



# Chief Executive's Office

## SERVICE PLAN 2007/08



## Chief Executive's Office Service Plan 2007/08

### Strategic Objectives

There are five strategic objectives:

1. **Vision and Strategy:** to develop, implement and communicate a vision and strategy for the organisation and the Borough in collaboration with stakeholders;
2. **Community Engagement:** to develop strong relationships with stakeholders and the wider community to ensure that vision and strategy are inclusive;
3. **Organisational Development:** to develop and lead by example organisational culture and values which ensure that the organisation delivers in terms of service provision and its wider role as community leader;
4. **Planning and Review:** to develop and implement effective systems of corporate governance, including planning and review to support continuous improvement;
5. **External Recognition:** to develop and maintain effective relationships with relevant external bodies to ensure that the needs of Darlington are properly served.

### Priorities for improvement:

The three top priorities for 2007/08 are:

1. Deliver targeted cashable savings from procurement and Leading Edge whilst at least sustaining current performance levels;
2. Ensure the council is well placed for the Harder Test assessment and retains 4-stars;
3. Develop enhanced customer focus and improved community engagement through Connecting with Communities and better communications.

The Chief Executive's Office comprises of seven units, priorities for each of which are shown below:

### Cross Cutting

1. Develop and promote the role and remit of the Chief Executive's Office to ensure that it offers a credible and innovative resource to stakeholders, building on reputation and track record.

### Policy

2. Ensure the council is well placed for the Harder Test assessment and retains 4-stars;

3. With stakeholders, implement the actions arising from the White Paper;
4. Work with the community and partners to develop a Sustainable Community Strategy and effective Local Area Agreement for Darlington, as part of the wider corporate planning project.

### **Community Safety**

5. Reduce crime - we want the people of Darlington to be safe and feel safe, in their homes and in their communities;
6. Improve public reassurance about community safety;
7. Use all available enforcement powers to reduce and deter crime.

### **Leading Edge**

8. Ensure the Leading Edge Programme office supports the development and delivery of the Organisational Development Strategy;
9. Ensure the identification and delivery of Gershon savings through the successful delivery of a standard approach to change projects.

### **Procurement**

10. Deliver targeted cashable savings from procurement whilst at least sustaining current performance levels;
11. Revise the Procurement Strategy including links with the VCS and sustainability;
12. Establish the CPU and significantly improve the Council's procurement processes and capability through implementation of the recommendations of the procurement review.

### **Connecting with Communities**

13. Develop and communicate the role of the Connecting with Communities Team;
14. Connecting with Communities – restructure in line with needs to deliver the Community Engagement Strategy;
15. Develop enhanced customer focus and community engagement through Connecting with Communities and better communication.

### **Communications**

16. Maintain and improve the level of direct and electronic communications;
17. Improve the Unit's input to internal communications;
18. Maintain and improve the level and quality of news coverage.

### **GOLD**

19. Publish an Older People's Strategy;
20. Redefine the role of GOLD;
21. Contribute to the implementation of the Community Engagement Strategy.

<b>1. Develop and promote the role and remit of the Chief Executive's Office to ensure that it offers a credible and innovative resource to stakeholders, building on reputation and track record</b>					
Link to Change Driver		Link to Risk (if applicable) Reputation of the unit			
Leading Edge					
Link to Service Plan objective		Link to Departmental objective			
Organisational development		N/A			
Link to Corporate objective		Link to Community Strategy Themes			
Providing excellent services		An area creating and sharing prosperity			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> <li>All CEO employees to promote the Office and uphold and further strengthen its reputation</li> <li>Continue to develop effective cross working between teams within the Office to ensure the smooth running of the CEO</li> <li>Identify and map key activities and create high level work plan for the Office</li> <li>Invest in team development based upon successful development in MBTI profiles, etc. and create development plan</li> <li>Management development through NEEM</li> <li>Develop and reinvigorate the CEO team meetings</li> <li>Develop a 3 year forward plan and vision for the Office</li> </ul>		<p>External regard for Office</p> <p>Feedback at TMM</p>		<p>All</p> <p>All</p> <p>LOD</p> <p>LOD</p> <p>LOD</p> <p>AB/ LOD</p> <p>LOD</p>	<p>Ongoing</p> <p>Ongoing</p> <p>July 2007</p> <p>July 2007</p> <p>Ongoing</p> <p>July 2007</p> <p>September 2007</p>

<b>Service improvement description</b> Improved processes and prioritisation
<b>Expected outcome</b> A dynamic, forward-looking and responsive Office
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b> Non-cashable gains attained by refocusing business on agreed priorities
<b>Resource required to implement change</b> Within existing resources, plus NEEM
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b> Creation of additional unit – Connecting with Communities Restructuring of Procurement

<b>2. Ensure the council is well placed for the Harder Test assessment and retains 4-stars</b>					
Link to Change Driver Government; Local; Performance Management		Link to Risk (if applicable) Corporate reputation (loss of)			
Link to Service Plan objective Effective planning and review		Link to Departmental objective			
Link to Corporate objective Providing excellent services		Link to Community Strategy Themes All			
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion	
<p>Ensure CPA action plan milestones and targets are delivered; to include:</p> <ul style="list-style-type: none"> <li>• Service plans to Cabinet (07/08 plans)</li> <li>• Develop a single Corporate Plan/ MTFP</li> <li>• Update action plan: <ul style="list-style-type: none"> <li>○ Action planning based upon other corporate assessments;</li> <li>○ Identify internal preparatory work and action plan accordingly</li> </ul> </li> <li>• CPA self-assessment against Safer and Stronger Communities KLOEs: <ul style="list-style-type: none"> <li>○ Gap analysis</li> <li>○ Develop improvement plan with quick wins</li> <li>○ Long term action planning</li> </ul> </li> <li>• Complete complaints review and implement</li> <li>• Implement action plan for Use of Resources and target one '4' and four '3s'</li> <li>• Prepare VFM self-assessment</li> <li>• Submit VFM self-assessment</li> <li>• IDeA Review</li> <li>• Draft service assessment scores calculation</li> <li>• Prepare and submit Direction of Travel statement</li> <li>• Self assessment preparation</li> <li>• Direction of Travel Score</li> <li>• CPA scores refreshed (report to CMT and Cabinet)</li> <li>• Self assessment to CMT, Resources Scrutiny, LSP Board, Cabinet</li> <li>• Self-assessment submitted</li> <li>• Corporate assessment pre-assessment</li> </ul>	Corporate Assessment score	4	AR	April 2007	
	AR/LOD/CPN	April – June 2007			
	Report to CMT		AR	April 2007	
	Self assessed score		RJ	April 2007 May 2007	
			AR	June 2007	
			PC/AR	June 2007	
			4	AR/DG	June-July 2007
	UOR Score	All 3 or higher	AR	July 30th 2007	
	VFM Score		AR	September 2007	
	SAF Scores		AR	September 2007	
			Progressing well	AR/TBD	November 2007
				AR	November 2007
				AR	December 2007
		DoT Statement		AR	January 2008
				AR	February 2008
				AR	February 2008

