 153 NI 154 NI 155 NI 159</p>	
<p>Morton Palms: Process planning applications</p> <p>Market hotel proposals</p>		<p>Pre application one stop shop and determine applications within targets</p> <p>Interest in site obtained</p>	<p>Timescales subject to receipt of application</p> <p>Subject to market conditions</p>	<p>From within existing resources</p>	<p>NI 151 NI 152 NI 153 NI 154 NI 155 NI 159 NI 166</p>	

Service improvement description: Programme of major capital schemes to deliver the 'Perfectly Placed' priority of the SCS
Expected outcome: Enhanced environment improving the offer Darlington has to attract inward investment and jobs that contribute to the prosperous Darlington theme
Expected efficiency gains (both cashable & non-cashable): None
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): None beyond existing commitments
Additional information: None

Priority 6): Tees Valley Unlimited (TVU), Multi Area Agreement (MAA) and Regional Governance						
Link to Change Driver: Opportunities			Link to Risk (if applicable): None			
Link to Service Plan Objective: Develop clear plans and strategies ... and seek to influence sub-regional, regional and national strategies to secure the best possible outcomes for Darlington			Link to Departmental Objective: Promote Darlington and secure the best possible outcomes for the borough in external partnerships, strategies and programmes			
Link to Corporate Objective: Enhancing our capacity to improve			Link to Sustainable Community Strategy Theme: Prosperous Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Contribute to end of first year performance review of MAA	John Simpson	Review Quarter 4 returns and help deliver out-turn report	June 2009	From within existing resources	NI 005 LI 0040	
Ensure linkages with Darlington's Local Area Agreement are maintained	John Simpson	Alignment of LAA and MAA targets	June 2009	From within existing resources		
Take part in annual review and any refresh of MAA Targets in conjunction with JSU and partners	John Simpson	Potential revision of targets due to impact of recession	Dec 2009	From within existing resources		
Report progress and outcomes of review to Cabinet, LSP Executive and LSP Board	John Simpson	Reports to Executive	Feb 2010	From within existing resources		

Service improvement description: Working with neighbouring authorities to deliver a sub regional partnership capable of implementing the Multi Area Agreement appropriate to Darlington's and Tees Valley needs
Expected outcome: Effective contribution to Tees Valley Unlimited to review and refresh a Multi Area Agreement signed off with partners, GONE and national Government
Expected efficiency gains (both cashable & non-cashable): None identified
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): None identified
Additional information: None

Priority 7): Empowering Communities						
Link to Change Driver: Consultation, Local Priorities			Link to Risk (if applicable): None			
Link to Service Plan Objective: Empowering Communities			Link to Departmental Objective: Improve engagement with citizens, stakeholders and communities and put the needs and aspirations of customers at the heart of the Council's work Pursue equality of opportunity for all Darlington's citizens, and reduce economic and health inequalities			
Link to Corporate Objective: Ensuring access for all Shaping a Better Darlington			Link to Sustainable Community Strategy Theme: Liked to all five themes			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Roll out a programme of Talking Together events, supporting the use of the brand across the Council	Sharon Brown	Deliver Quarter 1 events	June 2009	Existing resources	NI 004 Number of events to be agreed	Deliver agreed number of events; maximise participation
		Deliver Quarter 2 events	Sept 2009			
		Deliver Quarter 3 events	Dec 2009			
		Deliver Quarter 4 events	Mar 2010			
Narrowing the inequalities gap in disadvantaged communities	Sharon Brown	Deliver new approach to community empowerment	April 2009	Existing resources	NI 002 NI 004 NI 005 Local empowerment indicator to be developed	Targets around numbers of people at key levels of empowerment

