

COMMUNITY STRATEGY THEMES

		NUMBERS			
		QTR 1	QTR 2	QTR 3	QTR 4
IMPROVING THE LOCAL ECONOMY	♦	2	0	0	0
	♀	0	0	0	0
	●	26	28	28	0
28	Missing	0	0	0	28
TOTAL		28	28	28	28
PROMOTING INCLUSIVE COMMUNITIES	♦	1	2	1	0
	♀	1	1	0	0
	●	15	14	16	0
17	Missing	0	0	0	17
TOTAL		17	17	17	17
RAISING EDUCATIONAL ACHIEVEMENT	♦	1	1	0	0
	♀	0	0	0	0
	●	28	28	29	0
29	Missing	0	0	0	29
TOTAL		29	29	29	29
STIMULATING LEISURE ACTIVITIES	♦	0	0	0	0
	♀	4	4	1	0
	●	8	8	11	0
12	Missing	0	0	0	12
TOTAL		12	12	12	12
PROMOTING COMMUNITY SAFETY	♦	2	2	1	0
	♀	3	3	1	0
	●	7	7	10	0
12	Missing	0	0	0	12
TOTAL		12	12	12	12
IMPROVING HEALTH AND WELL-BEING	♦	2	2	1	0
	♀	1	1	0	0
	●	8	8	10	0
11	Missing	0	0	0	11
TOTAL		11	11	11	11
ENHANCING THE LOCAL ENVIRONMENT	♦	1	0	0	0
	♀	0	0	0	0
	●	15	16	16	0
16	Missing	0	0	0	16
TOTAL		16	16	16	16
DEVELOPING AN EFFECTIVE TRANSPORT SYSTEM	♦	2	2	4	0
	♀	2	2	2	0
	●	19	19	17	0
23	Missing	0	0	0	23
TOTAL		23	23	23	23
	♦	11	9	7	0

TOTALS CHECK	🟢	11	11	4	0
	●	126	128	137	0
148	Missing	0	0	0	148
TOTAL		148	148	148	148

CORPORATE OBJECTIVES

		NUMBERS			
		QTR 1	QTR 2	QTR 3	QTR 4
SHAPING A BETTER DARLINGTON	♦	0	0	0	0
	🟢	0	0	0	0
	●	9	9	9	0
9	Missing	0	0	0	9
TOTAL		9	9	9	9
PROVIDING EXCELLENT SERVICES	♦	1	0	0	0
	🟢	0	0	0	0
	●	6	7	7	0
7	Missing	0	0	0	7
TOTAL		7	7	7	7
PUTTING THE CUSTOMER FIRST	♦	1	1	1	0
	🟢	0	0	0	0
	●	6	6	6	0
7	Missing	0	0	0	7
TOTAL		7	7	7	7
ENSURING ACCESS FOR ALL	♦	1	1	0	0
	🟢	0	0	0	0
	●	7	7	8	0
8	Missing	0	0	0	8
TOTAL		8	8	8	8
ENHANCING OUR CAPACITY TO IMPROVE	♦	0	1	1	0
	🟢	0	0	0	0
	●	9	8	8	0
9	Missing	0	0	0	9
TOTAL		9	9	9	9
TOTALS CHECK	♦	3	3	2	0
	🟢	0	0	0	0
	●	37	37	38	0
40	Missing	0	0	0	40
TOTAL		40	40	40	40

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PERCENTAGES			
QTR 1	QTR 2	QTR 3	QTR 4
7.1%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
92.9%	100.0%	100.0%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
5.9%	11.8%	5.9%	0.0%
5.9%	5.9%	0.0%	0.0%
88.2%	82.4%	94.1%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
3.4%	3.4%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
96.6%	96.6%	100.0%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
0.0%	0.0%	0.0%	0.0%
33.3%	33.3%	8.3%	0.0%
66.7%	66.7%	91.7%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
16.7%	16.7%	8.3%	0.0%
25.0%	25.0%	8.3%	0.0%
58.3%	58.3%	83.3%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
18.2%	18.2%	9.1%	0.0%
9.1%	9.1%	0.0%	0.0%
72.7%	72.7%	90.9%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
6.3%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
93.8%	100.0%	100.0%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
8.7%	8.7%	17.4%	0.0%
8.7%	8.7%	8.7%	0.0%
82.6%	82.6%	73.9%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
7.4%	6.1%	4.7%	0.0%

7.4%	7.4%	2.7%	0.0%
85.1%	86.5%	92.6%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%

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PERCENTAGES			
QTR 1	QTR 2	QTR 3	QTR 4
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
100.0%	100.0%	100.0%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
14.3%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
85.7%	100.0%	100.0%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
14.3%	14.3%	14.3%	0.0%
0.0%	0.0%	0.0%	0.0%
85.7%	85.7%	85.7%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
12.5%	12.5%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
87.5%	87.5%	100.0%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
0.0%	11.1%	11.1%	0.0%
0.0%	0.0%	0.0%	0.0%
100.0%	88.9%	88.9%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%
7.5%	7.5%	5.0%	0.0%
0.0%	0.0%	0.0%	0.0%
92.5%	92.5%	95.0%	0.0%
0.0%	0.0%	0.0%	100.0%
100.0%	100.0%	100.0%	100.0%