<p><b>Service improvement description</b>  This priority is connected to a number of improvement projects, including the complaints review, ODS, review of service planning, etc.</p>
<p><b>Expected outcome</b>  To ensure that the authority is ready for CPA Corporate Assessment</p>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b>  Elements of CPA planning will link to efficiency planning, for example Gershon savings outlined in Administration Review via complaints processes. Generally, CPA planning will not accrue cost.</p>
<p><b>Resource required to implement change</b>  Dependencies on officers to provide support, to be determined via future report. Required reporting to CMT on resource implication and changes to CPN</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b>  Resource required to implement actions resulting from CPA action planning, subject to future reporting – needed from all departments</p>

### 3. With stakeholders, implement the actions arising from the White Paper

Link to Change Driver White Paper	Link to Risk (if applicable)
Link to Service Plan objective Planning and Review Community Engagement External Recognition	Link to Departmental objective N/A
Link to Corporate objective Enhancing our capacity to improve	Link to Community Strategy Themes All

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> <li>Adhere to timetable for implementation as set out by CLG</li> <li>Participate in Enquiry Groups and support as necessary</li> <li>Assist in drafting Sustainable Community Strategy</li> <li>Development of LAA/SCS action plan</li> <li>Revised PMF to reflect the new basket of 35 PIs + Children's Services</li> <li>Action planning for key areas of white paper</li> <li>Community Engagement strategy implementation</li> <li>CPA Consultation for 2007 - consider and feedback</li> <li>Replacement for CPA – manage transition to area assessment, essential that ground is prepared earlier rather than later</li> <li>Reinvigorate the Performance Management Framework                             <ul style="list-style-type: none"> <li>Improved reporting of performance data</li> <li>Improvements to PerformancePlus</li> </ul> </li> </ul>			LOD/AR  ALL  AR  AR AR/DG  LOD/AR DP JB (DJG) AR  AR  DG  DG	Ongoing  April – July 2007  July – September 2007  Oct. 2007 – March 2008 October 2007  April 2007 April 2007 April 2007  May 2007  December 2007  October 2007  October 2007



<p><b>Service improvement description</b>  The priority is about the implementation arising from legislation in the Bill following on from the White Paper</p>
<p><b>Expected outcome</b>  Implementation of legislation as noted in actions above</p>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b>  If the number of PIs is reduced then there may be gains due a reduction in work quantity, although this is likely to be more than offset by other requirements, including improved reporting. Further detail awaited and it is not possible to be firmer at this time.</p>
<p><b>Resource required to implement change</b>  To be determined.</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b></p> <p>Possibly ICT requirements for Knowledge Management  Implications for Democratic Services - resource to support features from Local Government Bill, e.g. Community Call for Action</p>

<b>4. Work with the community and partners to develop a Sustainable Community Strategy and effective Local Area Agreement for Darlington, as part of the wider corporate planning project.</b>				
Link to Change Driver		Link to Risk (if applicable)		
Government priority: (White Paper/ Local Government Bill)		Resources, Corporate reputation		
Link to Service Plan objective		Link to Departmental objective		
Vision and Strategy		N/A		
Link to Corporate objective		Link to Community Strategy Themes		
Shaping a better Darlington		All		
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<u>Existing LAA</u> <ul style="list-style-type: none"> <li>Regular communications bulletin to be initiated</li> <li>Host stakeholder workshop (One year in)</li> <li>Schedule of presentations to Steering Group against key project milestones to be agreed by Project Managers and completed</li> <li>Prepare first full year performance review: <ul style="list-style-type: none"> <li>Programme and projects</li> <li>Performance indicators</li> <li>Statement of grant usage</li> </ul> </li> <li>Liase with Internal Audit re compliance with finance regulations</li> <li>Prepare Year 2 – Six month performance review: <ul style="list-style-type: none"> <li>Programme and projects</li> <li>Performance indicators</li> <li>Statement of grant usage</li> </ul> </li> <li>Develop refresh proposals in light of White Paper/ Local Govt Bill outcomes</li> <li>Review LAA process in accordance with fresh guidance for 2008/09</li> </ul>	<ul style="list-style-type: none"> <li>Distribution &amp; frequency of mailing list</li> <li>----</li> <li>RAG Rating by GONE</li> <li>Auditors opinion</li> <li>RAG Rating by GONE</li> <li>-----</li> <li>Degree of compliance</li> </ul>	<ul style="list-style-type: none"> <li>Monthly distribution &amp; increasing circulation</li> <li>1-2 Priority projects per SG meeting</li> <li>Green rating</li> <li>Unqualified approval</li> <li>Green rating</li> <li>Fully compliant in light of final proposals</li> <li>Full compliance with new requirements</li> </ul>	<ul style="list-style-type: none"> <li>AD</li> <li>JB/CH</li> <li>JB/CH</li> <li>JB</li> <li>JB</li> <li>JB</li> <li>AR</li> <li>AR</li> </ul>	<ul style="list-style-type: none"> <li>April 2007</li> <li>April 2007</li> <li>May 2007</li> <li>July 2007</li> <li>July 2007</li> <li>Dec 2007</li> <li>Jan 2008</li> <li>March 2008</li> </ul>
Develop a new vision for the borough: <ul style="list-style-type: none"> <li>Support the Darlington partnership to set a fresh vision for Darlington 2012</li> <li>We want all those with a commitment to a better Darlington to work together</li> <li>Participate in enquiry groups</li> <li>Engage and empower residents to help shape a better Darlington</li> <li>Co-ordinate effective public engagement</li> <li>Deliver in partnership the Sustainable Community Strategy</li> </ul>	Adoption of SCS by Council/LSP	March 2008	AR	March 2008
Develop a shared approach to public health <ul style="list-style-type: none"> <li>Jointly appoint a Director of Public Health</li> <li>Nominate Health Member/ Officer champions</li> </ul>	----	Appointments in place by the Autumn	AB	July 2007

Promote Darlington and Darlington Borough Council <ul style="list-style-type: none"> <li>Promote the borough and the council to secure investment and support from private and public sector agencies</li> </ul>	DE13 Darlington's share of the external funding awarded to Tees Valley Boroughs	Target for 2007/08 = 7%	AB	Dec 2007
Deliver a new local Area Agreement <ul style="list-style-type: none"> <li>Evaluate existing LAA</li> <li>Develop 35 targets</li> <li>Negotiate with GONE</li> <li>Link with SCS</li> </ul>	Adoption of SCS by Council/LSP	March 2008	AR	March 2008

<p><b>Service improvement description</b></p> <p>To ensure implementation of the existing LAA is effective and delivering against its outcomes and to prepare for transition to new LAA format.</p>
<p><b>Expected outcome</b></p> <p>Delivery in accordance with adopted LAA (2006-2009), Full compliance with guidance on periodic performance review and reporting, Preparations made to develop new style LAA following proposals in LG Bill.</p>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b></p> <p>Corporately through streamlined grant administration and reduced performance reporting regime. Operationally through identification and exploitation of product dependencies.</p>
<p><b>Resource required to implement change</b></p> <p>Ongoing commitment to providing secretariat support. Likely need for greater input linking to revised Community Strategy/ LAA format proposals.</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b></p> <p>Step change in Government linkages with local authorities and LSPs has implications for all. Particularly relevant to Accounting Services reflecting changes in administration of funding streams</p> <p>Recruitment of new posts and financial management of £8.3m</p>