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Updating and delivering the Third Sector strategy	Mary Hall/ Karen Grundy	Strategic Funding Review completed and implemented	Oct 2009	Existing resources	NI006 NI007	Consensus achieved - local target
		Compact revised and agreed	Oct 2009	Existing resources	NI 007	Number of organisations that sign up to Compact
		Training programme in place	Jan 2010	Existing resources	NI 007	Number attending training courses
		Review of Third Sector Strategy	Mar 2010	Existing resources	NI 007 [Baseline due Feb 2009]	Local evidence of delivery
Delivering exemplary work on social inclusion, equalities and customer focus	David Plews	Agree approach to One Darlington	April 2009	Existing Resources	NI 001 NI 023 NI 140 [ex BVP1175]	----
		Deliver year one of Single Equality Scheme	March 2010			
Improving welfare benefit take-up	Matthew Sigsworth		March 2010	Existing Resources	LI 0807	£1.2 million
Service improvement description: Facilitating a bigger say and a better deal for people in Darlington, helping to deliver on the One Darlington agenda and working to create the environment for a thriving third sector						

Expected outcome:

Proof of the way that services are responding to local people's priorities
A maturing relationship with the third sector
Increased Talking Together brand recognition
Better customer focus within the Council
Increased benefits take-up putting money back into the local economy

Expected efficiency gains (both cashable & non-cashable):

Savings agreed in the 2008/09 Connecting with Communities review will be delivered

Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):

None identified

Additional information:

None

Priority 8): Partnership working (PMF & CAA)						
Link to Change Driver: Performance Management			Link to Risk (if applicable): None			
Link to Service Plan Objective: Planning and review			Link to Departmental Objective: Lead the Council's role as place shaper			
Link to Corporate Objective: Shaping a better Darlington Enhancing our capacity to improve			Link to Sustainable Community Strategy Theme: Linked to all five themes			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Complete collection of the first full year's data for the national Indicator set	David Goodchild	Collate departmental PI returns	April 2009	From within existing resources (Policy Unit)	Performance against Data Quality Strategy deadlines	Full compliance
		Check submissions from partners	May 2009			
		Upload data to the national hub as appropriate	June 2009			
Review protocols with duty to co-operate partners	David Goodchild	Check all relevant protocols are in place	April 2009	From within existing resources (Policy Unit)	Performance against Data Quality standards	Full and effective compliance
		Review effectiveness of protocols after half-year reporting	Nov 2009			
Effective quarterly review and reporting of performance at service, departmental, corporate, and LAA levels, as well as by Scrutiny Committee and Cabinet Portfolio	David Goodchild	Quarter 1 Reports	June 2009	From within existing resources (Policy Unit)	Performance against Data Quality Strategy deadlines	Full compliance
		Quarter 2 Reports	Nov 2009			
		Quarter 3 Reports	Feb 2010			
		Quarter 4 Reports	June 2010			

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Follow up to Place Survey	John Bosson	Review targets in light of national results and report outturn to Cabinet	May 2009	From within existing resources (Policy Unit)	Timely reporting of results and effective comparison of targets	Results reported on time
		Joint procurement evaluation of Place Survey and Community Survey	June 2010			All targets reviewed
Implement new bespoke tolerances	David Goodchild/ Peter Roberts	Lead setting of bespoke tolerances for all PIs and targets by end of second quarter	Nov 2009	From within existing resources (Policy Unit)	Proportion of bespoke targets/ tolerances refreshed	100%
Closure of Pilot LAA	John Bosson/ Craig Holden	Produce closure report for Pilot LAA including evaluation of programme, lessons learnt and a summary of the exit and continuation output	July 2009	From within existing resources (LAA Secretariat)	Amount of Performance Reward Grant secured	Circa 65% (£1.8 mill)
		Complete actions to maximise Reward Grant	July 2009	Input required from LSP and Corporate Services (Accountancy)		
		Submit Reward Grant claim	Dec 2009			
Develop service and corporate planning timetable	Andrew Robinson/ David Hall	Produce service and corporate Planning timetable for the 2010-2014 cycle	June 2009	Joint Policy Unit and Corporate Services project	Performance against project plans	Full and effective compliance
		Contribute to the refresh of the LSP Delivery Plan	March 2010			

