



Corporate Plan

2008-2012

Section 1: Overview

Introduction

The Corporate Plan is the Council's high level strategy that links to the Community Strategy for Darlington. The purpose of the Corporate Plan is to:

- Identify the Council's priorities and contribution to the Community Strategy;
- Provide a strategic document linking to departmental and service plans and individual actions;
- Help communicate the Council's agenda;

The context for this plan is set, at the corporate level, by two key drivers. These are:

- The new Sustainable Community Strategy for Darlington, 'One Darlington : Perfectly Placed'; and
- 'Leading Edge', the Council's Organisational Development Strategy

This context is, of course, reinforced by numerous factors that must be considered in the Council's business planning processes. These include new legislation and changes to government policy; local needs; issues arising from community engagement and consultation; service performance issues; resource issues; responding to opportunities for improvement and to major events; and reducing risks to service delivery.

This wide range of drivers was brought together and examined at a planning event for corporate managers held in autumn 2007. This was informed by both progress on the Community Strategy and by departmental and service plans. The event identified and agreed the corporate priorities set out in this plan. They provide the overall picture of how the Council will contribute to delivery of the Community Strategy, with the detail of delivery set out in department and service plans, and of how the Council will change and develop as an organisation to meet the challenges of the future.

A New Approach to Corporate Planning

This document is part of a new approach to corporate planning being implemented from April 2008. Our old arrangements have served us well, but the development of a new Sustainable Community Strategy for Darlington means that this is an opportune time to introduce the Council's new corporate planning arrangements, heralded in the 2007/08 corporate plan, aligning them with the delivery of the new strategy. Under these arrangements the Council now has a Medium Term Corporate Plan, combining the Medium Term Financial Plan and the Corporate Plan in a single framework, with a four year lifecycle, renewed annually. This four year lifespan has been extended to our department and service plans. The following sections summarise the changing context for planning, starting with an outline of the new Sustainable Community Strategy.

The Sustainable Community Strategy

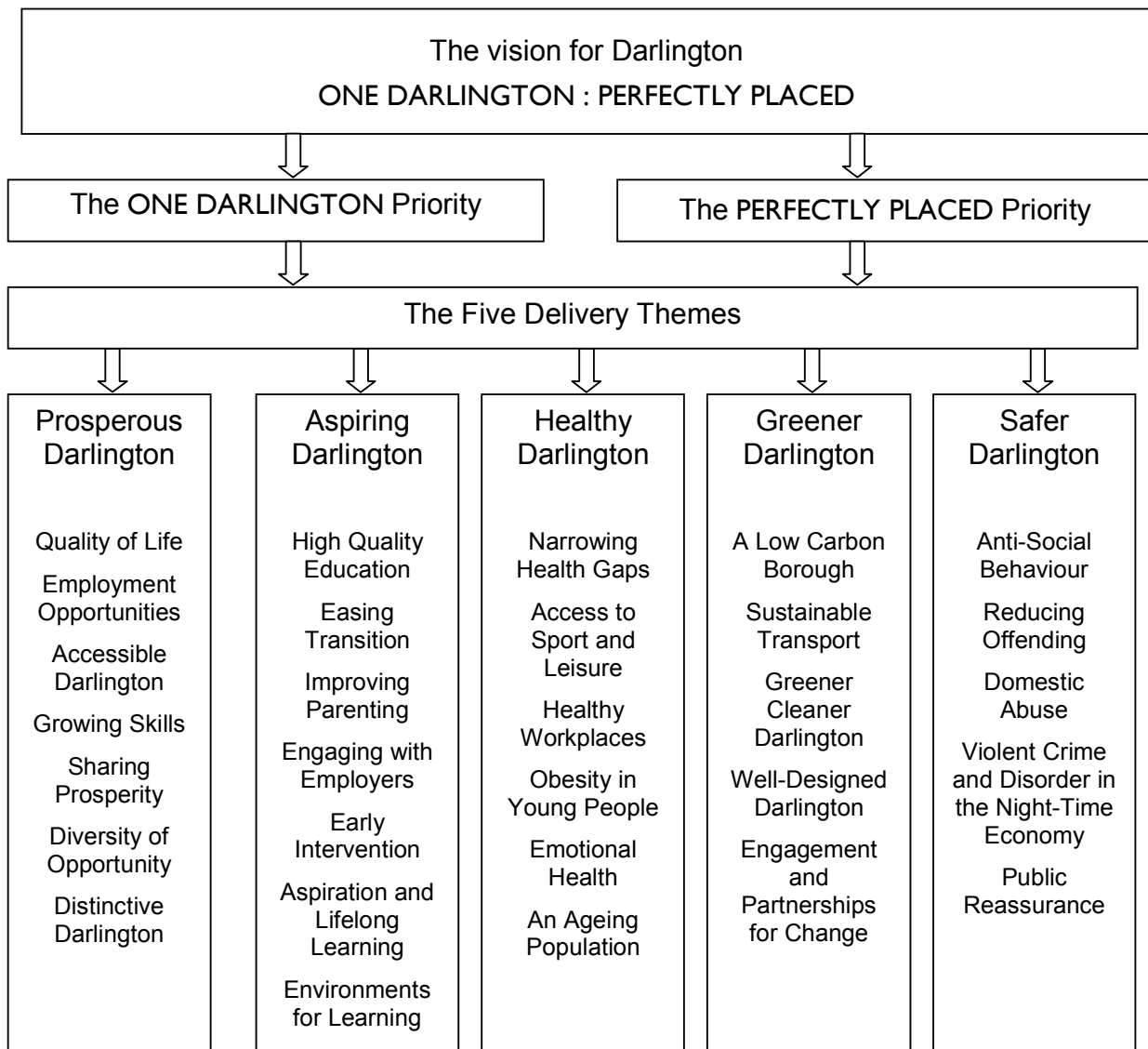
Darlington's Sustainable Community Strategy, 'One Darlington : Perfectly Placed', was adopted by the Darlington Partnership Board and by the Council in March 2008. The new strategy will replace the existing Community Strategy, 'Where Quality Comes to Life', from 2008/09, providing a long-term vision for Darlington up to 2021.

'One Darlington : Perfectly Placed' was developed through an extensive process of consultation, and investigation by a series of 'Enquiry Groups', staged during the summer and autumn of 2007. The vision, priorities and five delivery themes have been widely agreed across the community, and provide the overall framework for guiding the

work of all the agencies and organisations that will contribute to achieving the vision. This framework is illustrated below.