<b>5. Reduce crime - we want the people of Darlington to be safe and feel safe, in their homes and in their communities</b>				
Link to Change Driver Reducing Crime and ASB - Local Priority		Link to Risk (if applicable) .....		
Link to Service Plan objective All		Link to Departmental objective .....		
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Promoting community safety, Improving health & well-being, promoting inclusive communities		
<b>Actions needed to deliver improvement</b>	<b>PIs</b>	<b>Targets</b>	<b>Lead officer</b>	<b>Date for completion</b>
Assess current performance and activity and reset CDRP targets to October 2007			RJ/PR CDRP Executive	May 2007
Establish Team for CPA/JAR Inspection	Team in place		RJ	June 2007
Produce Delivery Plan and Timetable	Plan completed		DG	June 2007
Carryout CPA self-assessment and develop improvement plan.	Plan completed		DG	July 2007
Scope CPA KLOE with key individuals departments. (Gap analysis)	Scoping completed		DG	July 2007
Develop improvement plan detailing "quick wins"	Plan in place		DG	July 2007
Develop longer term improvement plan – 12 months plus	Plan in place		DG	Aug 2007
Reassess position against top line KLOEs Contribute to direction of travel statement	Progress reports completed monthly		DG	Sept 2007
<i>(Above actions supported through CPA/JAR Project Board)</i>				
Implement and maintain Community Safety Performance Management Scorecards for CDRP, LA and ASB (Performance Plus)	Scorecards in place		MC	Oct 2007
Introduce an intelligence led approach to crime and anti-social behaviour. Develop new technology to better target resources at crime and ASB hotspots Maximise use of the GIS - Implement GIS and ASB IT Modules	In place		PR/BJ	June 2007
Develop Section 17 Action Plan (link to CPA and Respect)	Plan in place		DG/RJ	July 2007
Incorporate Community Safety in to Service Planning	Community Safety included in relevant Service Plans		RJ/Andrew Robinson	Sep 2007

Implement provisions arising from the review of the Crime and Disorder Act 1998.  <i>NB some of the expected provisions are already being implemented:</i>			RJ  RJ RJ/PR RJ	April 2008 (subject to further guidance and linked to White Paper)  April 2008 September 2007 March 2008
Implement National Standards for the Crime and Disorder Reduction Partnership ( <i>some of the above actions are captured within this</i> ) (Subject to further guidance)			RJ/CDRP	Executive Board March 2008
Complete "Weeks of Action" in priority areas.			All	Sept 2007
Maintain and refresh CDRP Action Plans			MC Lead	Sept 2007
Continue to deliver the Safer Stronger Communities Block of Darlington's LAA	LAA PIs		RJ	March 2008
Implement revised job descriptions and persons specifications for officers within the Safer Communities Unit	Job descriptions and person spec. Implemented		RJ/LO	April 2007
Develop robust administrative framework to ensure CDRP functions efficiently	In place		DS	April 2007
Establish regular policy and guidance briefings within Safer Communities Unit	Fortnightly briefings		RJ	May 2007
Develop and maintain CDRP Forward Plan	In place		DS	April 2007
Transfer Gladstone Street Building Management arrangements from Chief Executives Office to Community Services	Service transferred		RJ	June 2007

<p><b>Service improvement description</b></p> <p>The implementation of the above actions, which have many facets, will ensure the Council in conjunction with its partners provides a "leading edge" Community Safety service that demonstrates accountability, delivery and reductions in crime and anti-social behaviour.</p>
<p><b>Expected outcome</b></p> <ul style="list-style-type: none"> <li>➤ Reductions in crime and anti-social behaviour</li> <li>➤ Reduced fear of crime</li> <li>➤ Improved response to crime and anti-social behaviour</li> <li>➤ Improved Community Safety service – customer interface</li> <li>➤ Improved partnership working</li> </ul>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b></p> <p>It is anticipated that the implementation of the service improvement actions will bring about longer term improvements in service delivery and will enable resources to be targeted more effectively, however at this stage it is not possible to estimate the value of such savings.</p>
<p><b>Resource required to implement change</b></p> <p>The implementation of the review of the Councils Community Safety services has resource implications that have been resolved.</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b></p> <p>The community Safety Review will result in changes in the organisational structure and changes in the roles and responsibilities of staff. These changes will be implemented in full consultation with HR, staff and the Trade Unions</p>

<b>6. Improve public reassurance about community safety</b>					
Link to Change Driver Government and Local Priority		Link to Risk (if applicable) .....			
Link to Service Plan objective All		Link to Departmental objective .....			
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Promoting Community Safety, Improving Health & Well-being, promoting inclusive communities			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
Transfer of CCTV Unit from Corporate to Environmental Services.		Service transferred		Ian Thompson/ RJ	April 2007
Develop linkages with Community and Hard to Reach Groups. Work with voluntary organisations and communities to encourage pride and good citizenship		Regular contact and work programme established		MC/RJ	July 2007
Develop dialogue and linkages with Community Partnerships		Links established		MC/RJ	Sept 2007
Implement CDRP Communication Strategy Action Plan and Forward Plan		In Place		MC	July 2007
Consider rebranding and profile of CDRP		Branding and profile reviewed		RJ – CDRP Exec	March 2008
Develop consultative/involvement framework for schools/head teachers		Regular contact and work programme established		MC	June 2007
Implement CDRP Communication Strategy Action Plan and Forward Plan		In place		MC- Tasking and Coordinating Group	April 2007
Develop & Maintain Community Safety website		In place		DS	June 2007
Develop Community Safety & ASB Policy and ASB Procedures		Policy and procedures in place		RJ	June 2007
<b>Service improvement description</b> Improvement in information and data to support the delivery of the Community Safety agenda within Darlington.					
<b>Expected outcome</b> Reduced crime and fear of crime					
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b> It is assumed that the implementation of the above actions will bring about efficiency savings but at the present time this is not quantifiable.					
<b>Resource required to implement change</b> Safer Communities Unit and CDRP staffing resources					
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b> Transfer					