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Contribute to effective LSP Board and Theme Group Reporting	Andrew Robinson	Complete induction for LAA Officer Work with LSP Chief Executive and Lead Officers Group to deliver regular PMF updates	April 2009 Quarterly	Policy Unit & LSP Secretariat	Timely reporting of results and effective performance management	Reports presented as per schedule in Delivery Plan
Annual Review of LAA (2008-2011)	John Bosson	Work with GONE to complete annual review of LAA	Jan 2010	Policy Unit & LSP Secretariat in conjunction with GONE	Degree of compliance with CLG Guidance & timescales	Full compliance and to timetable
Implementation of CAA	Andrew Robinson	CAA Initial hypothesis reviewed with CAA Lead	April 2009	From within existing resources (Policy Unit) With LSP and partner support	Degree of compliance with CLG/ Audit Commission Guidance & timescales	Full compliance and to timetable
		CAA Self Assessment prepared by council and partners	Aug 2009			
		CAA Annual Area Assessment Report Reviewed and reported	Nov 2009			
Service improvement description: Embedding revisions to the corporate performance management framework (PMF), enhancing the Council's role in the place shaping agenda and preparing with partners for the introduction of the new Comprehensive Area Assessment (CAA).						

Expected outcome:

Detailed protocols in place to enable timely and transparent reporting of the full national indicator set. Improved reporting of high quality performance information leading to better informed decisions and effective partnership working.

A clear hierarchy of performance reporting, strong data quality systems and effective target setting that is SMART. A full appreciation of the CAA process across partners and sectors and what each can contribute to the assessment and improving SCS outcomes.

Expected efficiency gains (both cashable & non-cashable):

Potential scope for savings through joint working on performance monitoring and reporting.

Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.):

None identified. All activities will be managed from within existing resource allocations.

Additional information:

Links in with the Darlington Partnership Secretariat delivery planning and co-ordination of theme groups.

Priority 9): Corporate complaints handling						
Link to Change Driver: Local priorities			Link to Risk (if applicable): None			
Link to Service Plan Objective: Community engagement			Link to Departmental Objective: Improve engagement with citizens, stakeholders and communities...			
Link to Corporate Objective: Putting the customer first			Link to Sustainable Community Strategy Theme: Links to all five themes			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Develop Complaints, Compliments and Comments Procedure and Practice Guidance	Lee Downey	Produce final versions Cabinet Report	March 2009 April 2009	Corporate Complaints Unit		
Develop IT system (Complaints, Compliments, Comments and Members Enquiries)	Lee Downey	Carry out quotation exercise Implementation	Feb 2009 March 2009	Corporate Complaints Unit and Procurement Corporate Complaints Unit and Xentrall		
Training	Lee Downey	Deliver in house training Commission Ombudsman training	Feb/ March 2009 July 2009	Corporate Complaints Unit Corporate Complaints Unit and Adult Social Care		

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Raise public awareness	Lee Downey	Refresh Feedback form	April 2009	Corporate Complaints Unit		
		Refresh web content	April 2009	Corporate Complaints Unit and Web Team		
Go live	Lee Downey	New procedure implemented	April 2009	Corporate Complaints Unit		
Ombudsman complaints	Lee Downey	Inform Ombudsman	March 2009	Corporate Complaints Unit and Legal		
		Transfer electronic and paper files	April 2009			
		Produce individual complaint reports		Corporate Complaints Unit		
		Produce quarterly reports	June 2009 Sept 2009 Dec 2009 March 2009	Corporate Complaints Unit		
		Produce annual report	March 2009	Corporate Complaints Unit		
Standards Committee Complaints	Lee Downey	Refresh web site	April 2009	Corporate Complaints Unit, legal and Democratic Services		
		Implement recording system	April 2009	Corporate Complaints Unit		

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
		Produce quarterly reports	June 2009 Sept 2009 Dec 2009 March 2009	Corporate Complaints Unit		
		Produce annual report	March 2009	Corporate Complaints Unit		
Develop local Performance Indicators	Lee Downey	Replace existing Performance Indicators	April 2009	Corporate Complaint Unit and Policy Unit		
Produce quarterly reports	Lee Downey	Reports produced	June 2009 Sept 2009 Dec 2009 March 2009	Corporate Complaint Unit		
Produce annual report	Lee Downey	Report produced	March 2009	Corporate Complaint Unit		
Service improvement description: Delivery of new corporate complaints policy and procedure for the Council improving the way it handles and learns from complaints. An area for improvement identified out of the 2008 Corporate Assessment						
Expected outcome: Speedier resolution of complaints and fewer escalating to more formal investigation						
Expected efficiency gains (both cashable & non-cashable): Potential as new culture becomes embedded limiting the need for senior management investigation/ review						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): Transfer of liaison role with Ombudsman Service from Corporate Services to Corporate Complaint Unit						
Additional information: None						