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	Comments	
					Performance		
	employers.			Lingfield Point.	●	Negotiation ongoing regarding masterplan and future development proposed.	
				Durham Cathedral Land (A66).	●	Planning application being considered, to be determined subject to future work on the issue below.	
				Land adjacent the new Eastern Transport Corridor	●	Joint transport assessment being led by DBC; working towards agreement on accommodating development and sustainable travel options by end 2007/08.	
				Durham Tees Valley Airport.	●	Consultation on Masterplan ongoing.	
				Morton Palms.	●	Phase 3 planning permission granted and Phase 4 due to be submitted Feb 08. Council to offer corner site for potential hotel development.	
				Central Park.	●	Progressing relocation of depot.	
				Faverdale.	●	Proposed changes to RSS awaited. Support allocation of site for logistics development. Further consultation anticipated in Feb 2008	
				West Park.	●	Phase 3 planning application deferred but due Spring 08	
				Development & Regeneration	Work with partners to invest in a strengthen the key sectors in the local economy: Business & Financial services, Engineering, & Civil Engineering, Logistics, Health, Retail & Tourism.	●	Being progressed through business engagement; project to be picked up when key vacancy filled.
				Development & Regeneration	Build strong networks with business to boost opportunities for all.	●	Business Engagement Strategy agreed by CMT and with key partners; now being implemented
Development & Regeneration	Progress local procurement approaches to open up opportunities for local SMEs to bid for and win public sector contracts.	●	Being progressed jointly with the Procurement Team - ongoing work.				
IMPROVING THE LOCAL ECONOMY	Better economic opportunities for all. Ensure that the benefits of economic growth are available to all by developing initiatives that enable residents of deprived communities to access employment opportunities.	Development & Environment	Development & Regeneration	Review and refocus economic development priorities in line with the new Darlington Gateway.	●	Continuing to review priorities	
			Development & Regeneration	By 2010 provide over a million square feet of business units delivering over 4,000 jobs.	●	Continues on track.	
			Development & Regeneration	In partnership with Darlington College and other private and public partners meet employers' needs for a skilled workforce with appropriately skilled training.	●	Working with the 14-19 Trust and engineering employers on the development of Engineering Diplomas	
			Development & Regeneration	Progress targeted recruitment in project/development contracting.	●	Briefing sessions took place.	
			Development & Regeneration	Seek opportunities to develop employment projects focused on deprived communities.	●	All projects progressing on target and are all due to be completed by 31/03/08	
			Development & Regeneration	Participate in Tees Valley Unlimited.	●	TVU Board structures now operating.	
			Development & Regeneration	Produce and implement a Multi Area Agreement.	●	Draft MAA being negotiated with Government and regional partners.	
IMPROVING THE LOCAL ECONOMY	Enhance the quality of life in Darlington by creating an attractive and vibrant town centre. Work towards the regeneration of the	Development & Environment	Development & Regeneration	Town Centre marketing strategy and destination branding.	●	Marketing Strategy is being implemented. New timescales are being worked out for Destination Branding.	

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	Comments
					Performance	
	fringes of the town centre.		Leisure & Arts	Town Centre events strategy with varied programme of activities for residents and visitors.	●	The first Events Unit meeting of the financial year took place in July. Items of discussion included an update on the Events Calendar, the creation of a Creative Forum and the potential for an Open Band Festival in the Town.
			Development & Regeneration	New town centre business plan 2007-2012 with proactive management (street scene Central area walkabouts, etc).	●	Work is progressing on new Business Plan to be considered by the Town Centre Board in February 2008
			Development & Regeneration	Regeneration of the markets and development of the 'independent retailers village'.	●	Retail Therapy Project is progressing - 21 businesses have signed to the project. Review of outdoor market stall locations being carried out. Project Team for indoor market being set up.
			Development & Regeneration	Independent retailers' strategy.	●	Advertising took place. Steering Group continuing and identifying new priorities
			Development & Regeneration	Pedestrian Heart.	●	Complete subject to final accounts, etc. To be subject to scrutiny review when final accounts are available.
			Development & Regeneration	Commercial Street shopping complex and new multi-storey car park.	●	Project is progressing as planned, with slight slippage on start to April 08, subject to current phasing discussions and new planning permission.
			Development & Regeneration	Feethams feasibility project.	●	Brief for office development completed. Marketing in January. Research undertaken, ready to begin work on brief for the rest of the site.
			Development & Regeneration	Feasibility studies for 'Town Centre Arc' regeneration projects.	●	Brief for office development completed. Marketing in January. Research undertaken, ready to begin work on brief for the rest of the site.
			Public Protection	Effective use of enforcement powers.	●	Ongoing application of Licensing enforcement powers.
PROMOTING INCLUSIVE COMMUNITIES	To deliver the best quality of life for older people. We want to see older people in our community valued for their own sake, enabled to live independently and enjoying a high quality of life	Chief Executive's Office	Chief Executive's Office	Develop older people's strategy.	●	Strategy now developed
			Chief Executive's Office	Talk to older people to help shape our policies from transport to leisure.	●	Specific targeted engagement with older people through the pre-consultation phase of the Sustainable Community Strategy.
		Community Services	Adult Services	Support voluntary organisations and faith communities to tackle isolation for older people.	●	An event took place on 19 August with faith communities and voluntary groups. No more events are planned for this financial year.
			Adult Services	Review adult protection arrangements.	●	Adult Protection policy and procedures have been revised and are posted in Document Control system. Further work required once the proposed Safeguarding Adults Board has been established, and a revised policy and procedures have been consulted upon and approved. Significant work on this important area of work will be a priority once the new Safeguarding Adults Board is established early in 2008.
Adult Services	Implement the Mental Capacity Act.	●	Policies and procedures developed, implemented and publicised.			