The vision embraces two broad approaches to improving quality of life in Darlington, and these two approaches are embedded in the strategy as the priorities that carry the vision forward into the five delivery themes. The priorities are:

- One Darlington – embracing our approach to **people**, and specifically the need to narrow the gaps in prosperity, attainment, health and well-being, making sure that people are not disadvantaged by their income, where they live or by any other potential disadvantage that could cause them to miss out on the opportunities that will be created by realising our vision
- Perfectly Placed – describing Darlington as a **place** and helping us shape our investment decisions, spatial planning and care for the environment, and to attract inward investment, reinforcing the qualities that make Darlington a place where people want to live and work.



The five delivery themes focus on particular aspects of living in Darlington: prosperity; aspiration and fulfilment; health and well-being; the environment and sustainability; and

safety from crime, anti-social behaviour, accidents and other risks. The One Darlington and Perfectly Placed priorities are intended to ensure that the vision of a cohesive and caring community in which everyone has the opportunity to pursue their aspirations, and of Darlington as a vibrant, attractive, accessible and sustainable place, shapes and conditions all of the work developed under the delivery themes.

Community Engagement

The Council signalled its intention to place community engagement at the heart of its planning and service improvement with the adoption of its first Community Engagement Strategy, 'A Bigger Say and a Better Deal for Communities', in April 2007.

The strategy's principal proposals are:

- A planned approach, with future policy development built around appropriate engagement activities
- A joined-up approach that links engagement outcomes with the Council's business planning processes, and demonstrates how the Council is responding to engagement
- Establishing area-based engagement structures and the 'Talking Together' engagement programme
- Modernising communications
- Building skills and capacity for effective engagement through training and development work involving officers, elected members and stakeholders
- Implementing a medium-term programme of actions that was approved by the Council in July 2007.

Much progress has been made by the Council and with Darlington Partnership and other stakeholders in implementing the strategy. A Connecting with Communities team has been established within the Chief Executive's Department, and an ongoing quarterly programme of neighbourhood-based engagement sessions, 'Talking Together', is now well-established. 'Talking Together' has been well-received, with much positive feedback from participants.

The new arrangements were proven by the successful public consultation programme for the new Sustainable Community Strategy, which was led by the Connecting with Communities team on behalf of Darlington Partnership, with feedback on outcomes and priorities through the 'Talking Together' programme.

Local Area Agreement

The new LAA is a three year 'contract' between Darlington (represented by the Council and other partners through Darlington Partnership) and central government to deliver specific priorities and actions contributing to the One Darlington : Perfectly Placed vision. The LAA acts as the principle short-term, renewable delivery vehicle for the long term vision, with partner agencies, as well as the Council, playing their part in delivering the actions and targets agreed with government under the co-ordinating leadership of Darlington Partnership.

The LAA sets central government's focus on the outcomes to be delivered by local partnerships and on the Council's 'place-shaping' role, giving the Council and its partners more autonomy in the plan-making, configuration of services and investment decisions required to address the needs and priorities set out in the vision and the LAA.

The LAA will be agreed with Government Office North East in June 2008. The formal agreement with government will contain 35 improvement targets, selected from the new

national set of 198 performance indicators, to be delivered over the next three years. This is likely to be supplemented by a number of locally agreed targets related to aspects of the vision. A set of targets has been developed by the local partner agencies and negotiations with Government Office are progressing towards an agreement. We will also remain focused on delivering the current LAA by the end of March 2009.

Service Planning and Performance Management

The Council's approach to service planning has been revised to align our plans with the priorities and delivery themes of the new Sustainable Community Strategy; this is apparent in the tables of corporate priorities later in this document. Plans have also been extended from a one year to a four year planning cycle, to align them with the Medium Term Financial Plan.

At the same time, our performance management framework has been overhauled in response to the new national set of performance indicators. Services and accountable officers have been linked to the 198 new indicators, and they have been imported into the Performance Plus management system. A completely new set of local performance indicators has also been developed with a single corporate reference number system in place of the old departmental references. Department and service plans for 2008/12 have been drawn up and utilise this new suite of national and local indicators to measure progress on improvement actions.

Medium Term Corporate Plan

As indicated earlier, the Council has moved to a single co-ordinated planning framework for determining improvement priorities, at corporate, department and service levels, and linking priorities to financial and investment planning. The plan operates on a four year cycle, annually renewed at budget time. This will allow budget approval and setting of Council Tax levels to be co-ordinated with improvement planning.

The single corporate plan is a vital component in the planning hierarchy that provides a clear 'Golden Thread' linking the vision and priorities of the Sustainable Community Strategy through corporate, department and service levels to the work objectives of individual members of staff established through their personal development reviews.

Leading Edge Organisational Development Strategy

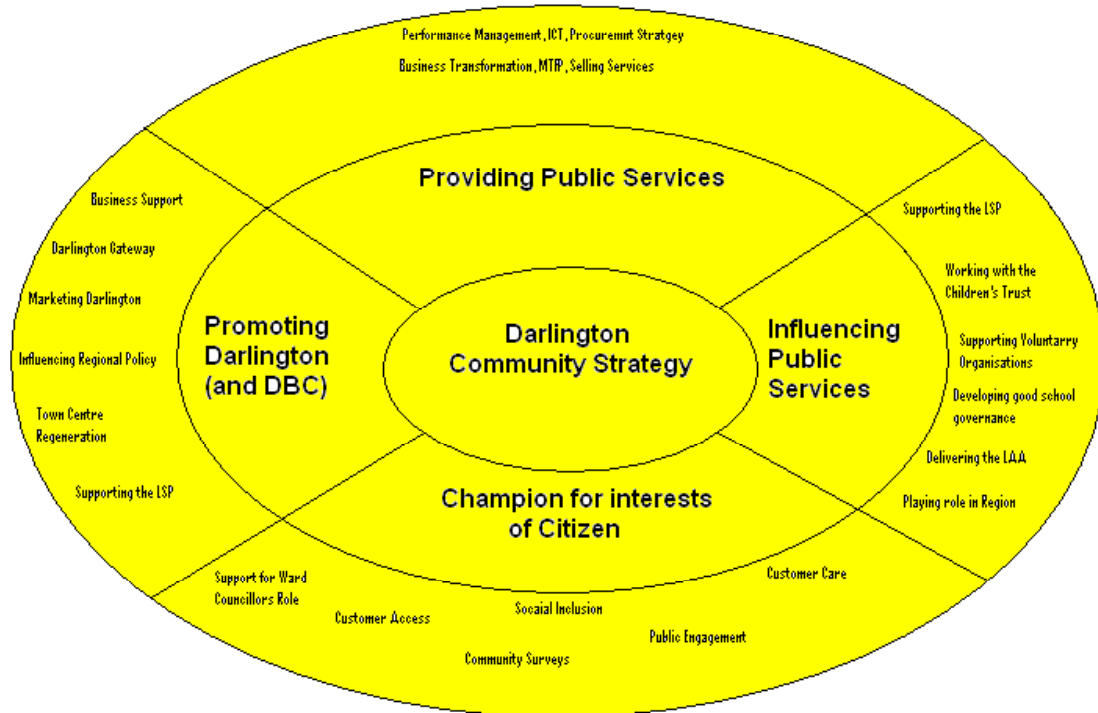
Our organisational Development Strategy, Leading Edge, is also part of the new approach to corporate planning outlined in the previous section. However, whilst the various components outlined above are focused on delivery of One Darlington : Perfectly Placed outcomes, Leading Edge is concerned with the development and transformation of the Council to make sure that it not only remains fit for purpose in a changing world, but becomes a leading edge exemplar of 'place-shaping' local authority.