Priority 10): Health improvement agenda						
Link to Change Driver: Government priorities Local priorities			Link to Risk (if applicable): None			
Link to Service Plan Objective: Establish a process for agreeing a plan for long term improvements in health			Link to Departmental Objective: Pursue equality of opportunity for all Darlington citizens and reduce health inequalities			
Link to Corporate Objective: Providing excellent services			Link to Sustainable Community Strategy Theme: Healthy Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Narrowing the gaps in life expectancy between Darlington and England as a whole and within Darlington	Miriam Davidson			AOP, NHS Darlington and within Darlington Borough Council resources	NI 119 NI 120 NI 121 NI 122 NI 124 NI 126 NI 129 NI 134 NI 137	
Reducing smoking will narrow the gap in life expectancy. Darlington Tobacco Alliance to implement Action Plan	W Robinson	Quarterly reporting of smoking targets		Amount of Pilot LAA Performance Reward Grant to be determined	NI 123	
Develop and implement strategies to tackle and prevent obesity	W Robinson	Review Review	April 2009 April 2011		NI 055 NI 056	

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Improve access to sport and leisure	Mike Crawshaw	SCS Reporting	Quarterly	From within existing resources	NI 008 NI 057	
Implement the Darlington Alcohol Strategy	Kate Martin	Review	March 2010	From within existing resources	NI 039 NI 041	
Decrease under 18 year conception rate	Donna Thorne	Report to Children's Trust	2010/11 Report	From within existing resources	NI 112	
Implement the action plans of the Darlington Borough Council Health Improvement Strategy	Miriam Davidson	Quarterly meetings and reports to CMT Review Health Improvement Strategy	Quarterly Oct 2009	From within existing resources	----	
Plan for an ageing population	Jane Robinson			From within existing resources	Selection in range NI 125–NI 42	
Service improvement description:						
Expected outcome: Darlington Borough Council will deliver its role in improving health and reducing health inequalities particularly in relation to the wider determinants of health						
Expected efficiency gains (both cashable & non-cashable): None identified						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): None identified						
Additional information: None						

Priority 11): Creating Safer Places and Safer People						
Link to Change Driver: Government priorities, Local priorities, Performance management			Link to Risk (if applicable): None			
Link to Service Plan Objective: Creating Safer Places and Safer People			Link to Departmental Objective: Making Darlington a safe and secure place to live and work			
Link to Corporate Objective: Shaping a better Darlington Providing Excellent Services			Link to Sustainable Community Strategy Theme: Safer Darlington/ Aspiring Darlington			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Complete Joint Strategic Intelligence Assessment, refresh and Implement the Community Safety Plan and linked Delivery Plans	Rob Jones	1st refresh published	April 2009	Existing staff time/ potential CDRP joint resources	Supporting PIs included in CS Plan	To deliver Plan and update Delivery Plans on schedule
		2 nd refresh published	April 2010			
		New three year plan published	April 2011			
Implement Youth Crime Action Plan and align to refresh of the Borough's ASB Strategy	Rob Jones on behalf of CDRP/ Jenni Cooke on behalf of Children's Trust	Deliver Year 1 improvement proposals	March 2009	£790k YCAP Funding	Supporting PIs included in CS Plan and CYPP	Implement the seven strands of the YCAP
		Refresh ASB strategy and align to YCAP outcomes to run to March 2011	Sept 2009			
		Review and deliver Year 2 improvement proposals	March 2010			
		Review and deliver Year 3 improvement proposals	March 2011			