<b>7. Use all available enforcement powers to reduce and deter crime</b>					
Link to Change Driver Government and Local Priority		Link to Risk (if applicable) .....			
Link to Service Plan objective All		Link to Departmental objective .....			
Link to Corporate objective Shaping a better Darlington		Link to Community Strategy Themes Promoting Community Safety, Improving Health & Well-being, promoting inclusive communities			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
Develop systematic approach to ensure the work of the YOS; including parenting is fully tied into the work of the locality-based teams. <ul style="list-style-type: none"> <li>Develop Parenting Strategy</li> </ul>		Parenting Strategy & corporate service developed		Rita Taylor/Kate Hinchcliffe	March 08
<ul style="list-style-type: none"> <li>Work with partners to develop effective neighbourhood policing and develop geographical delivery</li> <li>Press for the people of Darlington to have a swifter response form Darlington Police when they are contacted by the public</li> <li>Develop information sharing capacity through GIS</li> <li>Develop Information Sharing protocols</li> <li>Develop CDRP approach to Community Engagement within Neighbourhood Policing Framework</li> </ul>				RJ	May 2007
				RJ	June 2007
				Brian Johns	June 2007
				RJ	June 2007
				RJ	Sept 2007
<ul style="list-style-type: none"> <li>Relevant protocols in place – for implementation with regards to dispersal orders and Crack House Closures.</li> </ul>		In place		MC/RJ	Sept 2007
<b>Service improvement description</b>					
Improvement in information and data to support the delivery of the Community Safety agenda within Darlington.					
<b>Expected outcome</b>					
Reduced crime and fear of crime					
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b>					
It is assumed that the implementation of the above actions will bring about efficiency savings but at the present time this is not quantifiable.					
<b>Resource required to implement change</b>					
Safer Communities Unit and CDRP staffing resources					
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b>					
None					

<b>8. Ensure the Leading Edge Programme office supports the development and delivery of the Organisational Development Strategy</b>					
<b>Link to Change Driver</b> Government; Local; Performance Management		<b>Link to Risk (if applicable)</b> Corporate reputation (loss of)			
<b>Link to Service Plan objective</b> Effective planning and review		<b>Link to Departmental objective</b>			
<b>Link to Corporate objective</b> Providing excellent services		<b>Link to Community Strategy Themes</b> All			
<b>Actions needed to deliver improvement</b>					
Deliver the leading Edge' Organisational Development Strategy:		PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> <li>Develop the draft outline plan for the development of an ODS</li> <li>Establish a project/programme management framework for the ODS</li> <li>Embed new ODS 'Leading Edge' into the organisation and deliver the themed elements</li> </ul>		ODS strands on target against plan	100%	LO/CH CH AB	July 2007 August 2007-06-22 March 2008
<b>Service improvement description</b> Ensuring that the Organisational Development Strategy is effectively developed and delivered.					
<b>Expected outcome</b> Organisational Development Strategy working effectively and embedding within the culture of the organisation.					
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b> Opportunities for realising efficiencies through organisational change; more efficiency-focused culture.					
<b>Resource required to implement change</b> Commitment of resources and officers from across the council, in addition to project managers and team members.					
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b> Very large implications for HR and ICT, some impact on other corporate services areas.					



**9. Ensure the identification and delivery of efficiency savings through the successful delivery of a standard approach to change projects**

<b>Link to Change Driver</b> Government; Local; Performance Management	<b>Link to Risk (if applicable)</b> N/A
<b>Link to Service Plan objective</b> Effective planning and review	<b>Link to Departmental objective</b> Planning and review
<b>Link to Corporate objective</b> Providing excellent services	<b>Link to Community Strategy Themes</b> All

<b>Actions needed to deliver improvement</b>	<b>PIs</b>	<b>Targets</b>	<b>Lead officer</b>	<b>Date for completion</b>
Deliver Admin Review			Elaine Taylor	December 2007
Deliver efficiency savings:				
<ul style="list-style-type: none"> <li>Further develop and standardise the Leading Edge approach to change project management</li> </ul>	OGC Maturity Model	Achieved level 2 (on an OGC standard 0-4 scale)	Craig Holden	30 July 2007
<ul style="list-style-type: none"> <li>Develop and implement a maturity model for assessing extent of implementation of Project management approach throughout the Leading Edge projects.</li> </ul>	£ Gershon savings realised	£385k	Craig Holden	End of March 2008
<ul style="list-style-type: none"> <li>Deliver the MicroP2 roll-out project, including training for all project managers and developing a network of business change managers</li> </ul>				
<ul style="list-style-type: none"> <li>Embed monthly reporting to Programme Board through a single highlight report</li> </ul>				
<ul style="list-style-type: none"> <li>Use the MTFP to identify future Gershon-driven Leading Edge projects</li> </ul>				
<ul style="list-style-type: none"> <li>Support the continued use and development of the Gershon templates through Financial practitioners Group</li> </ul>				
<ul style="list-style-type: none"> <li>Develop a robust data capturing approach for potential efficiency savings</li> </ul>				
<ul style="list-style-type: none"> <li>Embed the benefits realisation approach within the MP2 framework and implement for all future project areas</li> </ul>				
<ul style="list-style-type: none"> <li>Develop linkages between the MicroP2 benefits realisation approach and Gershon monitoring.</li> </ul>				
<ul style="list-style-type: none"> <li>Continue to develop and deliver the efficiency agenda to ensure a balanced MTFP</li> </ul>				
<ul style="list-style-type: none"> <li>Deliver against target savings as set out for Leading Edge projects and Procurement targets</li> </ul>				

<p><b>Service improvement description</b></p> <p>This priority is connected to a number of improvement projects, including the complaints review, ODS, review of service planning, etc.</p>
<p><b>Expected outcome</b></p> <p>To ensure that the authority is ready for CPA Corporate Assessment.</p>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b></p> <p>Elements of CPA planning will link to efficiency planning, for example Gershon savings outlined in Administration Review via complaints processes. Generally, CPA planning will not accrue cost.</p>
<p><b>Resource required to implement change</b></p> <p>Some dependencies on officers to provide support, to be determined.</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b></p> <p>None</p>

## 10. Deliver targeted cashable savings from procurement and Leading Edge whilst at least sustaining current performance levels

Link to Change Driver Government Priority (Gershon); Local Priority (MTFP, VFM); Opportunities (savings)	Link to Risk (if applicable) Resources; Reputation of the unit; Failure to deliver savings			
Link to Service Plan objective Planning & Review; Organisational Development	Link to Departmental objective N/A			
Link to Corporate objective Providing Excellent Services; Enhancing our Capacity to Improve	Link to Community Strategy Themes All			
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> <li>• Identify and capture savings from the procurement and use of Temporary Staff.                             <ul style="list-style-type: none"> <li>- Complete data gathering exercise</li> <li>- Discuss implications and agree new processes with HR that meet legal requirements</li> <li>- Options appraisal to be carried out.</li> <li>- Contracts to be tendered</li> </ul> </li> <li>• Identify and capture savings from the procurement and use of Advertising                             <ul style="list-style-type: none"> <li>- Carry out a data gathering exercise</li> <li>- Review options to achieve savings</li> <li>- Develop guidelines for the use of advertising that meet legal requirements.</li> </ul> </li> <li>• Carry out a Spend Analysis based on data provided by other authorities.</li> <li>• Work with departments to identify opportunities for savings and develop a strategy for the procurement of the relevant goods and services                             <ul style="list-style-type: none"> <li>- Aggregation of contracts within the authority</li> <li>- Review the use of consortium contracts to deliver savings.</li> <li>- Consider options for collaboration with the Tees Valley and wider NE region.</li> </ul> </li> <li>• Develop a process to ensure we disseminate the contract information to departments</li> <li>• Develop a process to ensure we identify the savings within departments and effectively manage and control spend against contracts.</li> <li>• Ensure links are retained with the Leading Edge Team and that the Procurement Unit continues to support major projects.</li> <li>• Continue to manage existing corporate contracts to deliver expected savings.</li> </ul>	New HR compliant processes implemented	Reduction in the use of temp staff	SW/JH	May 07
	Spend reduced	5% savings achieved		
	New guidelines introduced	More effective advertising	SW/SJ & Maggie Swinden	Sept 07
	Spend reduced	5% savings achieved		
	Spend analysis complete	Contracts plan in place	SW	Aug 07
		A number of new opportunities identified with a procurement strategy outlined for each	SW/JH	Dec 07
		All depts aware of contracts	JH	Ongoing
	Regular reporting of savings	£s Savings captured for MTFP	CH/SW	March 08
	Support delivered		SW	Ongoing
	Expected savings achieved	£s Savings realised	JH	March 08