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
	Improve outcomes and life chances of children and young people	Children's Services	Partnerships Services	Creation of locality teams.	●	Locality development continuing. Workshops taking place. Specialist Support team focus on the PRU. Targeted services being informed by comprehensive locality data profile.
			Partnerships Services	Children's Trust refocus.	●	The Children's Trust Board has established a single sub-group, the Performance and Planning Group, whose membership comprises operational managers from partner organisations. A range of standing and task-and-finish groups have reporting a relationship with the Performance and Planning Group.
			Partnerships Services	Integration of health, social care and education.	●	Locality development continuing. Workshops taking place. Specialist Support team focusing on the PRU. Targeted services being informed by comprehensive locality data profile.
		Community Services	Youth Service/Leisure & Arts	Youth offer/Play strategy.	●	Stakeholder sessions held 9 Nov 07 and 16 Jan 08; web site procured and being populated; launch event planned for 12.4.08.
			Youth Service	Youth participation strategy.	●	Tier 3 group continuing to meet regularly; Participation network established and developing training package and Charter mark Award; draft consultation and engagement strategy to Children's Trust 24.1.08.
			Youth Service	Set up four new bases in different parts of the town to provide more youth and leisure facilities for young people.	◆	Action needs to be re-evaluated in light of Locality Working developments and potential requirements of Aiming High for Young People (10 year strategy).
		PROMOTING INCLUSIVE COMMUNITIES	Provide housing choices and promote independence	Community Services	Housing Services	Develop more affordable homes.
Chief Executive's Office	Connecting with Communities			Develop year 3 of the Neighbourhood Renewal Strategy.	●	The outstanding Neighbourhood Renewal Strategy actions will be taken forward as part of the new Sustainable Community Strategy.
Chief Executive's Office	Connecting with Communities			Deliver Social Inclusion Strategy.	●	Delivery ongoing as per action plan in place. The future of the Social Inclusion Strategy is linked to the emergence of the One Darlington priority in the Sustainable Community Strategy.
Community Services	Housing Services			Invest £5m in improvements to council housing in 2007/08.	●	Capital programme on course to be completed at the end of the year.
	Housing Services			Provide an additional extra care facility at Rosemary Court.	●	Re-opening of Rosemary Court resulting in work to Extra Care units and communal facilities. The 28 Extra Care flats and 14 for people with mental health issues.

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			Housing Services	Refurbish Branksome Hall and Linden Court.	●	Refurbishment to communal areas and upgrading of bathing facilities to individual flats including installation of a lift has been completed.
RAISING EDUCATIONAL ACHIEVEMENT	To continually improve our schools and childcare. In a competitive global economy we want our young people to have the aspirations and skills they need to compete in the world of work. WE want them to be ambitious and aspirational for themselves.	Children's Services	Planning & Resources	Make all secondary schools in darlington high performing schools of choice with buildings fit for the future.	●	5 out of 7 schools improved their GCSE results (Aug07). Eastbourne Academy has secured capital funding of £15.3m. New build due to open Sept 2009. Capital funding of £2.4m agreed for new Pupil Referral unit.
			Planning & Resources	Renew and refurbish more schools.	●	Carmel -1st and 2nd phase of rebuild /refurbishment project now handed over and in use by school. Final phase due to be completed summer 2008.
			Planning & Resources	Make a commitment to secure funding to renew Branksome, Hurworth and Longfield secondary schools.	●	The authority continues to consult and engage with Partnerships for schools. New, updated funding guidance due to be issued imminently.
RAISING EDUCATIONAL ACHIEVEMENT	A champion for every child	Children's Services	Children & Families	Transforming the lives of looked after children.	●	Continuing upward trend in stability of placements for looked after children. Working groups established to look at key areas in White paper, groups report to report to Corporate parenting panel.
			Planning & Resources	Work with schools to develop Parent Councils to make sure that parents have a stronger voice.	●	Guidance document received, consultation required with Governing Bodies to seek their views on setting up Parent Councils.
			Partnerships Services	Engagement of children, young people, their families and carers.	●	New consultation and engagement strategy to go to Children's Trust Jan 2008.
			Partnerships Services	Parenting strategy.	●	Parenting post advertised.
			Partnerships Services	Common Assessment Framework.	●	CAF training programme in place. E-learning in place. CAF support group meeting regularly. Managers briefings planned to take place quarterly.
			Partnerships Services	Information Sharing Assessment.	●	CAF training programme in place. E-learning in place. CAF support group meeting regularly. Managers briefings planned to take place quarterly.
			Planning & Resources	Workforce Reform.	●	Strategic objectives and actions for each of the five priority areas were agreed by the Children's Trust Board in October 2007. The Children and Young People's Workforce Development Strategy for Darlington has been updated and will be submitted to the Children's Trust Board in January 2008.
RAISING EDUCATIONAL ACHIEVEMENT	Every child goes to school	Children's Services	School Improvement & Development	Radically improve attendance figures through a revitalised approach to attendance and exclusions.	●	Work continuing with schools around persistent absence. Attendance conference planned for February 2008.
			School Improvement & Development	Develop strong partnership working with schools around attendance.	●	Attendance network continuing to inform Best Practice.
			School Improvement & Development	Review attendance strategy.	●	Review complete.