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
Refresh Domestic Abuse Strategy and Action Plan and align with Community Safety Plan	Joy Easterby	Scoping work undertaken with partners	March 2009	Existing staff time/ potential CDRP joint resources	Specific PIs included in plan to demonstrate effectiveness	To deliver plan on time
		Strategy refreshed and Plan Implemented and realigned to Community Safety Plan	April 2009			
		Refresh published	April 2010			
		New three year plan published	April 2011			
Develop appropriate local response to the Governments proposals arising from the <i>"Neighbourhood to the National"</i> Green Paper – particularly in regards to developing confident communities	Michelle Coates	Review position against proposals in Paper	June 2009	Existing staff time/ potential CDRP joint resources	Improved partnership working and community engagement – linked to perceptions indicators	Improvement Plan delivered on time
		Develop CDRP Plan	Aug 2009			
		Implement Improvement Plan	Sep 2009			
		Reassess CDRP position against plan	March 2010			

Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
CDRP Effective Practice - Continue to develop the work of the CDRP ensuring effective delivery at both strategic and operational levels	Rob Jones	Refresh Risk Management Plan	April 2009	Existing staff time/ potential CDRP joint resources	CDRP performance against targets	Plans delivered/ implemented on time
		Reassess performance against Hallmarks of Effective Practice and implement improvement plan as necessary	March 2010			
Service improvement description: Development of multi-agency approach to making Darlington Safer						
Expected outcome: Less crime and improved perceptions of crime and disorder						
Expected efficiency gains (both cashable & non-cashable): Potential scope for savings through joint working although difficult to quantify in real terms						
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): None identified						
Additional information: Actions directly link to the Community Safety priorities/ objectives for the Borough, SCS and LAA						

Priority 12): Develop social marketing initiatives						
Link to Change Driver: Local Priority			Link to Risk (if applicable): None			
Link to Service Plan Objective: All			Link to Departmental Objective: Deliver the Leading Edge strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery			
Link to Corporate Objective: Enhancing our capacity to improve			Link to Sustainable Community Strategy Theme: All Themes			
Actions needed to deliver improvement	Lead Officer	Milestones	Date for completion	Resources (finance & staff)	PIs	Targets
<p>Social marketing is the application of marketing techniques to bring about behavioural change and at the same time achieve 'social good'</p> <p>It is important that social marketing activity is not carried out in isolation but is used as a tool within a broader communications plan</p>	Steve Jones	<p>Opportunities for social marketing activity need to be identified at the communications planning stage</p> <p>Departmental/service communications plans need to be developed</p> <p>Operational planning to commence once service areas plan their communications for the coming year</p>	As appropriate to selected initiatives	<p>Corporate communications team has the skills and experience to be able to deliver social marketing activity but resources are finite and need to be targeted.</p> <p>Departmental/partner initiatives to be self – financing</p>	Number of initiatives to which this technique is applied	A limited number of high priority initiatives targeted and supported

Service improvement description: Improved communications planning will lead to more and better opportunities for social marketing activity
Expected outcome: Effective social marketing can result in changes to behaviour and perceptions
Expected efficiency gains (both cashable & non-cashable): There is potential for both. For example, campaigns that ask people to eat healthily, not to smoke or not to drop litter have cashable and non-cashable gains
Implications for Corporate Services (highlight changes to staffing, ICT requirements, HR, legal and accommodation issues etc.): None identified
Additional information: None

Departmental objectives and performance indicators

	Departmental Objective	Corporate Objectives	Community Strategy Themes	PIs
1	Improve engagement with citizens, stakeholders and communities and put the needs and aspirations of customers at the heart of the Council's work	Putting the customer first; Shaping a better Darlington	Aspiring Darlington; potentially all themes	NI 004, NI 006, NI 140
2	Strengthen the local economy through business engagement and support, securing inward investment, improving skills and developing key economic drivers	Shaping a better Darlington; Enhancing our capacity to improve	Prosperous Darlington	NI 116, NI 151, NI 152 NI 153, NI 163, NI 164 NI 165, NI 166, NI 171 NI 172, NI 173, NI 174
3	Lead the Council's role as place shaper, promote Darlington and secure the best possible outcomes for the borough in external partnerships, strategies and programmes	Shaping a better Darlington; Enhancing our capacity to improve	Prosperous Darlington	NI 005, NI 007, NI 027
4	Tackle traffic congestion, improve public transport and promote use of sustainable transport modes	Providing excellent services; Shaping a better Darlington	Prosperous Darlington; Greener Darlington	NI 167, NI 175, NI 176 NI 177, NI 178
5	Create an attractive environment and pursue environmental sustainability for future generations	Shaping a better Darlington; Providing excellent services	Greener Darlington	NI 154, NI 157, NI 159 NI 170, NI 185, NI 186 NI 188, NI 198

