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Iain Phillips Chief Executive

4th August 2006

Dear Councillor,

I hereby give you Notice that a Special Meeting of the **POLICY AND STRATEGIC DEVELOPMENT COMMITTEE** will be held in **the COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **MONDAY, 14th AUGUST 2006** at **4.00PM**.

AGENDA

	Page No.
1. Apologies for Absence.	
2. To consider the Authority's 2004/05 Annual Audit and Inspection Letter.	1 - 29
3. To consider progress in delivering the Council Plan 2005-08.	30 - 59
4. To consider the Draft Council Plan 2006-09	60 - 61
5. To consider the next stage in the Council's exercise in restructuring.*	62 - 109

* It is likely that item 5 will be taken in the closed part of the meeting in accordance with paragraph 1 of Part I of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Yours faithfully

Chief Executive

Members of this Committee : Councillors Mrs. Brown, Ferguson, Foote Wood, Gale, Grogan, Hayton, Mrs Jones*, Kay, Kingston, Laurie, Mews, Murphy*, Nevins, Perkins, Stonehouse, Townsend and Zair.

*ex-officio, non-voting capacity.

Chair : Councillor Stonehouse

Deputy Chair : Councillor Kay

TO: All other Members of the Council for information.
Management Team.

POLICY & STRATEGIC DEVELOPMENT COMMITTEE

14 AUGUST 2006

Report of the Director of Resource Management

AUDIT COMMISSION ANNUAL AUDIT AND INSPECTION LETTER

purpose of report

1. To consider the Authority's 2004/05 Annual Audit and Inspection Letter.

background

2. Members will be aware that the Authority's appointed Auditors produce an annual Audit Letter covering the following areas:
 - (i) Council Performance.
 - (ii) Use of Resources judgement.
 - (iii) Accounts and Governance.
 - (iv) Any other work carried out.
3. The full Audit and Inspection Letter is shown at Annex 1.

2004/05 audit letter key messages and recommendations

4. The key messages contained within the letter are set out below:

Council Performance

"The Council has continued to take action to achieve its priorities and has continued to develop its corporate framework. Performance overall, based on national key performance indicators (PIs), has improved. However, the Council still does not have sufficient ability to measure outcomes for local people.

Accounts and governance issues

We gave an unqualified audit opinion on the accounts on 27 October 2005. For the first time in 2005 we carried out a use of resources assessment. This is a new judgement which focuses on financial arrangements but links to strategic management and value for money. In overall terms the Council scored two out of four, with particular strengths in the arrangements for preparing the accounts, managing budgets and ensuring probity and propriety. To further improve the Council needs to:

- ensure it has formal arrangements in place to ensure the legality of transactions. Whilst there is no evidence of decisions being unlawful the Council could improve its arrangements to reduce risk;

- review Internal Audit arrangements to ensure they comply with the new CIPFA Code of Practice for Internal Audit;
- review corporate aims and objectives and develop the approach to medium term financial planning, ensuring that there are clear links from the Council plan to capital and revenue resources; and
- introduce corporate processes for assessing and improving value for money, for example, by implementing strategic procurement strategies and undertaking benchmarking and unit cost analysis on net cost of services.

The Council should also strengthen its corporate approach to asset management”.

5. The summary recommendations contained within the letter are:

“The Council should:

- concentrate on developing outcome and user focused performance management processes; in particular, develop user focused outcome measures for its objectives to enable it to define clearly what it is trying to achieve on its priorities; this would help the Council to direct its resources appropriately, to assess its progress against its aims and to further embed performance management;
- focus on dialogue with disadvantaged and minority communities to identify their needs and engage more effectively with young people;
- improve partnership working by continuing to develop corporate arrangements to demonstrate that inputs to partnerships are evaluated against the benefits received;
- take forward the issues raised arising from our assessment of the Council's use of resources, in particular improving value for money;
- re-establish corporate arrangements to ensure the accuracy of performance information; and
- develop an HR strategy, to include recently agreed policies and measures to address capacity issues”.

commentary

6. It is pleasing to note that the Authority’s Auditors recognise that progress an achieving our priorities has continued and that BVPI results show further, sustained, improvement.

7. However there are several important points that merit further discussion. These are:

- (i) Capacity

All District Councils struggle with capacity and Wear Valley is no different. The requirements placed upon us by central government in relation to new legislation, changes in existing legislation, inspection regimes, responding to key lines of enquiries etc. etc. can only be met by 'feeding the beast', which comes at a price. A price, which can only be, met by taking resource away from already pressed frontline services. Such a course of action would inevitably reduce the quality of service delivery and customer satisfaction. However the Council has taken resource allocation decisions as part of the 2006/07 budget process to address capacity issues.