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			School Improvement & Development	Develop strong partnership working with schools around behaviour and reduce the numbers of young people excluded from school.	●	Behaviour working party met 19th Nov. Initial report to JCG 30th Nov. Action plan and behaviour strategy to schools and stakeholders for consultation, w/e 11th Jan 08.
			School Improvement & Development	Review behaviour strategy.	●	Behaviour working party met 19th Nov. Initial report to JCG 30th Nov. Action plan and behaviour strategy to schools and stakeholders for consultation, w/e 11th Jan 08.
			School Improvement & Development	Encourage all Darlington schools to offer the best teaching in the NE.	●	New third tier structure includes Lead Officer with responsibility for continuing professional development. Link into Schools and workforce reform initiatives in place by 31st Jan 08.
			School Improvement & Development	Have all secondary schools achieving over 50% 5 or more A*-C GCSE results within the next 2 years and have a GCSE A*-C rate of 70% in the town.	●	The validated pass rate for the town is 59.8% which is higher than the unvalidated figure. All schools categorised for support purposes using Darlington procedures and protocols for Local Authority engagement with schools.
			School Improvement & Development	Improve achievement and progression across all key stages.	●	All schools categorised for support purposes using Darlington procedures and protocols for Local Authority engagement with schools.
			School Improvement & Development	Development, implementation and monitoring of the intervention and support strategy.	●	All schools categorised for support purposes using Darlington procedures and protocols for Local Authority engagement with schools.
			Partnerships Services	Develop the Darlington framework for pupil tracking.	●	Work ongoing - completion deadline Mar 08.
			Partnerships Services	Whole school target setting to match attainment.	●	Complete.
			Partnerships Services	Harnessing technology - transforming learning.	●	10 year Government Programme, all milestones achieved as per traffic light report.
			Partnerships Services	Children's Trust.	●	The Children's Trust Board has established a single sub-group, the Performance and Planning Group, whose membership comprises operational managers from partner organisations. A range of standing and task-and-finish groups have a reporting relationship with the Performance and Planning Group.
RAISING EDUCATIONAL ACHIEVEMENT	A job or placement for every school leaver	Children's Services	Partnerships Services	Work with our excellent colleges and Teesside University to encourage more young people to continue their education.	●	Continue to work with aim higher in developing programmes to secure entrance to Higher Education for our students. Colleges have excellent relationships with all schools in Darlington and visit each to give information. Colleges run inset days for school pupils to visit, they also have mentors to aid transition.
			School Improvement & Development	Continue the development of 14-19 education across the borough.	●	14-19 trust established. 14-19 strategy out to consultation Jan 2008.
			School Improvement & Development	Produce a borough-wide 14-19 prospectus.	●	Complete.
			School Improvement & Development	Review of Skills+ programme.	●	New KS4 engagement package including Skills + and Alternative Education.

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			School Improvement & Development	Develop the curriculum offer for 14-19 year olds.	●	Progress check is on track.
			School Improvement & Development	NEET strategy.	●	Consultants engaged to write strategy by end of March 2008.
STIMULATING LEISURE ACTIVITIES	Accessible and high quality value for money facilities	Community Services	Leisure & Arts	Implement the Dolphin Centre/Arts Centre business plans.	●	The leisure admin team collate weekly and monthly performance in each business area and circulate to senior managers. Delivery of Dolphin Centre Business plans is in progress. Since the refurbishment of the Arts Centre the financial performance of income/usage is being monitored to identify potential trends.
			Leisure & Arts	Promote leisure card based on social inclusion strategy.	●	Live Darlington card has been introduced.
	Leisure & Arts		Implement sport and physical activity strategy.	●	Strategy has been implemented. The action plan for the Sport and Physical Activity Strategy is complete, and CSN sub groups are working to deliver the actions. Some actions are already complete, and new actions are being developed added to the 'live document' on an ongoing basis. A 1st stage application for funding to Sport England has been approved, and the stage 2 application is due in on the 8th February. A decision will be made by March, and if successful, projects will begin in April 2008.	
	Adult Services		Continued development of assistive technology.	●	Project Plan underway, with revised systems in place. Further work required involving health partners to design service for the future by mainstreaming it and up-dating with latest technology, and developing more effective ways of monitoring and responding.	
	Leisure & Arts		Meet healthy schools agenda.	●	Menus have been re-defined to reflect the revised guidelines and were introduced from September 2007. Currently working with school Heads and school counsellors to provide advice and guidance and ensure consultation for menu development and service improvements. Community Services Food Policy is now complete and all schools have now received copies along with advice and guidance.	
	Youth Service		Youth offer .	●	Stakeholder sessions held 9 Nov 07 and 16 Jan 08; web site procured and being populated; launch event planned for 12.4.08.	
	Leisure & Arts		Events strategy.	●	The first Events Unit meeting of the financial year took place in July. Items of discussion included an update on the Events Calendar, the creation of a Creative Forum and the potential for an Open Band Festival in the Town.	
	Environment		Parks and open spaces strategy.	●	Work ongoing on delivering the actions.	
			Direct Council resources to contribute to people adopting healthier lifestyles.			

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			Environment	Look to introduce park rangers to care for our green spaces.	●	Continuing to increase the number of park rangers. Part time ranger for North Lodge Park funded through Fair Share and external funding for apprentice ranger for Cocker Beck project.
STIMULATING LEISURE ACTIVITIES	Closing the gap in life expectancy.	Community Services	Leisure & Arts	Deliver Zone Active project within 3 priority wards.	●	The Zone Active Programme is moving into its final quarter, therefore sustainability is the focus of the work. The Zone Active coordinator is working with schools and community groups to ensure that activity will continue beyond the end of the programme. Work to secure additional funding has been put on hold due to a change in focus of our in work, although new projects with a physical activity focus will begin April 2008 across the Borough through new funding from Sport England and the Community Sports Network. All of the new projects will learn from the successes of Zone Active, and will continue to support activity in the wards of Lascelles, Eastbourne and Park East.
			Leisure & Arts	Increase sport and recreation amongst young people.	👉	Leisure Services and Youth Services in particular sports development, are working in conjunction with delivery of positive activities packages. Locality Teams have now been established and are operational. Area plans are now in place for each team including linkage and partnerships with key agencies in each locality.
			Leisure & Arts	Implement Darlington Life programme.	●	The Darlington One Life Programme continues to be successful with over 80 new clients being inducted onto the scheme every six weeks. Feedback from customers is currently being used to ensure that the service continues to meet customer needs.
PROMOTING COMMUNITY SAFETY	Reduce crime, we want the people of darlington to be safe and feel safe in their homes and communities.	Chief Executive's Office	Chief Executive's Office	Introduce an intelligence led approach to crime and anti-social behaviour.	●	Intelligence led approach now adopted across all CDRP Groups. This will be supported by the introduction of new technology as detailed below.
			Chief Executive's Office	Develop new technology to better target resources at crime and anti-social behaviour.	◆	Discussions are ongoing on the procurement of appropriate ASB modules. Meeting with Finance Director and ICT Services to be held on 25/01/08.
			Chief Executive's Office	Maximise use of GIS.	●	GIS System fully installed. Training being provided to the appropriate frontline staff. Work ongoing to ensure capture of appropriate data.
			Chief Executive's Office	Work with voluntary organisations and communities to encourage pride and good citizenship.	●	CVS and Council employees now in place. Date set for Strategic Funding Group. Training programmes on procurement have begun. Lead officers identified for lead officers to implement third sector strategy. Work ongoing to implement the Partnership Programme Action Plan.
		Community Services	Development & Regeneration	Invest in good lighting and crime prevention measures in new housing developments.	●	Further revision to timetable necessary to accommodate requirement for further design consultancy input.
PROMOTING COMMUNITY SAFETY	Improve public reassurance about safety.	Chief Executive's Office	Chief Executive's Office	Work with partners to develop effective neighbourhood policing.	👉	Complete.