<p><b>Service improvement description</b>  Procurement savings identified in the MTFP will be delivered; new processes and guidelines will be introduced to assist staff and speed up the decision making process.</p>
<p><b>Expected outcome</b>  Procurement savings identified in the MTFP will be delivered.</p>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b>  £100k cashable savings to be delivered.</p>
<p><b>Resource required to implement change</b>  2 new members of staff to be recruited.</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b>  Job descriptions and person specifications to be drafted and evaluated prior to restructuring of Procurement Unit</p>

<b>11. Revise the Procurement Strategy including links with the Voluntary and Community Strategy (VCS) and sustainability</b>				
Link to Change Driver Government (White Paper, Climate Change); Local Priority (Improving the Local Economy; VCS Strategy; LSP)		Link to Risk (if applicable) N/A		
Link to Service Plan objective All		Link to Departmental objective N/A		
Link to Corporate objective Shaping a Better Darlington; Providing Excellent Services; Enhancing our Capacity to Improve		Link to Community Strategy Themes All		
<b>Actions needed to deliver improvement</b>	<b>PIs</b>	<b>Targets</b>	<b>Lead officer</b>	<b>Date for completion</b>
<ul style="list-style-type: none"> <li>• Revise the Corporate Procurement Strategy to incorporate the new processes and procedures, and to take account of VCS and sustainability <ul style="list-style-type: none"> <li>- Develop toolkits for officers to evaluate risk associated with the goods, works or services they are procuring.</li> <li>- Work with Economic Regeneration to ensure targeted recruitment is considered in every major contract, where practicable.</li> </ul> </li> <li>• Work with Economic Regeneration and the LSP to develop a training programme for SMEs and the 3rd Sector to increase their understanding of Council requirements and build capacity to deliver Council services.</li> <li>• Work with Sharon Brown and her team to develop the capacity of the Voluntary and Community Sector through training.</li> <li>• Work with officers to engender sustainability (economic and environmental) into every procurement exercise through consultation and community engagement.</li> </ul>	Strategy adopted by Council	Complete	SW	Oct 2007
	Deliver training sessions	% of SME attending training sessions	JH/CT	March 2008
	Deliver training sessions	% of VCS attending training sessions	SW/SB	March 2008
	Roll out of Procurement Toolkits	No of officers trained	SW	March 2008
<b>Service improvement description</b>				
<b>Expected outcome</b>				
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b>				
<b>Resource required to implement change</b>				
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b>				

<b>12. Establish the Corporate Procurement Unit (CPU) and significantly improve the council's procurement processes and capability through implementation of the recommendations of the procurement review</b>				
Link to Change Driver Government Priority (CPA, White Paper); Local Priority (Leading Edge Projects, Improving Services, VFM)		Link to Risk (if applicable) Resources; Reputation of the Unit		
Link to Service Plan objective Planning & Review; Organisational Development		Link to Departmental objective N/A		
Link to Corporate objective Providing Excellent Services; Enhancing our Capacity to Improve		Link to Community Strategy Themes All		
<b>Actions needed to deliver improvement</b>	<b>PIs</b>	<b>Targets</b>	<b>Lead officer</b>	<b>Date for completion</b>
<ul style="list-style-type: none"> <li>• Restructuring of the Corporate Procurement Unit: <ul style="list-style-type: none"> <li>- Draft revised job descriptions (JDs) and person specifications for existing and new roles within the Corporate Procurement Unit</li> <li>- New JDs to go through job evaluation and structure agreed</li> <li>- Recruitment process completed</li> <li>- New CPU in place and operational</li> </ul> </li> <li>• Draw up a plan for the implementation of the processes/procedures of the Procurement Review</li> <li>• Revise Contract Procedure Rules in conjunction with departments</li> <li>• Roll out e-tendering and e-contract management</li> <li>• Plan to be drafted for awareness raising and training for all officers involved in procurement.</li> <li>• Training to be designed for elected Members.</li> <li>• Work with Leading Edge Team to capture and deliver the savings identified through MTFP</li> </ul>	<ul style="list-style-type: none"> <li>Implementation target against plan</li> <li>New rules adopted by Council</li> <li>Number of contracts sourced</li> <li>Officers trained</li> <li>Members trained</li> <li>Cashable savings realised</li> </ul>	<ul style="list-style-type: none"> <li>Redrafting complete on time</li> <li>Jobs graded</li> <li>Competent staff recruited</li> <li>100%</li> <li>100% Compliance</li> <li>%age contracts sourced electronically</li> <li>100% trained</li> <li>100% trained</li> <li>£s delivered</li> </ul>	<ul style="list-style-type: none"> <li>SW</li> <li>LOD</li> <li>SW/LOD</li> <li>SW</li> <li>SW</li> <li>SW</li> <li>JH</li> <li>SW</li> <li>SW</li> </ul>	<ul style="list-style-type: none"> <li>30 April 07</li> <li>May 07</li> <li>June 07</li> <li>Aug 07</li> <li>Jul 07</li> <li>Dec 07</li> <li>Dec 07</li> <li>Dec 07</li> <li>March 08</li> </ul>

<p><b>Service improvement description</b>  Implementation of the recommendations from the Procurement Project will lead to compliant, modern procurement practices which will deliver value for money, cost effective services.</p>
<p><b>Expected outcome</b>  Improved management information, higher visibility and better control of spend. More spend on contract</p>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b>  The expectation is that better control of spend and improved contract management will lead to better service delivery and greater savings, however this sum is difficult to quantify at the moment. E-Tendering will lead to non-cashable savings in both time and effort employed by officers in the procurement process.</p>
<p><b>Resource required to implement change</b>  Existing corporate procurement staff (2) plus 2 new staff to be recruited, with support from the Leading Edge team</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b>  N/A</p>