The 'egg' diagram below illustrates the four key ways in which we need to work to play our part in delivering the new vision for Darlington and to fulfil the strategic 'place-shaping' role that emerged in 2007 from the Lyons Inquiry into Local Government – the Inquiry promoted place-shaping as the future for local government, and the role is effectively represented by the four ways of working in the 'egg' diagram. These are:

- *Influencing services* outside of those we directly provide to ensure that all organisations in Darlington work together effectively to improve the quality of life of local people in line with the new community strategy vision. In future this way of working will be challenged in the Corporate Area Assessment, which will replace the Comprehensive Performance Assessment from 2009.
- *Acting as a champion for the interests of the citizen* to respond to changing needs and expectations to provide more personalised services. Our new approach to

community engagement is at the heart of this way of working, and the key aspects of the new vision relating to aspiration, personal empowerment and fulfilment must be addressed by it.

- *Promoting the borough and the Council* is vital to the vision of enhanced prosperity through attracting new businesses to invest in the borough, and making Darlington even more attractive as a place where people want to live and work. We also need to make sure that Darlington's voice is heard in regional and national decision-making, so that the borough receives the resources and support it needs to realise the vision.



Our Leading Organisational Development Strategy has five strands of strategy and project development required to enable us to work fully in the ways indicated the egg. The five strands and the main priorities for each are listed in the table below. The priorities have been cross-referenced to the four ways of working, to ensure that progress on the ODS strands is taking us forward in our organisational development.

The five ODS strands and their priorities				
Communications	Human Resources	ICT	Community Engagement	Business Transformation
Develop and communicate a shared 'identity' or 'unique selling point' for Darlington	Ensure managers manage and leaders lead	Facilitate first rate intelligence through data and knowledge management	Build capacity in the organisation and communities to translate customer needs into action	Maximise the talents of our staff in the support and delivery of projects and design of services
Foster genuine two-way communication internally, externally and with partners	Empower staff to deliver excellent customer service	Support our staff to help customers through maximising mobile working	Ensure customer services become first class	Eliminate waste, duplication and processes that do not add value or are not necessary for the public
Develop a prioritised, resourced and co-ordinated approach to raise Darlington's and DBC's profile regionally and nationally	Develop relationship management as a core competency	Increase opportunities for self service	Engage staff in the development of plans and services	Transform service areas in priority order of potential to improve value for money

There is regular progress monitoring of work to deliver these priorities. The latest progress report at the time this document was produced shows that the Leading Edge programme as a whole, and the five strands, are on target against action plans. There is regular and ongoing consultation throughout the Council on Leading Edge, and the programme is refreshed and adjusted as appropriate in line with staff views.

Many of the corporate priorities set out in the second part of this plan, under our five corporate objectives, are directed towards delivering components of our Organisational Development Strategy.

Section 2: Corporate Plan Priorities 2008-12

The Council's corporate priorities have been organised into two parts, as set out on the following pages. Part A contains priorities for action arranged under the five themes of the sustainable community strategy, 'One Darlington : Perfectly Placed'. Part B sets out our priorities for organisational development and improvement, organised under the five corporate objectives.

The purpose and structure of the Sustainable Community Strategy is outlined in Section 1 of this plan. The Council's corporate priorities give an overall picture of how the Council will play its part in delivering the strategy's vision for Darlington in the short to medium term. These priorities are the 'headlines' of the Council's delivery programme, and are expanded and developed in detail in our full suite of plans for 2008-12, including the four department plans and twenty five service plans.

The priorities listed under the five corporate objectives in Part B focus on the changes required, as part of our ongoing development as an organisation, to achieve the best possible alignment between our structures, policies and procedures, and our new 'place shaping' role and responsibilities for contributing to delivery of the community strategy.

The corporate priorities are listed below and detailed in the tables on pages 9 to 34.

Part A: Improvement Priorities by Community Strategy Themes

Prosperous Darlington

- Promoting Darlington
- Promote and develop the town centre
- Implement major development projects
- Going for growth

Aspiring Darlington

- Ensure all children receive high quality teaching and care
- Improve transition across all settings and phases, especially for vulnerable groups
- Improve opportunities and outcomes for 14-19 yr age group, improving engagement with employers
- Reduce absence and exclusion rates

Healthy Darlington

- Tackle health inequalities
- Create easy access to sport and leisure
- Promote health and well-being

Greener Darlington

- A low carbon borough tackling climate change
- A cleaner, greener Darlington
- A sustainable transport network

Safer Darlington

- Reduce anti-social behaviour
- Reduce the impact of prolific and other priority offenders on the Community
- Reduce domestic abuse and reduce the number of repeat victims

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Part B: Improvement Priorities by Corporate Objectives

Shaping a better Darlington

- Promote Darlington and the Council, and develop organisational arrangements to support the Council's role as 'Place Shaper'
- Provide the leadership needed to deliver 'Place Shaping' outcomes

Providing excellent services

- Reinvigorate the Performance Management Framework
- Focus on priorities – improve morale and prioritisation and enhance our capacity
- Build corporate capacity for change management

Putting the customer first

- Champion the interests of the citizen - place customers and communities at the heart of the business of the organisation
- Deliver improved public engagement and access
- Increase the engagement of children, young people, their families and carers in the design and delivery of services

Ensuring access for all

- Ensure services are accessible to all
- Ensure people and communities are at the heart of service and organisational improvement

Enhancing our capacity to improve

- Provide public services - Deliver savings through procurement and through efficiency and effectiveness improvements
- Implement Darlington/Stockton Partnership
- Implement the Leading Edge Organisational Development Strategy

