

Appendix 2a: Service areas where performance is above target	
Department/Budget Head	Key contributing PIs
<i>Chief Executive's</i>	
Communications Unit	CR12 Number of positive articles in the media.
<i>Community Services</i>	
Arts Centre and Civic Theatre	BV119di Satisfaction with art activities and venues, CS17g Participation at the Arts Centre.
Dolphin Centre	CS17ci-ii Participation in swimming for both adults and juniors.
Community Partnership and Performance Development	CS30a Individuals involved in Community Partnership work via Fair Share project, CS40 External funding attracted into priority wards.
Sports Development	CS155b Young people completing Zone Active sport programme, CS198 Number of sports development coaches engaged in CPD, CS201 Percentage of school children with minimum of 2 hours of PE and school sport, CS202 Number of young people participating in sports development.
Youth Service	CS103 Number of personal and social development hours offered to young people in the 13-19 age range, CS108 Number of young people supported who are at risk.
Welfare Rights Unit	CS55b Welfare Rights Benefit Take-up.
Homelessness	BV202 Number of people sleeping rough, BV203b Percentage change in number of dependent children/pregnant women in temporary accommodation, BV213 Number of households who were homeless for whom housing advice casework resolved their situation, BV214 Proportion of households homeless who were homeless in the last 2 years.
Housing Renewal Team	BV64 The number of private sector dwellings that are returned into occupation or demolished during the year as a direct result of action by the local authority, CS118c The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority, CS179 The number of private sector vacant dwellings that are vacant for more than 6 months.
Welfare Services	BV226a-c Spend on advice services, CS1 Percentage of occasions that a response and first action was instigated to a call from Warden Link Service within 3 minutes, CS50 Promote Warden Link Service.
Housing Benefits Administration	BV76a-d Benefits fraud visits, investigations, prosecutions, CS58 Number of in-claim visits undertaken, CS59 Number of high risk interventions undertaken, CS124 Hits on Benefits website, CS145 Percentage of new claims outstanding over 50 days, CS147 Percentage of applications for reconsideration revision actioned within 4 weeks, CS148 Percentage of appeals submitted to Appeals Service in 4 weeks.
Supporting People	CS132 Number of hits on the supporting people website, CS224 Service Users who have moved on in a planned way from temporary living arrangements.

<i>Children's Services</i>	
Safeguarding and Specialist Support	BV49 Percentage of children looked after with 3 or more placements during the year, BV51 Cost of services for looked after children, BV163 Adoptions of looked after children, BV197 Teenage pregnancies, SS32 Looked after children absent from school.
<i>Development & Environment</i>	
Highways	BV99ai-iii Road safety – killed/serious injuries, BV99ci-iii Road safety – slight injuries, BV100 Temporary traffic control or road closure due to local authority works, BV215b Rectification of street light faults down to Distribution Network Operator, DE16b Satisfaction with pavement maintenance
Waste Management	BV82d Household waste landfilled, BV84a-b Household waste collected per head of population, BV87 Cost of waste disposal per tonne
Commercial and Licensing	DE89a-b Taxi enforcement – late night exercises and number of infringements, DE90a-b Licensed Premises enforcement – late night exercises and number of infringements