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	Comments
					Performance	
			Chief Executive's Office	Press for the people of Darlington to have swifter response from Darlington Police when they are contacted by the public.	●	Discussions have been concluded and issues highlighted with the Police. However recent community consultation for the Sustainable Community Strategy and Community Safety Plan did not highlight any further problems in relation to Police Response/Communications.
		Community Services	Environmental Services	Link with street scene operations.	●	Complete.
		Children's Services	Environmental Services	YOS linked to locality based teams.	●	Locality Teams have now been established and are operational. Area plans are now in place for each team including linkage and partnerships with key agencies in each locality. Building work is now complete on the new Nickstream Lane multi agency young people's centre.
PROMOTING COMMUNITY SAFETY	Use all available enforcement measures to reduce and deter crime.	Chief Executive's Office	Chief Executive's Office	Relevant protocols in place.	●	Complete.
		Development & Environment	Public Protection	Licensing enforcement - tackle the problem of alcohol sales to under age people through test purchasing, working in partnership with the Police who are considering the introduction of the Bottle Watch initiative which will enable confiscated bottles to be traced back to the retailer.	●	Programme of test purchasing is ongoing targeted on Police intelligence; enforcement action is being taken.
		Community Services	Environment	Use new powers to tackle littering and dog fouling on our streets and in our parks and open spaces.	●	Powers relating to littering are now being utilised by Environmental Enforcement Staff. Dog fouling enforcement continues with the Dog Fouling of Land Act with hopes of implementing a Dog Control Order for dog fouling by the end of the year.
IMPROVING HEALTH AND WELL-BEING	Integrate health and social care for adults.	Community Services	Adult Services	Get health and social services working together so people can get better joined-up services.	●	The Leading Edge project plan has been revised to now have two separate workstreams 1) Joint Commissioning 2) Integration of provider services both using Leading Edge project methodology.
			Adult Services	Develop a single point of contact covering health partners and the Council's older people services.	●	Completed - a new Director of Public Health has been appointed by the PCT and DBC.
			Adult Services	Use smart technology to foster independence and support carers.	●	Project Plan underway, with revised systems in place. Further work required involving health partners to design service for the future by mainstreaming it and up-dating with latest technology, and developing more effective ways of monitoring and responding.
IMPROVING HEALTH AND WELL-BEING	Develop a shared approach to public health.	Community Services	Adult Services	Jointly appoint a Director of Public Health	●	Completed - a new Director of Public Health has been appointed by the PCT and DBC.
		Chief Executive's Office	Chief Executive's Office	Nominate Health Member / officer champions.	●	Lead CMT officer confirmed.
			Partnerships Services	LAA projects and initiatives - Breastfeeding.	●	There has been sustained improvement in this area.
			Partnerships Services	LAA projects and initiatives - Immunisation.	●	There has been sustained improvement in this area.
			Partnerships Services	LAA projects and initiatives - Nutrition and obesity.	●	Successful launch of Packed Lunch booklets. Completed second Get Cooking Programme with young people and parents from PRU. Delivered food mapping workshop to food and health workers.