Part A: Improvement Priorities by Community Strategy Themes

Prosperous Darlington

Our priorities for enhancing prosperity revolve around work to build a strong and vibrant local economy as the foundation for the quality of life aspirations at the heart of the One Darlington : Perfectly Placed vision. Priorities are shaped, on the one hand, by the findings of the Sustainable Community Strategy Economy Enquiry Group and public consultation, and the work strands set out in the Prosperous Darlington theme in the strategy; and, on the other hand, by the research and

development work leading to the renewal of the Darlington Gateway strategy. Whilst the programme of major business infrastructure projects that dominated the first 5 year cycle of Gateway will continue, the emphasis is changing towards skills development and business support; the continuing improvement of the town centre as a key economic driver, attracting investment in high quality, well-paid jobs, and generally promoting Darlington as an outstanding place to live, work and invest in business.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Prosperous Darlington	Perfectly Placed	Promoting Darlington	<ul style="list-style-type: none"> • Create a unique and distinctive identity for promoting Darlington that all partners can sign up to • Promote Darlington and our achievements through the identity, whilst managing the consistent use of the brand to maximise effectiveness • Develop an expanded programme of arts, cultural and leisure events 	Chief Executive's	NI 5 NI 11 NI 151	80.00 76.10	81.00 76.20	82.00 76.30	83.00 76.40
	Perfectly Placed	Promote and develop the town centre	<ul style="list-style-type: none"> • Create the town centre business plan and implement • Develop an Independent Retailers' Strategy • Promote Sunday trading • Develop an events strategy for the town centre • Oversee rejuvenation and development of Darlington Markets 	Chief Executive's	NI 5	80.00	81.00	82.00	83.00
					PI Definitions (summarised): NI 5 Overall satisfaction with local area NI 11 Engagement in the arts NI 151 Overall employment rate				

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Prosperous Darlington	Perfectly Placed	Implement major development projects	<ul style="list-style-type: none"> Morton Palms – Phase 3 development Commercial Street – commence work early 2008 Central Park Faverdale Strategic site Durham Tees Valley Airport Lingfield Point Vibrant new mixed use quarter - Beaumont Street office development site; Feethams area; Town Centre Fringe to east of Inner Ring Road	Chief Executives	NI151 NI166 NI171	76.10 £393	76.20 £403	76.30 £412	76.40 £419
	Perfectly Placed	Going for growth	Business Engagement – Skills: <ul style="list-style-type: none"> Engage with key business sectors to understand current skills and business needs Work with education providers to link curriculum and life skills to business needs Continuing to develop the Local Development Framework as the spatial planning framework for enabling sustainable development and environmental enhancement, including progress on: <ul style="list-style-type: none"> The Core Strategy Tees Valley Waste and Minerals Plan Design of New Development – Supplementary Planning Document (SPD) Planning Obligations SPD 	Chief Executive's	NI 159 NI 165 NI 174				
PI Definitions (summarised): NI 151 Overall employment rate NI 159 Supply of ready to develop housing sites NI 165 Working age population qualified to at least Level 4 or higher NI 166 Average earnings of employees in the area NI 171 VAT registration rate NI 174 Skills gap in current workforce reported by employers									

Aspiring Darlington

For the Council, the short-to-medium term focus within this broad view of aspiration is on continuing to improve the life chances of children and young people. Priorities here are reflective of those set out in the Children and Young People's Plan, a key delivery plan of One Darlington : Perfectly Placed, which establishes a long-term vision that promotes the holistic and life-long development of the individual, seeking to enable

everyone to develop and pursue their diverse aspirations. Our priorities are in line with the findings of the strategy's Education Enquiry Group and public consultation, and contribute to work strands set out in the strategy's Aspiring Darlington theme.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Aspiring Darlington	One Darlington	Ensure all children receive high quality teaching and learning	<ul style="list-style-type: none"> Establish Darlington School Leadership College Reduce the disparity in performance between schools Governing bodies to carry out self-review programme Further develop Lead Officer intervention to ensure Darlington Schools Ofsted reports are largely good or outstanding Develop the Foundation Stage Strategy Link the best performing schools with those in need of improvement to ensure that skills are transferred 	Children's Services	NI 75	50.20	58.70	53.00	
					NI 76	7.00	5.00	5.00	
					NI 89	0	0	0	0
<p>PI Definitions (summarised):</p> <p>NI 75 Achievement of 5 or more A*-C grades at GCSE including English and Maths</p> <p>NI 76 Number of schools where fewer than 65% of pupils achieve Level 4 or above in English and Maths at KS2</p> <p>NI 89 Number of schools in special measures</p>									

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Aspiring Darlington	One Darlington	Improve transition across all settings and phases, especially for vulnerable groups	<ul style="list-style-type: none"> Implement the findings of the Director's Transition Commission (reported end of 2007). Data arrangements in place by September 2008. All other transition core package decisions to be implemented Establish transition model for all schools informed by existing good practice in Darlington Ensure children in year 6 spend at least one week in secondary school during the second half of the summer term 	Children's Services	NI 72	62.50	54.00	55.00	
					NI 92	39.00	34.29	34.00	
					NI 93	90.00	87.00	89.00	
					NI 94	80.00	83.00	80.00	
					NI 95	39.00	37.00	39.00	
					NI 96	70.00	69.00	61.00	
					NI 97	69.00	66.50	67.00	
					NI 98	34.00	39.50	40.00	
	One Darlington	Improve opportunities and outcomes for 14-19 yr age group, improving engagement with employers	<ul style="list-style-type: none"> Roll-out the 14-19 strategy and review work-based learning Review and radically overhaul work related learning arrangements in secondary schools including more systematic contribution from the public sector Implement the NEET strategy for 16-19 year olds not in education, employment or training Work with business engagement services to further develop links between schools and employers to ensure that young people have the best possible preparation for their careers 	Children's Services Children's Services/ Chief Executive's	NI 80	46.10	47.60	49.10	
					NI 90				
					NI 117	6.40	6.20	5.70	
					PI Definitions (summarised):				
NI 72 Achievement of 78 points plus across Early Years Foundation Stage									
NI 80 Achievement of Level 3 qualification by age of 19									
NI 90 Take-up of 14-19 learning diplomas									
NI 92 Narrowing the gap between lowest achieving 20% and rest in Early Years									
NI 93 KS1 to KS2 English progression									
NI 94 KS1 to KS2 Maths progression									
NI 95 KS2 to KS3 English progression									
NI 96 KS2 to KS3 Maths progression									
NI 97 KS3 to KS4 English progression									
NI 98 KS3 to KS4 Maths progression									
NI 117 16-18 year olds who are not in Education, employment or training (NEET)									

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Aspiring Darlington	One Darlington	Reduce absence and exclusion rates	<ul style="list-style-type: none"> • Implement the 2nd phase of the Behaviour Strategy • Develop Hard to Place Pupils protocol for persistent absentees • Further develop strong and robust Education Welfare Service; ensure full compliance with the six day rule • Work with parents to improve support for school attendance • Improve the rate of reintegration and support provided for permanently excluded pupils • Establish Behaviour and Attendance Network for primary schools 	Children's Services	NI 69				
					NI 86	83.00	83.00	83.00	
					NI 87	7.50	6.80	5.00	
					PI Definitions (summarised): NI 69 Children who have experienced bullying NI 86 Secondary schools judged as having good or outstanding standards of behaviour NI 87 Secondary school persistent absence rate				