	Departmental Objective	Corporate Objectives	Community Strategy Themes	PIs
6	Make Darlington a safe and secure place to live and work	Providing excellent services	Safer Darlington	NI 015, NI 016, NI 017 NI 018, NI 020, NI 022 NI 026, NI 028, NI 029 NI 030, NI 032, NI 033 NI 034, NI 035, NI 038 NI 041, NI 042, NI 049 NI 138, NI 143, NI 144
7	Pursue equality of opportunity for all Darlington's citizens, and reduce economic and health inequalities	Ensuring access for all	Prosperous Darlington; Healthy Darlington	NI 001, NI 002, NI 023 NI 039, NI 040, NI 119 NI 120, NI 121, NI 122 NI 123, NI 124, NI 126 NI 129, NI 134, NI 137
8	Deliver the Leading Edge Strategy to improve the Council's performance and efficiency, and enhance capacity for change and delivery	Enhancing our capacity to improve	Potentially all themes	NI 005

Table of performance indicators (National PIs)

PI Number	PI Description	Accountable Officer
NI 001	Percentage of people who believe people from different backgrounds get on well together in their local area	David Plews
NI 002	Percentage of people who feel that they belong to their neighbourhood	Sharon Brown
NI 004	Percentage of people who feel they can influence decisions in their locality [LAA]	Sharon Brown
NI 005	Overall/general satisfaction with local area [LAA]	Sharon Brown
NI 006	Participation in regular volunteering [LAA]	Mary Hall
NI 007	Environment for a thriving third sector [LAA]	Mary Hall
NI 015	Serious violent crime rate	Rob Jones
NI 016	Serious acquisitive crime rate [LAA]	Rob Jones
NI 017	Perceptions of anti-social behaviour [LAA & SCS]	Rob Jones
NI 018	Adult re-offending rates for those under probation supervision	Rob Jones
NI 020	Assault with injury crime rate [LAA]	Rob Jones
NI 022	Perceptions of parents taking responsibility for the behaviour of their children in the area	Rob Jones
NI 023	Perceptions that people in the area treat one another with respect and dignity	David Plews
NI 026	Specialist support to victims of a serious sexual offence	Rob Jones
NI 027	Understanding of local concerns about anti-social behaviour and crime by the local council and police	Rob Jones
NI 028	Serious knife crime rate	Rob Jones
NI 029	Gun crime rate	Rob Jones
NI 030	Re-offending rate of prolific and priority offenders [LAA & SCS]	Rob Jones
NI 032	Repeat incidents of domestic violence [LAA & SCS]	Rob Jones
NI 033	Arson incidents	Rob Jones

PI Number	PI Description	Accountable Officer
NI 034	Domestic violence – murder/ manslaughter	Rob Jones
NI 035	Building resilience to violent extremism	Rob Jones
NI 038	Drug-related (Class A) offending rate	Rob Jones
NI 039	Alcohol-harm related hospital admission rates [LAA]	Rob Jones
NI 040	Drug users in effective treatment [LAA]	Kate Martin
NI 041	Perceptions of drunk or rowdy behaviour as a problem	Rob Jones
NI 042	Perceptions of drug use or drug dealing as a problem	Rob Jones
NI 049	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	Rob Jones
NI 116	Proportion of children in poverty	John Simpson
NI 119	Self-reported measure of people's overall health and well-being	Miriam Davidson
NI 120	All-age all cause mortality rate	Miriam Davidson
NI 121	Mortality rate from all circulatory diseases at ages under 75	Miriam Davidson
NI 122	Mortality from all cancers at ages under 75	Miriam Davidson
NI 123	16+ current smoking rate prevalence [LAA]	Miriam Davidson
NI 124	People with a long-term condition supported to be independent and in control of their condition	Miriam Davidson
NI 126	Early access for women to maternity services	Miriam Davidson
NI 129	End of life access to palliative care enabling people to choose to die at home	Miriam Davidson
NI 134	The number of emergency bed days per head of weighted population	Miriam Davidson
NI 137	Healthy life expectancy at age 65 [SCS]	Miriam Davidson
NI 138	Satisfaction of people over 65 with both home and neighbourhood	Sharon Brown
NI 140	Fair treatment by local services	David Plews