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	Comments
					Performance	
			Partnerships Services	LAA projects and initiatives - Smoking cessation.	●	Successful launch of Packed Lunch booklets. Completed second Get Cooking Programme with young people and parents from PRU. Delivered food mapping workshop to food and health workers.
			Partnerships Services	LAA projects and initiatives - Healthy schools.	◆	Five schools achieved NHSS status. Twenty One partially achieved as at Dec 2007. Revised target is 75% of schools to achieve NHSS status by Dec 2009.
			Partnerships Services	LAA projects and initiatives - Sexual health.	●	Achieved TPU trajectories for reduction in under 18 conceptions. Evaluated, developed and distributed Safe Zone, Darlington's Young People directory of services with involvement of young people, parents and workers.
ENHANCING THE LOCAL ENVIRONMENT	To make Darlington cleaner, greener and safer. We want a clean, safe and green environment for all Darlington people and a diverse choice of leisure facilities for them to enjoy.	Community Services	Environment	Manage the environment to improve 'liveability' and make it cleaner, greener and safer for residents.	●	Delivery of the Environmental Services Service Plan is on track.
		Community Services/ Development & Environment	Environment / Youth Services	Aim to continuously improve our street scene service, community safety services and youth provision.	●	ASB/CCTV/Street Scene and the Youth Offending Service are fully engaged in the CDRP.
		Community Services	Environment	Progress community engagement in specifying street scene priorities and programmes.	●	Environmental Services fully engaged in the new Talking Together Connecting with Communities events.
		Development & Environment	Consultancy	Improve the coordination of street scene road repairs with planned maintenance schemes / street lighting.	●	Co-ordination being addressed as part of wider preparation for duty to co-ordinate all street works under Traffic Management Act from April 2008.
			Public Protection	A smoke free environment, implement enforcement duties and powers under new legislation.	●	High level of compliance achieved; enforcement action not required to date; statutory returns completed.
		Community Services	Environment	Invest in community facilities where people live, e.g. new multi-use sports areas for Firthmoor and North Park, upgrade community area at Pensbury Street, new play area near Fryers Crescent, a range of improvements to Eastbourne Park, Lascelles open space, Sugar Hill Park, Red Hall recreation area, West Park, Cocker Beck, Victoria Embankment, Beech Wood, Skerne Park, Green Park and the Denes.	●	Work is ongoing. Completed projects at Fryers Crescent, Minors Crescent, Eastbourne Park, West Park, MUGAs at Firthmoor and North Park.
ENHANCING THE LOCAL ENVIRONMENT	A quality environment maintain and enhance the quality of the environment.	Development & Environment	Development & Regeneration	Progress the Local Development Framework.	●	CMT report in September rescheduled timetable in line with SCS - on schedule with this new timetable.
			Development & Regeneration	Ensure that design of major projects makes a positive contribution to environmental quality.	●	Environmental Impact Assessment for major apps seek to reduce or mitigate adverse impacts, supported by strong Local Plan policies. LDF will reflect emerging national guidance on environmental protection.
			Development & Regeneration	Progress feasibility studies for Feethams and the 'Town Arc' and cattle market proposals, as key environmental improvement opportunities	●	Feethams and Town Centre Fringe projects are being jointly progressed with feasibility work under way via consultants. Substantial guidance being given to the Auction Mart on what is required if proposals are to be taken forward.
ENHANCING THE LOCAL ENVIRONMENT	To reduce Darlington's carbon footprint and create a sustainable environment for future generations.	Development & Environment	Public Protection	Complete procurement of new waste disposal contract.	●	Being addressed through new Waste Contract and contractor agreed.
			Development & Regeneration	Develop and consult on new waste strategy.	●	This is scheduled to follow on from tender process for new contract.
			Consultancy	Continue to implement and progress sustainable transport programmes to contribute to reduced CO2 emissions and improved environmental quality.	●	Programmes of physical works are on target - modal shifts due to travel marketing are ahead of target.

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			Development & Regeneration	Ensure that all new homes in Darlington are carbon neutral by 2017.	●	National target year is 2020, not 2017; LSP has adopted Climate Change Strategy, action plan progress is on target - includes phased approach towards carbon neutral in line with new Code for Sustainable Homes; basis for LDF targets and Design SPD.
			Development & Regeneration	Explore the need for an environmental strategy for the Council's operational activities.	●	This is being considered/progressed jointly with Policy Unit.
			Public Protection	Increase recycling and landfill in order to meet Government targets.	●	This is being addressed through new Waste Contract.
			Development & Regeneration	Create a local climate change action plan.	●	Continuing to progress towards adoption in early 2008.
DEVELOPING AN EFFECTIVE TRANSPORT SYSTEM	Reduce congestion on our roads. We want a safer transport system that meets community and business needs, readily accessible and free from congestion.	Development & Environment	Development & Regeneration	Tackle congestion on key transport corridors and minimise its economic and environmental effects by making the most effective use of the transport network :	●	Programme of physical measures delayed due to more extensive consultation programme.
			Consultancy	Engineering solutions to specific 'pinch' points.	●	On course - Programme of physical measures delayed due to more extensive consultation programme now required by Council.
			Consultancy	Enhance junctions at selected points so traffic moves more smoothly.	●	On course - Programme of physical measures delayed due to more extensive consultation programme now required by Council.
			Consultancy	Improve how drivers can use existing road space to beat congestion.	●	On course - Programme of physical measures delayed due to more extensive consultation programme now required by Council.
			Consultancy	Provide more residents parking zones to help those who live in areas of high parking demand.	●	Current schemes progressing in line with plans.
			Consultancy	Implement powers available under Traffic Management Act (progress civil parking enforcement).	●	Further Guidance issued in Jan 2008. Implementation plan being developed to re-programme the project in light of the new guidance.
			Development & Regeneration	Feasibility study into park and ride.	●	On track for current year, but awaiting update of traffic model by JSU.
			Development & Regeneration	Market sustainable travel choices - increase cycling and bus use and reduce car driver trips.	👉	Figures for walking, cycling and reduction in car journeys are well ahead of target.
DEVELOPING AN EFFECTIVE TRANSPORT SYSTEM	Accessible jobs and services. Improve access to employment, education and other services particularly for those without access to a private car, those with a disability and those that have greatest need.	Development & Environment	Consultancy	Complete the Darlington Eastern Transport Corridor road easing congestion and opening up new areas for business development.	●	The project is on programme for completion in summer 2008. Work commencing on the new Haughton Road Roundabout Feb 2008
			Consultancy	Delivery of transport schemes programme from LTP2, Local Motion and Cycle Town.	●	Review being undertaken to determine the stage of all schemes and develop an action plan for completion of schemes that have successfully undergone consultation.
			Consultancy	Complete 'Lets Get Cracking' programme.	●	Completed
			Development & Regeneration	Review supported bus services and community transport against accessibility requirements	●	Work ongoing, although additional analysis is required.