Healthy Darlington

Our health priorities mirror the work strands of the Community Strategy's Healthy Darlington theme. The Health Enquiry Group's findings on health inequalities, and recommendations on tackling the causes of ill-health and promoting healthy lifestyle choices, have helped to shape our priorities. We will be working closely with the NHS to deliver these proposals through the key framework of the Health Improvement Plan. A

wide range of services have a role in contributing to health improvement, particularly leisure and the sustainable travel programmes, and our priorities are designed to achieve a co-ordinated approach on a broad front. Targeted approaches to tackling health inequalities, promoting access to sport and active leisure and promoting healthy living are at the core of our approach.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Healthy Darlington	One Darlington	Tackle health inequalities	<ul style="list-style-type: none"> Develop partnerships around NICE guidelines in relation to reducing obesity rates Work with Director of Public Health to undertake regular joint review of health and well-being status and needs of the population in Darlington (Joint Strategic Needs Assessment) Align Supporting People to the Local Area Agreement Capture a range of data/information sources to inform planning in partnership development Improve the stability of children's placements Develop marketing/recruitment strategy for foster carers Support families and carers to provide a safe and secure environment 	Community Services	NI 55 NI 119 NI 120 NI 142 NI 60 NI 62 NI 63 NI 66	17.90 96.00 88.00 10.00 55.00 100.00	17.60 97.00 88.00 57.00 100.00	17.10 98.00 88.00 59.00 100.00	 88.00 61.00 100.00
				Children's Services	PI Definitions (summarised): NI 55 Obesity – primary reception children NI 60 Children's social care – core assessments completed within 35 days NI 62 Stability of placements of Looked After children – number of moves NI 63 Stability of placements of Looked After children - length of placements NI 66 Looked After children case reviews carried out within required timescales NI 119 People's overall health and well-being NI 120 All age all cause mortality rate NI 142 Number of vulnerable people supported to maintain independent living				

Greener Darlington

Our Greener Darlington priorities seek to reduce Darlington’s impact on global climate change whilst consolidating the attractiveness and diversity of the local environment. As with the other themes, the findings of the Community Strategy Enquiry Group that looked into environmental and transport issues in Darlington, as well as public consultation on the strategy, are closely mirrored in these proposals. Research into Darlington’s carbon footprint has also been a significant

input, whilst ongoing work on sustainable transport, the street environment, waste management and disposal and biodiversity have also played a part in shaping our corporate proposals. Priorities focus on both delivering service improvements and enhanced environmental outcomes, and examining and reducing the environmental impact of the Council’s operational activities.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Greener Darlington	Perfectly Placed	A low carbon borough tackling Climate Change	<ul style="list-style-type: none"> • Deliver, with Darlington Partnership, a fully resourced Climate Change action plan, with full stakeholder involvement and engagement • Review fuel usage and type of fuel used in Council vehicles • Contribute to tackling climate change • Ensure biodiversity continues to increase to more sustainable levels • Improve the energy efficiency of local authority stock • Promote energy efficiency of Housing Association, private sector and landlord housing stock 	Chief Executive's	NI 185				
				Community Services	NI 186	8.10	8.00	7.90	7.67
					NI 188	1.00	2.00	3.00	4.00
					NI 197				
PI Definitions (summarised):									
NI 185 CO ₂ reduction from LA operations									
NI 186 Per capita CO ₂ emissions in LA area									
NI 188 Adapting to climate change									
NI 197 Improved local biodiversity – active management of local sites									

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets				
						08/09	09/10	10/11	11/12	
Greener Darlington	Perfectly Placed	A cleaner, greener Darlington	<ul style="list-style-type: none"> Continue to deliver on <i>street scene</i> service Implement new waste treatment and disposal contract Re-design refuse and recycling collections Implement the Tees Valley Waste Strategy in Darlington Implement new Mercury Abatement Regulations Improve green infrastructure and enhance biodiversity 	Community Services	NI 191 NI 192 NI 193 NI 195a NI 195b NI 195c NI 195d NI 197					
	One Darlington & Perfectly Placed	A sustainable transport network	<ul style="list-style-type: none"> Work with other organisations to improve accessibility both by travel and by other means Tailor actions to complement work funded by Council from revenue or capital budgets Evidence, review and implement <i>LocalMotion</i> and Cycling Demonstration Town actions that provide benefits Prepare strategy for delivery, after initial grant period, of <i>LocalMotion</i> actions that have proven benefits Tackle congestion, working corporately to ensure that all planning decisions use the accessibility framework 	Chief Executive's	NI 167 NI 175 NI 177 NI 178					
PI Definitions (summarised): NI 167 Congestion – average journey time per mile during morning peak NI 175 Access to services and facilities by walking, cycling and public transport NI 177 Local bus passenger journeys originating in the authority area (targets are set in 2LTP, which runs to 2010/11 – no target therefore available for 2011/12) NI 178 Bus services running on time Continued overleaf										

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets																							
						08/09	09/10	10/11	11/12																				
Greener Darlington	One Darlington & Perfectly Placed	A sustainable transport network (continued)	<ul style="list-style-type: none"> • Work with other organisations to improve accessibility, both by travel and other means • Implement new local bus service network in partnership with Arriva North East • Develop and oversee the implementation of packages of measures that address congestion on key transport corridors, e.g. Traffic Management Act, civil parking enforcement, park and ride, etc. • Implement the outcome of the Transport Review (Adults' and Children's Transport) • Develop initiatives to improve residents' satisfaction with road and pavement maintenance • Continue to implement packages of measures to achieve 10 year road accident casualty reduction targets • Implement Traffic Management Act requirements • Progress proposals for Civil Parking Enforcement and transfer of police enforcement powers to the Council 	<p>Chief Executive's</p> <p>Community Services</p>	<p>This priority is a continuation from overleaf, and the PIs listed overleaf apply to these delivery actions.</p> <p>PI Definitions (summarised) – continued from overleaf:</p> <p>NI 191 Residual household waste per household</p> <p>NI 192 Percentage of household waste sent for reuse</p> <p>NI 193 Percentage of municipal waste landfilled</p> <p>NI 195 Improved street and environmental cleanliness: a) litter; b) detritus; c) flyposting; d) graffiti</p> <p>NI 197 Improved local biodiversity</p> <table border="1"> <tr> <td>NI 47</td> <td>-41.00</td> <td>-2.56</td> <td>-10.52</td> <td>n/a</td> </tr> <tr> <td>NI 48</td> <td>-14.20</td> <td>-16.66</td> <td>0.00</td> <td>n/a</td> </tr> <tr> <td>NI 168</td> <td>6.00</td> <td>6.00</td> <td>5.00</td> <td>5.00</td> </tr> <tr> <td>NI 169</td> <td>34.00</td> <td>33.00</td> <td>31.00</td> <td>29.00</td> </tr> </table>	NI 47	-41.00	-2.56	-10.52	n/a	NI 48	-14.20	-16.66	0.00	n/a	NI 168	6.00	6.00	5.00	5.00	NI 169	34.00	33.00	31.00	29.00				
					NI 47	-41.00	-2.56	-10.52	n/a																				
NI 48	-14.20	-16.66	0.00	n/a																									
NI 168	6.00	6.00	5.00	5.00																									
NI 169	34.00	33.00	31.00	29.00																									
<p>PI Definitions (summarised):</p> <p>NI 47 People KSI in road traffic accidents</p> <p>NI 48 Children KSI in road traffic accidents (current road safety target set expires in 2010/11; targets for 2011/12 dependent on government setting new national targets)</p> <p>NI 168 Principal roads where maintenance should be considered</p> <p>NI 169 Non-principal roads where maintenance should be considered</p>																													