PI Number	PI Description	Accountable Officer
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Rob Jones
NI 144	Offenders under probation supervision in employment at the end of their order or licence	Rob Jones
NI 151	Overall employment rate [LAA]	John Simpson
NI 152	Working age people on out of work benefits	John Simpson
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods [LAA & SCS]	John Simpson
NI 154	Net additional homes provided [LAA]	Valerie Adams
NI 157	Processing of planning applications as measured against targets for 'major'	Dave Coates
NI 159	Supply of ready to develop housing sites	Valerie Adams
NI 163	Working age population qualified to at least Level 2 or higher	Gwenda Lyn Jones
NI 164	Working age population qualified to at least Level 3 or higher [LAA]	Gwenda Lyn Jones
NI 165	Working age population qualified to at least Level 4 or higher	Gwenda Lyn Jones
NI 166	Average earnings of employees in the area [LAA & SCS]	Gwenda Lyn Jones
NI 167	Congestion – average journey time per mile during the morning peak	Simon Houldsworth
NI 170	Previously developed land that has been vacant or derelict for more than 5 years	Martin Chapple
NI 171	VAT registration rate	Nik Grewer
NI 172	VAT registered businesses in the area showing growth	Nik Grewer
NI 173	People falling out of work and on to incapacity benefits	Nik Grewer
NI 174	Skills gaps in the current workforce reported by employers	Nik Grewer
NI 175	Access to services and facilities by public transport, walking and cycling [LAA]	Simon Houldsworth
NI 176	Working age people with access to employment by public transport (and other specified modes)	Simon Houldsworth
NI 177	Local bus passenger journeys originating in the authority area	Simon Houldsworth
NI 178	Bus services running on time	Simon Houldsworth

PI Number	PI Description	Accountable Officer
NI 185	CO ₂ reduction from Local Authority operations	Paula Jamieson
NI 186	Per capita CO ₂ emissions in the LA area [LAA & SCS]	Paula Jamieson
NI 188	Adapting to climate change [LAA & SCS]	Paula Jamieson
NI 198	Children travelling to school – mode of travel usually used [LAA]	Owen Wilson

Risk Management

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.

Risk No.	Risk	Responsible Person
Chief Executive's Department Risks		
1.	The Corporate reputation	ACE (Interim - Sally Collins)
2.	Advertising revenue cannot be predicted and levels can fluctuate	Steve Jones
3.	Delivery of targeted efficiencies and procurement savings	Richard Alty
4.	Changes to the statutory minimum bus concession	Simon Houldsworth
5.	Pressures around supported bus services	Simon Houldsworth
6.	Financial impacts of grant funding expiring	Richard Alty
7.	Investment in regeneration projects is vulnerable to the wider economy, to loss of external funding, and/or to shortfalls in capital receipts from asset disposals	Richard Alty
8.	Leading Edge strand – integrated communications strategy to include the public, employees, members and other stakeholders	Steve Jones
9.	Leading Edge strand – community engagement strategy on the future of the town and public services	ACE (Interim - Sally Collins)
10.	The management of Council risks in respect of Darlington Partnership	Richard Alty
11.	The management of Council risks in respect of the prosperous Darlington Partnership theme group	John Anderson
12.	The management of Council risks in respect of the Crime and Disorder Reduction Partnership theme group	Rob Jones
13.	The management of Council risks in respect of the Prosperous Darlington theme group	Miriam Davidson
14.	The management of Council risks in respect of the Greener Darlington Partnership theme group	Steve Petch

Plotting the departmental risks

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

Risk appetite line runs between the shaded areas (above the line) and the unshaded area (below the line).