THEME	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			Consultancy	Improved highway infrastructure facilities for disabled people.	♦	Red triangle refers to BV165, but provision continues to improve in line with local requirements. Budget not made available via the LTP for other dropped crossing provision this year. However, a register was maintained of locations with a view to divert funds should any slippage occur on other LTP projects. All highway schemes incorporate improvements to disabled facilities where possible. A budget has been identified and the register of locations are being developed into schemes for delivery this year.
			Development & Regeneration	Contribute to progressing Tees Valley transport.	●	The TV Bus Network improvement bid finalised subject to Cabinet approval February 2008 and any final modifications required. TV Metro study progressing, need to fund additional feasibility work (GRIP) negotiations ongoing with Network Rail over funding.
DEVELOPING AN EFFECTIVE TRANSPORT SYSTEM	Safer, sustainable travel. Improve real and perceived travel safety and security, widen travel choices for all and reduce the proportion of car driver trips.	Development & Environment	Development & Regeneration	Continue to invest in our transport infrastructure improving services for pedestrians, cyclist, bus users and motorists.	●	Work continuing, traffic levels through the inner cordon decreased.
			Development & Regeneration	Local Motion travel marketing programme.	🟢	As above, key programme indicators are well-ahead of target.
			Development & Regeneration	Invest in cycling infrastructure under Cycle Demonstration Town programme.	♦	Some schemes have been delayed due to issues raised during design and consultation.
			Consultancy	Review of accident casualty reduction targets and action plan.	●	Design and feasibility work complete on A68 Study. Portfolio Holder briefed. Consultation to start January. Some minor elements of the work have been introduced whilst Burtree Lane closed. Phased delivery of schemes programme to be completed in 2008/09
			Consultancy	Provide better bus stops with raised kerbs to enable buses to 'dock', improving access for passengers.	♦	The works are being coordinated with a review of the network. It is likely that the programme of works will be slipped into 2008/09.
			Consultancy	Boost road safety through further local safety schemes and 20 mph zones in residential areas.	●	Programme of 20mph schemes have been designed and consulted upon, through Legal processes and now in implementation phase. Fitzwilliam Drive area required more work. Design and feasibility on Town Centre 20mph zone required. Phased delivery of schemes - programme completed in 2008/09
			Development & Regeneration	Implementation of new national concessionary fare scheme.	●	On target, final negotiations with bus operators still to be held.
			Consultancy	Central park pedestrian/cycle bridge.	♦	Bridge to be delivered June 2008, installed July 2008
			Development & Regeneration	Help people use alternative means of travel by improving walk and cycle links and through measures to support bus travel.	●	As above, Sustainable Travel programmes on or ahead of target.

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
SHAPING A BETTER DARLINGTON	Develop a new vision for the Borough	Chief Executive's Office	Chief Executive's Office	Support the Darlington Partnership to set a fresh vision for Darlington 2012.	●	Sustainable Community Strategy on track and to be completed by 31st March 2008.
			Chief Executive's Office	Participate in enquiry groups.	●	Enquiry Group process has contributed to development of the emerging Sustainable Community Strategy.
			Chief Executive's Office	Public engagement.	●	Pre-consultation completed. Consultation on draft Sustainable Community Strategy ongoing.
			Chief Executive's Office	Deliver in partnership the Sustainable Community Strategy.	●	Sustainable Community Strategy draft developed.
SHAPING A BETTER DARLINGTON	Deliver a new Local Area Agreement	Chief Executive's Office	Chief Executive's Office	Evaluate existing LAA.	●	Regular Liaison meetings established with GONE. Workshop held for stakeholders. Commenced development of Technical List of Pis.
			Chief Executive's Office	Develop 35 targets	●	Work ongoing through Local Strategic Partnership to develop Local Area Agreement as delivery plan for Sustainable Community Strategy.
			Chief Executive's Office	Negotiate with GONE.	●	Local Area Agreement negotiation with Government Office North East commences in Quarter 4.
			Chief Executive's Office	Link with SCS.	●	Local Area Agreement being developed through Local Strategic Partnership with Government Office North East as delivery plan of Sustainable Community Strategy.
SHAPING A BETTER DARLINGTON	Promote Darlington and Darlington Borough Council	Chief Executive's Office	Chief Executive's Office	Promote the borough and the Council to secure investment and support from private and public sector agencies.	●	Continued promotion through Tees Valley Executive Group and development of MAA.
PROVIDING EXCELLENT SERVICES	Reinvigorate the performance management framework	Chief Executive's Office	Chief Executive's Office	Improved reporting of performance data.	●	Scrutiny reporting now in place.
			Chief Executive's Office	Improvements to Performance Plus.	●	Review of Performance Plus ongoing through a National Graduate Trainee's specific project.
PROVIDING EXCELLENT SERVICES	Ensure there are sufficient capacity and skills to provide public services in Darlington	Corporate Services	HRM	Deliver services that can compete with the best on quality and efficiency.	●	The Darlington & Stockton Partnership given Cabinet and Council approval. Will deliver capacity for service improvement.
			HRM	Develop the organisational development requirements for influencing public services and promoting Darlington.	●	The Darlington & Stockton Partnership given Cabinet and Council approval. Will deliver capacity for service improvement.
		Development & Environment	Development & Regeneration	Apply corporate methodology to project management and approach to delivery of capital projects.	●	Reviews continuing. Key products to be completed by mid March.
PROVIDING EXCELLENT SERVICES	Deliver targeted cashable savings from procurement whilst at least sustaining current performance levels	Chief Executive's Office	Chief Executive's Office	Identify and capture savings from the procurement and use of temporary staff.	●	Report taken to Corporate Management Team detailing proposals to manage agency staff and a means to deliver the savings identified.
			Chief Executive's Office	Identify and capture savings from the procurement and use of advertising.	●	Data capture exercise being carried out.
PUTTING THE CUSTOMER FIRST	Establish Connecting with Communities service	Chief Executive's Office	Connecting with Communities	Create new opportunities for the people of Darlington to give us their feedback and ideas.	●	Area based consultation events in place and well attended.
			Connecting with Communities	Develop the role and remit and terms of reference for unit.	●	This has been completed.
			Connecting with Communities	Commence implementation of the community engagement strategy.	●	This has commenced and initiatives have been taken forward.
PUTTING THE CUSTOMER FIRST	Deliver improved customer service	Corporate Services	ICT	Through detailed business process reengineering of services and other tools maximise efficiencies and improve customer service.	●	Senior Customer Advisors appointed and started in post Jan 08. Modular enhanced training underway. Bulky Waste BPR on hold. Revs and Bens BPR underway with long term deadline - CRM/MI Development Officer on project team. Housing process mapping and scripting underway.