<b>13. Develop and communicate the role of the Connecting with Communities Team</b>					
Link to Change Driver Community Engagement Strategy		Link to Risk (if applicable) Corporate reputation			
Link to Service Plan objective Community Engagement		Link to Departmental objective .....			
Link to Corporate objective Putting the customer first		Link to Community Strategy Themes Promoting inclusive communities			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
Establish Connecting with Communities Service:					
<ul style="list-style-type: none"> <li>Establish team in single location.</li> </ul>			Open for business 1st Sept	SB	Sept 2007
<ul style="list-style-type: none"> <li>Develop the role and remit and terms of reference for unit</li> </ul>				SB/DP/LO	June 2007
<ul style="list-style-type: none"> <li>Disseminate the purpose of the unit through implementation of communications plan.</li> </ul>		Draft ideas sketched	Intra- and internet content	SB/DP/ SJ	May-Oct 2007
<ul style="list-style-type: none"> <li>Develop branding ideas for final approval by CMT.</li> </ul>				SB/DP/SJ	Oct 2007
<ul style="list-style-type: none"> <li>Deliver agreed programme of planned consultation: <ul style="list-style-type: none"> <li>- Be Mayor Aware</li> <li>- Talking Together</li> <li>- Sustainable Community Strategy</li> </ul> </li> </ul>			Quick wins delivered by November	SB/DP	Nov 2007
Improve our approach to equalities:					
<ul style="list-style-type: none"> <li>Prepare for level 4 of the Local Government Equality Scheme</li> </ul>		Gender Equality Scheme in place	PID in place	DP	Mar 2008
Influencing public services:					
<ul style="list-style-type: none"> <li>Support community partnerships and voluntary organisations to take the lead in deciding what's best for their communities</li> </ul>				DP	Mar 2008
<ul style="list-style-type: none"> <li>Extend effective partnership working to secure excellent public services from all providers</li> </ul>				SB/DP/SR	Mar 2008
<b>Service improvement description</b>					
New unit established with strong identity and reputation from the outset					
<b>Expected outcome</b>					
A bigger say and a better deal for our communities					
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b>					
Embedding learning from customers in the business of the Council will help us to focus resources on the things that are important to customers					
<b>Resource required to implement change</b>					
Bid for extra human and financial resources outlined in recent CMT paper					
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b>					
Changing job roles will require job evaluations					



**14. Connecting with Communities – restructure in line with needs to deliver the Community Engagement Strategy**

Link to Change Driver Community Engagement Strategy	Link to Risk (if applicable) Corporate reputation
Link to Service Plan objective Community Engagement	Link to Departmental objective .....
Link to Corporate objective Putting the customer first	Link to Community Strategy Themes Promoting inclusive communities

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
1. Undertake research into the organisation’s customer focus, based on a self-assessment process.	Draft report		DP	Sept 07
2. Ameliorate this research with a scan of other good practice in local government.	Draft report		DP	Sept 07
3. Prepare a CMT paper and secure CMT’s support for any proposed changes to the Connecting with Communities team.	CMT paper	CMT adopt recommendations	DP/SB	Oct 07
4. Implement changes as required.	Job evaluation complete	New team functional	SB/DP	Jan 07
5. Help Darlington’s Community partnerships to grow and thrive.	Numbers participating		DP	Mar 08

**Service improvement description**  
New “fit for purpose” team established

**Expected outcome**  
A bigger say and a better deal for our communities

**Expected efficiency gains (both cashable & non-cashable)**  
Embedding learning from customers in the business of the Council will help us to focus resources on the things that are important to customers

**Resource required to implement change**  
To be outlined in formal proposal, informed by research

**Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)**  
Changing job roles will require job evaluations

**15. Develop enhanced customer focus and improved community engagement through Connecting with Communities and better communication**

Link to Change Driver Community Engagement Strategy	Link to Risk (if applicable) Corporate reputation
Link to Service Plan objective Community Engagement	Link to Departmental objective .....
Link to Corporate objective Putting the customer first	Link to Community Strategy Themes Promoting inclusive communities

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
a) Commence implementation of the Community Engagement Strategy & b) Create new opportunities for the people of Darlington to give us their feedback and ideas:				
1. Develop an interactive community engagement web page		All campaigns have web presence	SB/DP	July 07
2. Establish Connecting with Communities champions in each department		12-15 reps identified	SB/DP	July 07
3. Develop and roll-out a community engagement template		Templates completed for 100% of engagement activity	SB/DP	Aug 07
4. Establish a community engagement diary		On-line editing possible	SB/DP	Aug 07
5. Develop the foundations for locality engagement		Carry out 5 high profile public events	SB/DP	Sept 07
6. Deliver programme of staff "talk time" sessions, focusing on what excellent customer service looks and feels like	No. of sessions		SB/DP	Oct 07
7. Draft a corporate customer charter		Charter agreed by CMT/ Cabinet as appropriate	SB/DP	Nov 07

<p><b>Service improvement description</b> Council approach to consultation and engagement becomes more joined-up.</p>
<p><b>Expected outcome</b> Consultees experience less duplication and can plan their involvement in different issues.</p>
<p><b>Expected efficiency gains (both cashable &amp; non-cashable)</b> Reduction of duplication should lead to non-cashable gains.</p>
<p><b>Resource required to implement change</b> Existing resources in the first instance.</p>
<p><b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b> There will be training needs for Connecting with Communities champions.</p>

**16. Maintain and improve the level of direct and electronic communications**

Link to Change Driver Ability to continue to generate sufficient revenue to fund service	Link to Risk (if applicable) Negative impact on corporate reputation
Link to Service Plan objective .....	Link to Departmental objective .....
Link to Corporate objective .....	Link to Community Strategy Themes .....

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
• Produce 12 editions of Town Crier magazine			SM	March 08
• Improve overall quality of the publication			SM	Ongoing
• Improve readability of Town Crier magazine			SM	Ongoing
• Ensure Town Crier is focused on corporate priorities			SJ	Ongoing
• Increase opportunities within the Town Crier for reader engagement			SM	Ongoing
• Maintain and seek opportunities to increase income for Town Crier			AL	Ongoing
• Seek opportunities for greater customer feedback			SM	Ongoing
• Produce annual A to Z publication			KB	June 07
• Seek external recognition for Town Crier and A to Z			SJ	Ongoing

**Service improvement description**  
.....

**Expected outcome**  
.....

**Expected efficiency gains (both cashable & non-cashable)**  
.....

**Resource required to implement change**  
.....

**Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)**  
.....

**17. Improve the Unit's input to internal communications**

Link to Change Driver .....	Link to Risk (if applicable) .....
Link to Service Plan objective .....	Link to Departmental objective .....
Link to Corporate objective .....	Link to Community Strategy Themes .....

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
• Produce 12 editions of The Flyer newsletter			HG	March 08
• Improve overall quality of the publication			HG	Ongoing
• Improve readability of The Flyer			HG	Ongoing
• Ensure The Flyer is focused on corporate priorities			SJ	Ongoing
• Increase opportunities within The Flyer for reader engagement			HG	Ongoing
• Seek opportunities for greater reader feedback			HG	Ongoing
• Seek external recognition for The Flyer			SJ	Ongoing
• Improve links with HR Division			SJ	Ongoing
• Achieve the communications objectives within the Leading Edge communications plan			SJ	Ongoing
• Contribute to the improvement of the intranet			SJ/HG	Ongoing

**Service improvement description**  
.....

**Expected outcome**  
.....

**Expected efficiency gains (both cashable & non-cashable)**  
.....

**Resource required to implement change**  
.....

**Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)**  
.....

**18. Maintain and improve the level and quality of news coverage**

Link to Change Driver .....	Link to Risk (if applicable) .....
Link to Service Plan objective .....	Link to Departmental objective .....
Link to Corporate objective .....	Link to Community Strategy Themes .....

Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> <li>Produce a minimum of 55 news releases per month</li> <li>Place 100 per cent of all news releases</li> <li>Ensure news releases remain focused on corporate priorities</li> <li>Improve relationships with journalists</li> <li>Encourage greater news output from departments</li> <li>Ensure leading officers and members receive media training</li> <li>Improve regional and national profile</li> </ul>			All  All SJ  All  All SJ  All	March 08  Ongoing Ongoing  Ongoing  Ongoing Ongoing  Ongoing

**Service improvement description**  
.....

**Expected outcome**  
.....

**Expected efficiency gains (both cashable & non-cashable)**  
.....

**Resource required to implement change**  
.....

**Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)**  
.....

**Additional information**  
.....

<b>19. Publish an Older People's Strategy</b>					
Link to Change Driver Government Priority (CPA, White Paper); Local Priority (Leading Edge Projects, Improving Services, VFM)		Link to Risk (if applicable)			
Link to Service Plan objective Vision and Strategy, Community Engagement, planning and review, external recognition		Link to Departmental objective Not applicable			
Link to Corporate objective Shaping a better Darlington, providing excellent services, ensuring access for all, enhancing our capacity to improve.		Link to Community Strategy Themes All			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
Develop an Older People's Strategy: Strategy agreed by CMT			July 07	SY	July 07
Strategy to be signed off by Cabinet			Sept 07	SY	Sept 07
Publication of Strategy			Oct 07	SY	Oct 07
Implementation of Action plan			April 10	SY	Apr 10
<b>Service improvement description</b> Implementation of the OP Strategy will lead to a more modern approach to lifestyle choices for the over 50s and help deliver value for money and cost effective services					
<b>Expected outcome</b> Better lifestyle choices for older people leading to better quality services					
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b> By delivering on the strategy, DBC will be able to better deliver services to older people leading to savings					
<b>Resource required to implement change</b> Existing resources					
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b> N/A					
<b>Additional information</b> Needs to be a planned document relevant to departments particularly adult services					

<b>20. Redefine the role of GOLD</b>				
Link to Change Driver Govt priority (Opportunity Age, Transformational Govt), Local Drivers (VFM, Improving services)		Link to Risk (if applicable) Reputation of unit		
Link to Service Plan objective Community engagement, planning and review, organisational development		Link to Departmental objective Not applicable		
Link to Corporate objective Providing excellent services, enhancing our capacity to improve		Link to Community Strategy Themes All		
<b>Actions needed to deliver improvement</b>	<b>PIs</b>	<b>Targets</b>	<b>Lead officer</b>	<b>Date for completion</b>
Restructure of GOLD to ensure it meets it's aims of providing a clear avenue for consultation, engagement and information for the 50+	Corporate profile and credibility of GOLD	Oct 07	SR/ LO'D	October 2007
<b>Service improvement description</b> GOLD will offer a better service to the 50+ in Darlington by developing new ways to engage and co-produce with DBC and PCT				
<b>Expected outcome</b> GOLD to become more accountable, more visible and more effective				
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b> Clearer understanding of role of GOLD and direction required to meet the needs of 50+ and the OP Strategy				
<b>Resource required to implement change</b> Existing				
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b> HR implications particularly				
<b>Additional information</b> .....				



<b>21. Contribute to the implementation of the Community Engagement Strategy</b>					
Link to Change Driver Local Priority (improving services, VFM), community engagement strategy		Link to Risk (if applicable) Resources			
Link to Service Plan objective Community engagement, vision and strategy, planning and review		Link to Departmental objective Not applicable			
Link to Corporate objective Providing excellent services, enhancing our capacity to improve, ensuring access for all, shaping a better Darlington		Link to Community Strategy Themes All			
<b>Actions needed to deliver improvement</b>		<b>PIs</b>	<b>Targets</b>	<b>Lead officer</b>	<b>Date for completion</b>
Ensure links developed and strengthened to ensure the CES is implemented.			Oct 07	SY/DP/SB	Oct 07
<b>Service improvement description</b> New team developed to implement CES					
<b>Expected outcome</b> A bigger say and a better deal for our communities					
<b>Expected efficiency gains (both cashable &amp; non-cashable)</b> Embedding learning from customers in the business of the Council will help us to focus resources on the things that are important to customers					
<b>Resource required to implement change</b> As required by CWC team					
<b>Implications for Corporate Services (please highlight changes to staffing, ICT requirements, HR implications, legal implications, etc.)</b> As per CWC					
<b>Additional information</b> .....					

Chief Executive's Service Plan 200708 – Linkages to Corporate Objectives

<b>Corporate Objective</b>	<b>Service Objective</b>	<b>Performance Indicators</b>
Shaping a better Darlington	Vision and Strategy	Direction of travel statement Local Area Agreement Scorecard Community Strategy Scorecard BV2b Social Inclusion Strategy scorecard QoL 15a (Feeling of safety – night) QoL 15b (Feeling of safety – day) % Satisfaction with parks & open spaces No. First time entrants into Youth Justice system Proportion residents feel able to influence decisions
Providing excellent services	Vision and Strategy	Direction of travel statement Local Area Agreement Scorecard Community Strategy Scorecard BV2b Social Inclusion Strategy scorecard QoL 15a (Feeling of safety – night) QoL 15b (Feeling of safety – day) % Satisfaction with parks & open spaces No. First time entrants into Youth Justice system Proportion residents feel able to influence decisions
	Community Engagement	Direction of travel statement CR50 (complaints resolved stage 1) CR51 (complaints transition from stage 1 to stage 2) Hits on website - positive or negative feedback stories No. Submissions for clash diary Number of hits on clash diary Comms involvement in corporate projects (FTEs) % News releases successfully placed in the media % Employees consenting to display pictures % Employees updating their details

	Organisational Development	<p>Direction of travel statement</p> <ul style="list-style-type: none"> <li>% Leading Edge projects blue circle or better</li> <li>% Children's services projects blue circle or better</li> <li>VFM score of 3 or better</li> <li>Level 2 of OGC maturity Model</li> <li>£ Gershon identified at inception of project</li> <li>£ Identified during project</li> <li>£ Realised</li> <li>% Milestone activities completed in National Procurement Strategy</li> <li>% Invoices paid electronically</li> <li>% Of corporate spend through p-cards</li> <li>% Corporate spend through e-sourcing</li> <li>Average invoice value</li> <li>Average spend per supplier</li> <li>% Corporate spend aggregated through corporate contracts &amp; framework agreements</li> <li>% Corporate spend through utilising Tees Valley contracts</li> </ul>
	Planning & Review	<p>Direction of travel statement</p> <ul style="list-style-type: none"> <li>CR8 - % improvement in non-financial BVPIs</li> <li>Use of P+ widened - hits on Intranet scorecards</li> <li>CR34 – indicators qualified</li> </ul>
	External Recognition	<p>Direction of travel statement</p> <ul style="list-style-type: none"> <li>CR9a/b (Awards entered &amp; won)</li> <li>% News releases successfully placed in the media</li> <li>External regard for office</li> <li>Feedback at TMM</li> </ul>
Putting the Customer First	Community Engagement	<p>Direction of travel statement</p> <ul style="list-style-type: none"> <li>CR50 (complaints resolved stage 1)</li> <li>CR51 (complaints transition from stage 1 to stage 2)</li> <li>Hits on website - positive or negative feedback stories</li> <li>No. Submissions for clash diary</li> <li>Number of hits on clash diary</li> <li>Comms involvement in corporate projects (FTEs)</li> <li>% News releases successfully placed in the media</li> </ul>