Risks Classified as Priorities for Improvement

Risk No.	Risk	Actions/controls already in place	Adequacy of existing actions/controls	Current Risk Score	Target Risk Score
7	Investment in regeneration projects is vulnerable to the wider economy, external funding and capital receipts	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.	To be kept under review as the full impact of the credit crunch, economic downturn and recession emerge	C 2	C3

Actions to be taken to achieve target score

The most challenging risks to delivery of services and of the Council's contribution to One Darlington : Perfectly Placed are undoubtedly those arising from the current global economic climate. Whilst at the present time the Council is taking all available steps to seek to minimise the risk it is nevertheless above the risk appetite line in our risk assessment process.

Our work to consolidate and continue the transformation of the local economy through the Darlington Gateway Strategy is being affected by the constraints on borrowing facilities (the credit crunch) which is limiting the capacity of developers to invest in the major development projects that underpin the long term regeneration strategy.

The overall response retains our long term focus on the One Darlington : Perfectly Placed vision, whilst reorienting our short-term plans to maintain positive progress within our resources and capacity, and particularly to maintain a One Darlington focus on the effects on the most vulnerable people in the community.

A corporate working group has been formed, to seek to minimise the effects of the downturn. Close working with partners will focus on maintaining progress on regeneration projects and maximising resource.

Risk Scenarios

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

Controls in place: positive direction of travel signifies that the Council is making good progress and another 4* rating in March 2009 emphasises this. Service assessment scores are strong. The Council continues to have robust mechanisms in place to resource inspections, with effective management and communications arrangements. Effective liaison established with Audit Commission and GONE leads.

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

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

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

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

4. Vulnerability	Trigger	Consequence
Changes to the statutory minimum bus concession	Demand exceeds allocated budget and/ or fuel prices escalate	<ul style="list-style-type: none"> • Budget pressure • Loss of public confidence

Controls in place: Changes to the statutory minimum bus concession in England were introduced from April 2008 which increased the cost burden on councils administering the concession. Whilst additional funding was allocated to this budget in 2008/09 both from Central Government and the Council, the budget faces significant pressures. Uncertainties still exist over demand until a full year data of usage has been collected/ analysed and the continuing uncertainty over fuel prices. Additional resources have therefore been built into the 2009/10 budget to reflect this pressure.

5. Vulnerability	Trigger	Consequence
Pressures around supported bus services	Potential pressures to support additional bus services if the operator contracts services from the commercial network and continuing uncertainty over fuel prices for the supported network	<ul style="list-style-type: none"> • Budget pressure • Loss of public confidence

Controls in place: Effective contract monitoring and risk management seek to minimise this risk. Negotiations are closely monitored by the ACE (Regeneration).

6. Vulnerability	Trigger	Consequence
Financial impacts of grant funding expiring	Grant funding expiring on Transport policy delivery from 2011/12. Development and Strategy sections face potential shortfalls in funding from 2012/13 dependent on future receipts of Housing and Planning Delivery Grant	<ul style="list-style-type: none"> • Loss of capacity in key service delivery teams • Negative impact upon SCS work streams and outcomes

Controls in place: Budget savings implemented from 2009/10 as a result of restructuring within the teams affected. Work plans revised to match resources to priorities. Ongoing lobbying/ bidding for additional external funding.

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

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

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

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

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

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

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

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

11. Vulnerability	Trigger	Consequence
Management of Council risks in respect of the Prosperous Darlington theme group	Partners unable to deliver on shared priorities	<ul style="list-style-type: none"> • Failure to deliver outcomes of SCS, LAA and Gateway Regeneration Strategy strategies • Loss of reputation • Harm to LSP and future partnership working

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

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

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

13. Vulnerability	Trigger	Consequence
Management of Council risks in respect of the Healthy Darlington Partnership theme group	Partners unable to deliver on shared priorities	<ul style="list-style-type: none"> • Failure to deliver on SCS, LAA, and Health Improvement Plans • Loss of reputation • Harm to LSP and partnership working

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

14. Vulnerability	Trigger	Consequence
Management of Council risks in respect of the Greener Darlington Partnership theme group	Partners unable to deliver on shared priorities	<ul style="list-style-type: none"> • Failure to deliver on SCS, LAA, and Gateway Regeneration Strategy • Loss of reputation • Harm to LSP and partnership working

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

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