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			ICT	Through enhanced generic working, additional targeted staffing and review of telephony/upgrade of CRM system increase the proportion of customers dealt with at a single point of contact.	●	New Customer Services structure in place with staff working across both services and contact channels. Team Leaders reconfigured to be responsible for delivery of specific services across all contact channels rather than being channel specific. Generic training on target. Additional CRM development planned for launch April 08.
PUTTING THE CUSTOMER FIRST	Champion the interests of the citizen	Chief Executive's Office	Chief Executive's Office	Engage and empower residents to help shape a better Darlington.	●	Delivering consultation on the draft Community Strategy. Talking Together Round 2 is providing an opportunity for people in each of Darlington's five localities to have their say in Shaping a Better Darlington.
			Connecting with Communities	Help Darlington's Community Partnerships to grow and thrive.	◆	Proposals are in development on how best to achieve this.
ENSURING ACCESS FOR ALL	Improve our approach to equalities	Chief Executive's Office	Connecting with Communities	Prepare for Level 4 of the Local Government Equality scheme.	●	New Project Initiation Document in development as a result of changes to the way that Level 4 of the Capital Equality Standard for Local Government is measured.
			Connecting with Communities	Gender Equality Scheme in place.	●	Adopted by Cabinet. Implementation now commenced.
ENSURING ACCESS FOR ALL	Address learning disability issues	Community Services	Adult Social Care	Develop carers compact.	●	Final draft agreed at meeting on 20 July 2007. Compact formally launched on 7 December 2007.
			Adult Social Care	Modernise day service provision.	●	The modernisation of day services will constitute part of the overall modernisation programme for LD. Project board to be established looking at whole scale reform, following the PATH event scheduled for January 08 after this event a strategic time out will take place to determine the exact tasks. The move to South Park will address some of the issues around modernisation and working practices.
			Adult Social Care	Develop self-directed support for service users.	●	A partnership agreement is being developed between Adult Services and the Care Services Improvement Partnership, that will provide additional project resources to assist with the implementation of the "personalisation" agenda in Darlington. Further discussions are due to take place in January 2008, to define projects, action plans and resource implications.
ENSURING ACCESS FOR ALL	Influencing public services	Chief Executive's Office	Chief Executive's Office	Extend effective partnership working to secure excellent public services from all providers.	●	Electronic Tool Kits developed.
			Connecting with Communities	Support community partnerships and voluntary organisations to take a lead in deciding what's best for their communities.	●	Volunteer training for Community Partnership members to build their committee skills and increase their capacity. Local Action Plans were reviewed in October.
		Children's Services	Partnerships Services	Work with schools to develop Parent Councils to make sure that parents have a stronger voice.	●	Guidance document to all Governing Bodies.
ENHANCING OUR CAPACITY TO IMPROVE	Deliver efficiency savings	Chief Executive's Office	Chief Executive's Office	Continue to develop and deliver the efficiency agenda to ensure a balanced MTFP.	◆	Progress remains on target for delivery of Gershon targets. However, the planned efficiencies against a number of major re-engineering projects have been delayed to ensure full and meaningful staff engagement takes place prior to implementation. This will have an impact on the current predicted values contained within the MTFP.

ACHIEVEMENT AGAINST ACTIONS - CORPORATE OBJECTIVES

OBJECTIVE	TOP PRIORITIES	DEPT PLANS	SERVICE PLANS	ACTIONS	QTR 3	
					Performance	Comments
			Chief Executive's Office	Deliver against target savings as set out in Leading Edge projects and procurement targets.	●	The procurement project savings remain ahead of target with a number of other Leading Edge projects having to re-profile the time line for the delivery of predicted savings as a result of more detailed and meaningful consultation. Additional projects have been identified with a view to developing other potential areas of opportunity.
ENHANCING OUR CAPACITY TO IMPROVE	Stockton/Darlington Partnership	Corporate Services	Finance	Finalise the detailed business case in relation to a variety of corporate services being jointly provided with Stockton.	●	Business Case approved by Cabinet in November.
			Finance	Adoption of business case by Council.	●	Adoption of Business Case approved by Council in November.
			Finance	Progress on targets against business plan.	●	Partnership recruitment programme underway.
ENHANCING OUR CAPACITY TO IMPROVE	Deliver the Leading Edge Organisational Development Strategy	Chief Executive's Office	Chief Executive's Office	Embed new ODS Leading Edge into the organisation and deliver the themed elements.	●	Strategy documents written and being implemented.
		Corporate Services	Chief Executive's Office	ODS strands on target against plan.	●	Allignment of action plans between strategies.
			HRM	Adoption of HR strategy.	●	Linkages of HR Strategy to the other key strategies of the organisation within Leading Edge is under constant monitoring.
			ICT	Adoption of ICT strategy.	●	Linkages of ICT Strategy to the other key strategies of the organisation within Leading Edge is under constant monitoring.