		<p>% Employees consenting to display pictures</p> <p>% Employees updating their details</p>
	Planning & Review	<p>Direction of travel statement</p> <p>Residents' Satisfaction</p> <p>Positive inspection results</p> <p>BVPP Audit opinion</p>
Ensuring access for all	Community Engagement	<p>Direction of travel statement</p> <p>CR50 (complaints resolved stage 1)</p> <p>CR51 (complaints transition from stage 1 to stage 2)</p> <p>Hits on website - positive or negative feedback stories</p> <p>No. Submissions for clash diary</p> <p>Number of hits on clash diary</p> <p>Comms involvement in corporate projects (FTEs)</p> <p>% News releases successfully placed in the media</p> <p>% Employees consenting to display pictures</p> <p>% Employees updating their details</p> <p>No. People attending each event</p> <p>5% of those attending sign up for volunteering</p>
Enhancing our Capacity to Improve	Organisational Development	<p>Direction of travel statement</p> <p>% Leading Edge projects blue circle or better</p> <p>% Children's services projects blue circle or better</p> <p>VFM score of 3 or better</p> <p>£ Gershon identified at inception of project</p> <p>£ Identified during project</p> <p>£ Realised</p> <p>% Milestone activities completed in National Procurement Strategy</p> <p>% Invoices paid electronically</p> <p>% Corporate spend through p-cards</p> <p>% Corporate spend through e-sourcing</p> <p>Average invoice value</p> <p>Average spend per supplier</p> <p>% Corporate spend aggregated through corporate contracts &amp; framework agreements</p>

		% Corporate spend through utilising Tees Valley contracts ODS Strands on target against plan
	External Recognition	Direction of travel statement CR9a/b (Awards entered & won) % News releases successfully placed in the media

## Risk Assessment

### 2006/07 risks:

Risk Number	Description	Risk Score
1	The corporate reputation	D3
2	Advertising revenue cannot be predicted and levels can fluctuate	C3
3	Leading Edge programme fails to improve service delivery and deliver Gershon savings	D2

### 2007/08 risks:

Risk Number	Description	Risk Score
4	Public perception and reaction to events	D2
5	Delivery of targeted cashable savings from procurement	D2
6	Leading Edge strand – Business transformation	D3
7	Leading Edge strand – Communications	D3
8	Leading Edge strand – Community Engagement	D3

### Prioritising the Risks

Risks 1, 2 and 3 remain risks, although there are sufficient controls in place to ensure that they remain 'below the line'. However, since Leading Edge projects form one strand of the Organisational Development Strategy, this risk is classed as a corporate risk. Five new risks have been added: 'public perception and reaction to events', delivery of targeted cashable savings from procurement whilst at least sustaining current performance levels' and the three (of five) Leading Edge Strands administered out of the Chief Executive's Office. All are deemed to be below the risk appetite level with satisfactory controls in place.

<b>LIKELIHOOD</b>	<b>A V. High</b>				
	<b>B High</b>				
	<b>C Significant</b>		<b>2</b>		
	<b>D Low</b>		<b>1,6,7,8</b>	<b>3, 4, 5</b>	
	<b>E V. Low</b>				
	<b>F Almost Imposs.</b>				
		IV Negligible	III Marginal	II Critical	I Catastrophic
		<b>IMPACT</b>			

No action planning is required as the risks are currently below the appetite level.

### Risk Scenarios

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
The corporate reputation	Poor inspection results (CPA, BV & others) negatively affect the corporate reputation	<ul style="list-style-type: none"> <li>• Image of CEO suffers</li> <li>• Negative track record</li> <li>• Difficulties in portraying positive image for future inspections</li> </ul>

**Controls in place:** - Positive direction of travel signifies that the authority continues to move forward. Recent CPA judgement confirms this. Strong service assessment scores. The authority continues to have effective mechanisms in place to resource inspections, with corporate input available. In addition, resource is in place to meet the demands of CPA 2005, with effective cascading of information through CPN and CMT through the Assistant Chief Executive.

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Advertising revenue cannot be predicted and levels can fluctuate	Advertising levels fall and production cannot be sustained	<ul style="list-style-type: none"> <li>• Do not meet targets for publication</li> <li>• Not communicating and consulting regularly</li> <li>• Loss of reputation</li> <li>• Contractual issues with Royal Mail</li> </ul>

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

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Leading Edge programme fails to improve service delivery	Service performance remains static or worsens	<ul style="list-style-type: none"> <li>• Lack of performance improvement in key services</li> <li>• Reduced Gershon savings</li> <li>• Reduction in CPA rating</li> <li>• Loss of reputation</li> </ul>

**Controls in place:** Leading Edge is well publicised throughout the authority and I already delivering, in terms of Street Scene. CMT play an active role in management of the programme, through monthly programme board meetings.

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Public perception and reaction to events	Customer satisfaction dips beyond confidence levels	<ul style="list-style-type: none"> <li>• Lack of resident support</li> <li>• Loss of reputation</li> </ul>

**Controls in place:** Planned work on a Connecting with Communities Unit is now being implemented, with a uniform approach to engagement being put in place. Key to this Unit's remit will be to implement the Community Engagement Strategy.

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Delivery of targeted cashable savings from procurement	Targeted savings are not realised	<ul style="list-style-type: none"> <li>• Reduced Gershon savings</li> <li>• Reduction in CPA rating</li> <li>• Loss of reputation</li> <li>• Service delivery affected</li> </ul>

**Controls in place:** The Procurement function is being expanded with resource added. The Unit has achieved previous years' savings targets. CMT play an active role in managing performance, through monthly programme board meetings.



<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Leading Edge strand – Business transformation	Failure to achieve business process re-engineering goals and efficiency savings	<ul style="list-style-type: none"> <li>• Missed opportunities on savings/ synergies with partners</li> <li>• Reduced morale</li> <li>• Lack of service improvements</li> </ul>

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

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Leading Edge strand – Communications	Perceptions of internal and external communications deteriorate	<ul style="list-style-type: none"> <li>• Loss of reputation</li> <li>• Breakdown in quality of dialogue between members, managers, staff and partners</li> </ul>

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

<b>Vulnerability</b>	<b>Trigger</b>	<b>Consequence</b>
Leading Edge strand – Community Engagement	No change in public perception of the council's commitment to engagement	<ul style="list-style-type: none"> <li>• Connecting with Communities Team undermined</li> <li>• Lost opportunity around area working</li> <li>• 'Talking Together' fails to deliver tangible results</li> </ul>

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