Safer Darlington

The Safer Darlington theme of the Community Strategy sets a broad context for work to ensure that people can live safely and free of fear in Darlington. This context includes, for example, road safety, food safety, licensing of premises and environmental protection. However much of the work in these

areas is routine and ongoing, and the key improvement priorities embodied in the strategy's work strands and reflected in our corporate priorities revolve around the management and reduction of crime and anti-social behaviour. The delivery of these priorities will be led by the Crime and Disorder Reduction Partnership.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Safer Darlington	One Darlington	Reduce anti-social behaviour	Work with partners including the Third Sector to develop CDRP Action Plans for 2008/09 to address priority issues including: <ul style="list-style-type: none"> • Anti-Social Behaviour (including environmental crime and criminal damage) • Reducing re-offending • Violent crime and disorder in the night time economy • Domestic abuse • Public reassurance and vulnerable localities Continue to develop and strengthen our approach to tackling anti-social behaviour and meeting Government's RESPECT agenda <ul style="list-style-type: none"> • Expand the use of Parenting Orders for parents/guardians of anti-social youths • Agree and implement the Respect Standard for housing management 	Chief Executive's	NI 17 NI 21 NI 39 NI 41 NI 115				
				Community Services	PI Definitions (summarised): NI 17 Perceptions of anti-social behaviour NI 21 Dealing with local concerns about ASB and crime by the local council and police NI 39 Alcohol harm related hospital admission rates NI 41 Perceptions of drunk or rowdy behaviour as a problem NI 115 Substance misuse by young people				

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Safer Darlington	One Darlington	Reduce anti-social behaviour (continued)	<ul style="list-style-type: none"> • Agree and implement Neighbourhood Charters • Deploy Neighbourhood Wardens in accordance with priorities indicated by the CDRP <p>Night time economy/Licensing</p> <ul style="list-style-type: none"> • Individual and joint working arrangements with Police and other partners • Ongoing staff training • Ongoing education of taxi trade • Develop responsible alcohol sales code • Licensing premises in accordance with the Gambling Act 2005 • Under-age test purchasing • Publicity campaigns <ul style="list-style-type: none"> • Work with Darlington DAAT to refresh the Borough's Alcohol Strategy and Action Plan demonstrating CDRP activity to support this agenda • Progress and implement planning policies within the LDF to minimise opportunities for crime and anti-social behaviour arising from the design of buildings and neighbourhoods 	Community Services Corporate Services	As above – continuation				

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets				
						08/09	09/10	10/11	11/12	
Safer Darlington	One Darlington	Reduce the impact of prolific and other priority offenders on the Community	<ul style="list-style-type: none"> Ensure those individuals who cause the greatest risk to communities are dealt with swiftly and efficiently through the Criminal Justice System Ensure appropriate support mechanisms are in place to support those coming out of the Criminal Justice System to prevent re-offending Ensure those prolific and priority offenders with drug and alcohol needs receive appropriate levels of support/intervention in community based restorative justice programmes Develop closer working relationships with the Local Criminal Justice Board on a targeted multi-agency approach to reducing re-offending 	Chief Executive's	NI 18 NI 19 NI 30 NI 144					
		Reduce domestic abuse and reduce the number of repeat victims	<ul style="list-style-type: none"> Work with partners to draft the Borough's Domestic Abuse Strategy incorporating sexual offending and its impact upon victims, individuals, children and families Implement the partnerships Domestic Abuse Action Plan 	Chief Executive's	NI 32 NI 65	30.00 7.00		7.00	6.00	
<p>PI Definitions (summarised): NI 18 Adult re-offending rates for those under probation supervision NI 19 Rate of proven re-offending by young offenders NI 30 Re-offending rate of prolific and priority offenders NI 144 Offenders under probation supervision in employment at the end of their order of licence</p>										
<p>PI Definitions (summarised): NI 32 Repeat incidents of domestic violence NI 65 Children becoming the subject of a child protection plan for second or subsequent time</p>										

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Safer Darlington	One Darlington	Reduce domestic abuse and reduce the number of repeat victims (continued)	<ul style="list-style-type: none"> • Develop a new performance management framework for Domestic Abuse that captures performance across both the statutory and voluntary sector • Review the role and functions of Darlington Domestic Abuse Executive and Forum, ensuring the appropriate partners/agencies are engaged in the strategic decision making and influencing process • Work with partners to explore the potential of developing Darlington's first Multi-Agency Risk Assessment Conference (MARAC) • Ensure that information regarding Domestic Abuse is available in a range of formats including redesigning web page content • Ensure that a range of training packages are available to partners/ agencies to promote awareness and understanding of Domestic Abuse and its impact upon victims 	Chief Executive's	As above – continued				

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Safer Darlington	One Darlington	Reduce domestic abuse and reduce the number of repeat victims (continued)	<ul style="list-style-type: none"> • Work with statutory partners and the private sector to ensure that corporate domestic abuse policies and procedures are in place • Ensure children and young people are safe from abuse and neglect 	Chief Executive's Children's Services	As above – continued				

Part B: Improvement Priorities by Corporate Objectives

Shaping a better Darlington

The corporate objective of Shaping a better Darlington reflects the Council's place-shaping role. It aligns with the Community Strategy priority of 'Perfectly Placed' in its focus on enhancing the local economy and environment, whilst recognising that those improvements will contribute to the quality of life aspects of the 'One Darlington' priority, and to narrowing the gaps in prosperity and well-being. Place-shaping outcomes for Darlington will be delivered through priorities listed under the

Community Strategy themes. In this section, the place-shaping focus is on the Organisational Development Strategy, and on the ways the Council needs to develop and work to fulfil the place-shaping role. The priorities and delivery actions included below relate closely to the place-shaping ways of working described on pages 4 and 5 of this document, and to the ODS strands and priorities outlined on page 6.