Appendix 2b): Service areas where performance is below target	
Department/Budget Head	Reasons and Proposed Action
<i>Chief Executive's</i>	
Chief Executive	<ul style="list-style-type: none"> The 2006/07 satisfaction with the Council overall (BV3) is below the aspirational target and lower than the 2003/04 result although remains above the median for all top tier authorities. A range of activity across the authority impacts upon this area and action is being taken where necessary. Development work in the town may well have impacted on this result, however the relationship between improving service satisfaction and a reduction in overall satisfaction with the council is a key area of work for the authority.
Policy Unit	<ul style="list-style-type: none"> Satisfaction with the handling of complaints (BV4) is just below the median nationally, but failed to reach target. E tendering is now not going to be introduced until summer 2007.
Anti-social behaviour	<ul style="list-style-type: none"> Violent crime (BV127a), Vehicle Crime (BV128) and Criminal Damage (CS174) has increased although there is a connection between this increase and the implementation of the National Crime Recording Standards. The targets for people feeling safe outside after dark in Darlington (SS9) have not been achieved. The actual performance is 5.5% below target.
<i>Corporate Services</i>	
Human Resource Management	<ul style="list-style-type: none"> For BV11a (women in top paid 5% of employees) and BV11c (disabled in top paid 5% of employees) the sample sizes are very small. A single change in personnel can affect these figures. Sickness absence (BV12) has increased to 10.75%. The largest increase has been in Children's Services Department. There have been major changes during 2006/07, which may have had an impact on sickness absence levels such as Job Evaluation and reorganisation of some Departments/Sections. There were more early retirements (BV14) than anticipated during 2006/07 CR4a-b The PDR targets for 2006/07 were extremely challenging and were not met. Action is being taken by Directors to reinforce the importance of the PDR system as an integral aspect of performance management and to closely monitor completion rates.
<i>Community Services</i>	
Street Scene	<ul style="list-style-type: none"> A number of indicators have shown improvement from 2003/04 such as BV89 satisfaction with litter/refuse (58% to 67%) and BV119e satisfaction with parks and open spaces (66% to 77%). The target for CS12 number of missed collections was not achieved (target 8, actual

	<p>16.01), which has had a large impact on this budget area. There has been a rise in graffiti, which is being addressed through the Local Area Agreement (LAA). The target for satisfaction with children's play areas (CS26) was not achieved although investment by developers and through the LAA is expected to improve satisfaction. Satisfaction with the appearance of the town centre (CS27) was below target with this area targeted to improve once developmental work is completed.</p>
Outdoor Events	<ul style="list-style-type: none"> The target for satisfaction with leisure and arts events has not been achieved (CS18b).
Stressholme Golf Course and Club House	<ul style="list-style-type: none"> Participation targets at Stressholme Golf Course have not been achieved (CS17bi-ii)
<i>Children's Services</i>	
Pupil Support Services	<ul style="list-style-type: none"> The majority of exclusions (ED53) came from one school and were the result of pupils reaching the limit of fixed term exclusions. In the latter part of the year, multi-agency working helped to alleviate this situation. Strategies now in place are seeing a positive effect on absence rates in the autumn and spring terms. Nationally there was a dip in performance for all absences in schools (BV45 & 46) during the winter months because of an outbreak of influenza. The number of young people (that have been permanently excluded, ED132) exceeds the capacity of the facilities to teach them appropriately. Performance should improve significantly with the completion of the Rise Carr development in April 2008.
<i>Development & Environment</i>	
Management and Support	<ul style="list-style-type: none"> A number of indicators did not achieve their target due to the fact that there is limited control over some PIs and variations sometimes reflect small number effects. With target setting for 2007/08 it is vital that Accountable Officers and service manager set ambitious but realistic targets.
Economic Regeneration and Tourism	<ul style="list-style-type: none"> The target for satisfaction with museums has not been achieved (BV119c), and there has been a decline in visits to the museum in person (BV170b), mainly due to a shortfall in the number of meetings held on site by 55%. The decline in museum visits in organised school groups (BV170c) is due to the Education Officer post being vacant until September 2006 educational visits were down by 60%.
Planning and Building Control	<ul style="list-style-type: none"> The speed of processing planning applications (BV109a-b) has been adversely affected in the 4th quarter due to a significant shortage of staff on maternity leave, sickness, vacant posts and the additional requirements for Section 106 Agreement, which have taken longer than required. For BV204 planning appeals allowed, there were fewer

	<p>appeal cases during the period then the previous year. Whilst the Planning Inspector allowed only one more appeal, the effect this had on annual performance caused the target to be missed.</p> <ul style="list-style-type: none"> • For BV219b-c (conservation areas with character appraisals and management records) only one of the conservation areas appraisals was approved in the final quarter including management proposals. Targets were not met, and with English Heritage advice having evolved since the target was set and proposals now having to be produced for only three conservation areas the target needs to be revised for 2007/08.
Concessionary Fares	<ul style="list-style-type: none"> • The percentage of users satisfied with local bus services (BV104a) did not reach target (57% actual performance). Major improvements to bus stops in the town centre as part of the pedestrianisation scheme have taken place after this survey was completed. Disruption caused by town centre work may be one factor influencing levels of satisfaction.