Corporate Objective	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Shaping a Better Darlington	One Darlington & Perfectly Placed	Promote Darlington and the Council, and develop organisational arrangements to support the Council's role as 'Place Shaper'	<ul style="list-style-type: none"> Ensure that the partnership and governance arrangements needed to successfully deliver 'Place Shaping' outcomes are established, maintained and refreshed as necessary Review the LSP Theme Groups in line with the new SCS vision, themes and priorities to create appropriate high level delivery structures Influence public services Ensure effective inter-agency communication so that all partners and stakeholders are aware of their contribution to delivery of outcomes and the contribution of others 	Chief Executive's	NI 5	80.00	81.00	82.00	
					NI 7		+8% on base-line	+10% on base-line	+13% on base-line
					LI0400	70.00			
PI Definitions (summarised): NI 5 Overall satisfaction with local area NI 7 Environment for a thriving third sector Baselines will be set by new 'Place Survey' to be carried out biennially starting in 2008/09 LI0400 Percentage of citizens satisfied with the overall service provided by the Council									

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Shaping a Better Darlington	One Darlington & Perfectly Placed	Provide the leadership needed to deliver 'Place Shaping' outcomes	<ul style="list-style-type: none"> Develop the Community Engagement role to ensure that residents, communities and businesses are able to be involved in service design and delivery, to achieve the best possible outcomes Continue to deliver and expand leadership development programmes for Council managers Develop the use of the Partnership Toolkit to enhance delivery capacity and competency across all the agencies involved in delivering place shaping outcomes Introduce regular liaison and planning meetings between Cabinet Members and LSP Theme Group Chairs Facilitate Council lead officers for LSP Theme Groups, through PDRs and training, to recognise their lead roles as key to delivery of outcomes and at the core of their substantive posts 	Chief Executive's	NI 4	31.00	33.00	35.00	
					NI 6	48.00	+10% on base-line	+15% on base-line	+25% on base-line
					NI 7		+8% on base-line	+10% on base-line	+13% on base-line
					NI 140				
<p>PI Definitions (summarised):</p> <p>NI 4 Percentage of people who feel they can influence decisions in their locality</p> <p>NI 6 Participation in regular volunteering</p> <p>NI 7 Environment for a thriving third sector</p> <p>Baselines will be set by new 'Place Survey' to be carried out biennially starting in 2008/09</p> <p>NI 140 Fair treatment by local services</p>									

Providing excellent services

Direct service provision will continue to be a major part of the Council's business, although it is being increasingly counter-balanced by the new ways of working characterised by the place-shaping role. In this changing context we need to ensure that our services are leading edge in terms of performance and value for money, that we focus on delivering services that

meet local needs and aspirations, and that we prioritise our resources and capacity accordingly. Getting our services right in these ways is integral to the business transformation and community engagement strands of the ODS, which is also concerned with expanding our capacity, capability and systems. Innovative initiatives such as the Darlington - Stockton Partnership are part of this drive

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Providing Excellent Services	Perfectly Placed	Reinvigorate the Performance Management Framework	<ul style="list-style-type: none"> Commence collection of new indicators from National Indicator Set (NIS) Improve performance reporting to ensure use of <i>Performance Plus</i> is maximised Put rigorous target setting procedures in place Sign off Local Area Agreement as delivery plan for the SCS Develop service and corporate planning timetable for MTFP/service priorities 2010/11 Develop data sharing agreements with partner organisations (begin as part of the Data Quality Strategy) 	Chief Executive's	CAT PMF	3.00	n/a	n/a	n/a
					LI0411	0.00	0.00	0.00	0.00
					LI0412	5.00	5.00	5.00	5.00
					PI Definitions (summarised):				
CAT PMF Corporate Assessment data quality judgement for performance management (08/09 only; PI not in PMF) LI0411 Number of national indicators qualified by external auditors LI0412 Overall percentage improvement in national PIs									

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Providing Excellent Services	One Darlington	Focus on priorities – improve morale and prioritisation and enhance our capacity	<ul style="list-style-type: none"> Develop and deliver the efficiency agenda to ensure a balanced MTFP Develop an overarching plan for the establishment and effective delivery of the ODS Develop and implement an appropriate mechanism for measuring the progress and impact of the ODS delivery plan on the organisation Establish and embed frequent, structured team meetings with each of the key leads and Project Sponsors Develop meaningful and realistic maturity model targets at key stages of delivery against the plan Enhance the awareness to the organisation of the objectives and ambitions of the ODS Provide services to the public that achieve high quality and efficiency levels and are shaped by local priorities and ensure that the Council has the capacity to deliver the services that Darlington needs 	Corporate Services	LI0400	70.00			
				Chief Executive's	LI3005 LI0501 LI0502	9.50	9.25	9.00	8.75
<p>PI Definitions (summarised): LI0400 Percentage of citizens satisfied with the overall service provided by the Council LI3005 Working days lost due to sickness absence LI0501 Number of staff participating in change project activity over the full year LI0502 Number of employees trained on project/change management practices</p>									

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Providing Excellent Services	One Darlington	Building corporate capacity for change management	<ul style="list-style-type: none"> Actively support the ongoing change projects undertaken throughout the organisation Roll out training packages to help raise understanding and awareness of Project Management and Change Management principles, tools and techniques Establish a network of employees who have the capability, capacity and understanding to help deliver the change agenda Develop and implement effective communication routes to raise awareness on the change agenda and encourage participation and engagement from across the organisation Effectively manage the Leading Edge Programme risks to ensure the change programme remains viable and realistically achievable 	Chief Executive's	NI 179				
					LI3008	96.00	98.00	98.00	100.0
					LI3009	90.00	95.00	98.00	100.0
					LI0500				
<p>PI Definitions (summarised):</p> <p>NI 179 VfM – value of cash releasing VfM gains impacting during the financial year</p> <p>LI3008 Percentage of PDR interviews carried out – individual</p> <p>LI3009 Percentage of PDR interviews carried out – group</p> <p>LI0500 Number of Leading Edge change office projects that are on or ahead of target</p>									

Putting the customer first

Our objective of 'Putting the customer first' is aligned with the Community Strategy priority of One Darlington. The priority highlights the need to ensure that strategy outcomes enhance quality of life for everyone, and support people to develop and fulfil their aspirations. Corporately, through our new

commitment to community engagement we are making sure that the views of customers and communities are instrumental in our service planning and investment decisions. Putting the customer first is about moving on from a 'one size fits all' approach to identifying and responding to the diverse needs and aspirations of individuals, groups and communities.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets				
						08/09	09/10	10/11	11/12	
Putting the Customer First	One Darlington	Champion the interests of the citizen - place customers and communities at the heart of the business of the organisation	<ul style="list-style-type: none"> Enhance the culture of customer focus throughout Darlington Borough Council Ensure people and communities can participate and influence the way services are delivered Maintain and enhance effective communication with the private sector business community to inform business/skills support services priorities and delivery Support Third Sector development (social enterprises, voluntary and community sector) in the building of social capital and the delivery of services 	Chief Executive's	NI 3 NI 4 NI 5 NI 7 LI0810	31.00 80.00 86.00	33.00 81.00 +8% on base- line 87.00	35.00 82.00 +10% on base- line 88.00	+13% on base- line 89.00	PI Definitions (summarised): NI 3 Civic participation in the local area NI4 Percentage of people who feel they can influence decisions in their locality NI 5 Overall satisfaction with local area NI 7 Environment for thriving third sector LI0810 Percentage of people who feel they can influence Comm. Partnership decisions
		Deliver improved public engagement and access	<ul style="list-style-type: none"> Ensure that through enhanced working with the Connecting with Communities Unit, customer services enhances its engagement with and access to members of the public 	Corporate Services	NI 14					PI Definitions (summarised): NI 14 Average number of customer contacts per received customer request

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Putting the Customer First	One Darlington	Increase the engagement of children, young people, their families and carers in the design and delivery of services	<ul style="list-style-type: none"> Implement young people's consultation and engagement strategy Deliver a Darlington wide parenting strategy and disseminate good practice regarding communication with parents Ensure that schools communicate with parents in such a way that parents understand and appreciate what is expected of them and ensure all schools have effective practices in place to engage with their communities 	Children's Services	NI 110				
					PI Definitions (summarised): NI 110 Young people's participation in positive activities				

Ensuring access for all

Our objective of ‘ensuring access for all’ is again aligned with the Community Strategy priority of One Darlington. Whilst the priority highlights the need to ensure that strategy outcomes enhance quality of life for everyone, our corporate focus is on

making sure that our business practices and structures do not disadvantage any individual in terms of being able to access services and receive fair service outcomes. Our proposals to further enhance equalities in our services are closely linked to our community engagement initiative.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Ensuring Access for All	One Darlington	Ensure services are accessible to all	<ul style="list-style-type: none"> Implement existing and future requirements of the Council's Disability Equality Scheme, Race Equality Scheme and Gender Equality Scheme Work towards Level 4 of the Corporate Equality Standard 	Action by all depts – lead: Chief Executive's	NI 4 LI0800 LI0801	31.00 4 100.0	33.00 4 100.0	35.00 4 100.0	37.00 5 100.0
		Ensure people and communities are at the heart of service and organisational improvement	<ul style="list-style-type: none"> Ensure people and communities can participate and influence the way services are delivered Through effective partnership working, influence and support other service providers to provide excellent services Enhance skills, knowledge and experience of individuals to influence decisions that will improve their life chances and their local area Maximise income and opportunities for people by providing welfare rights advice and information Develop an exemplary approach to social inclusion and equalities 	Chief Executive's/ Community Services	NI 2 NI 3 NI 4 NI 5 NI 6	31.00 80.00 48.00	33.00 81.00 +10% on base-line	35.00 82.00 +15% on base-line	37.00 83.00 +25% on base-line
PI Definitions (summarised):									
NI 2 Percentage of people who feel they belong to their neighbourhood									
NI 3 Civic participation in local area									
NI 4 Percentage of people who feel they can influence decisions in their locality									
NI 5 Overall satisfaction with local area									
NI 6 Participation in regular volunteering									
LI0800 Level of Equality Standard for Local Government to which Council conforms									
LI0801 Duty to promote race equality									

Enhancing our capacity to improve

The council's desire to enhance its capacity for improvement is fundamental to the delivery of its Organisational Development Strategy, Leading Edge, through improving capability, capacity and systems. The Council's ability to deliver its corporate priorities and, ultimately, maximise its contribution to the

delivery of the One Darlington : Perfectly Placed vision is dependent on making the most of the resources and delivery capacity at its disposal. Leading edge aims to put people first, give value for money and ensure that the council 'leads the field', and consists of five key strands detailed below.

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Enhancing Our Capacity to Improve	One Darlington	Provide public services - Deliver savings through procurement and through efficiency and effectiveness improvements	<ul style="list-style-type: none"> Embed and monitor the new process for procuring temporary staff Carry out further spend analysis Identify opportunities for savings and develop a strategy for the procurement of the relevant goods and services Develop a process to ensure we disseminate the contract information to departments Ensure the savings within departments are identified and effectively manage and control spend against contracts Ensure links are retained with the Leading Edge Team and that the Procurement Unit continues to support major projects Continue to manage existing corporate contracts to deliver expected savings Efficiency savings through improved ICT systems 	Chief Executive's	NI 179				
					LI0504				
<p>PI Definitions (summarised):</p> <p>NI 179 VfM – value of cash releasing VfM gains impacting during the financial year</p> <p>LI0504 Value of cashable savings identified and delivered through Leading Edge change office projects</p>									

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets				
						08/09	09/10	10/11	11/12	
Enhancing Our Capacity to Improve	One Darlington	Deliver savings through procurement and through efficiency and effectiveness improvements (continued)	<ul style="list-style-type: none"> Continue to actively monitor and report on progress against the Leading Edge projects to the Programme Board Identify further areas of opportunity for improving services and reducing costs Successfully deliver the portfolio of projects within the current Leading Edge programme, to agreed outcomes, through the active support of Project Managers and Project Teams throughout the organisation Establish an appropriate and accepted means of identifying and removing savings from Departmental budgets as and when identified Embed a corporate wide approach to the identification and realisation of efficiency savings 	Chief Executive's	NI 179					PI Definitions (summarised): NI 179 VfM – value of cash releasing VfM gains impacting during the financial year
		Implement Darlington/ Stockton Partnership	<ul style="list-style-type: none"> Launch the Darlington/ Stockton Partnership, in accordance with the implementation plan – phase 1 implementation 	Corporate Services	Progress in line with action plans	100.0				

SCS Theme	SCS Priority	Top Corporate Priorities	How delivered?	Dept Plan	PIs	Targets			
						08/09	09/10	10/11	11/12
Enhancing Our Capacity to Improve	One Darlington	Implement the Leading Edge Organisational Development Strategy	<ul style="list-style-type: none"> • Continue to develop and implement the Organisational Development Strategy across the five strands of: <ul style="list-style-type: none"> • Communications • Human Resources • ICT • Community Engagement • Business Transformation • Progressing the strategies and business improvement projects associated with each strand 	Chief Executive's/ Corporate Services	LI0500				
					PI Definitions (summarised): LI0500 Number of Leading Edge change office projects that are on or ahead of target				