(ii) Value for Money (VFM)

The judgement of the Auditors was that the Authority's arrangements to demonstrate VFM need strengthening. Therefore their judgement to award the Authority a 'score' of 1 out of 4 i.e. inadequate. This is not to say that we as an Authority are failing to provide VFM. The judgement is that are failing to demonstrate that we provide VFM. In response, the Authority has now developed a VFM strategy, provided for a VFM Officer in the budget and began high level benchmarking of our costs.

(iii) Clarity of Purpose

Given the Auditor's attachment to measurement of change and outcomes, it is inevitable that they feel the Council needs to better define what is meant by its objectives and priorities. This is not a view which has been shared by the Council's principal managers who continue to see advantage in a different management ethos at this level (i.e. strategic and purpose). However, steps have been taken as demonstrated above to move in the direction required by the Audit Commission in order not to compromise our CPA and other ratings.

conclusion

8. Whilst the overall message contained within the audit letter is that the Council continues to make progress, the Authority needs to recognise the key messages within the Audit and Inspection Letter. These messages can only be addressed through strengthening capacity within the organisation which will involve the re-alignment of resources towards those areas identified as requiring attention. This will inevitably lead to potentially difficult resource allocation choices.

RECOMMENDED that the report and attached letter be received.

Officer responsible for the report
Gary Ridley
Director of Resource Management
Ext 227

Author of the report
Gary Ridley
Director of Resource Management
Ext 227

POLICY & STRATEGIC DEVELOPMENT

14th AUGUST 2006



Report of Chief Executive

PROGRESS IN DELIVERING THE COUNCIL PLAN 2005-2008 – AMENDED REPORT

purpose of the report

1. To present a report on the Council's progress in delivering the Council Plan 2005-2008.

background

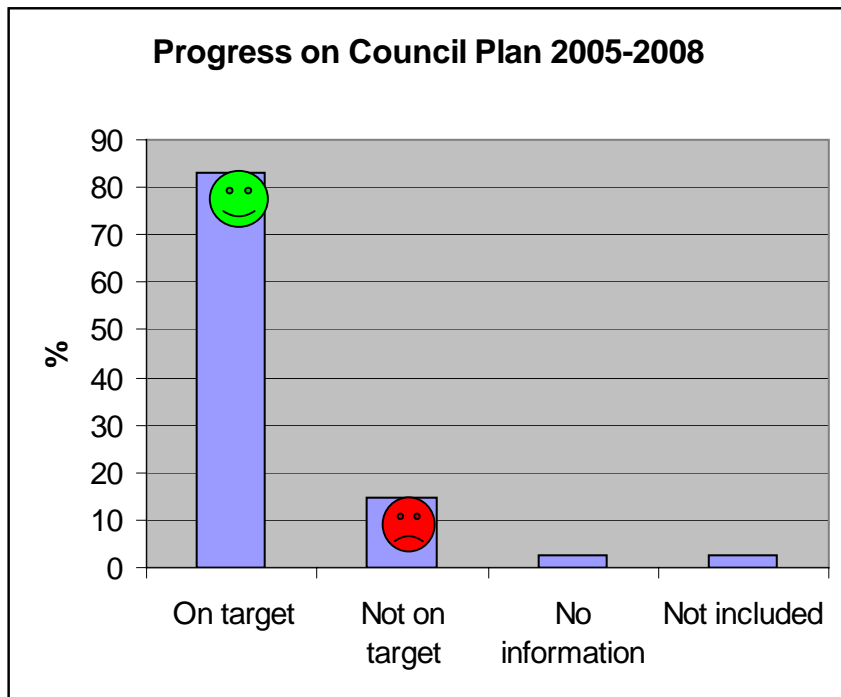
2. The Council Plan 2005-8 was developed following our CPA inspection and agreed at the Council Meeting on 11th May 2004.
3. The Plan serves three purposes:
 - It is a statement of priorities and priority actions for service delivery during the period 2005-2008.
 - It is an Improvement Plan for the Council in response to CPA, and contains the actions we have agreed to increase the Council's capacity to deliver improvement.
 - It lists the actions the Council will take to support the delivery of the Local Strategic Partnership's Community Plan, which was agreed at the end of 2005.
4. The Plan contains 42 priority actions grouped around the Council's six corporate objectives for the District
 - Population
 - Lifelong Learning
 - Environment
 - Economy
 - Community Safety

- Health

together with a seventh objective for the Council to improve its capacity to deliver.

findings

- Annex 2 lists all the actions programmed for 2005/8 and assesses our progress against them. To summarise, of the 42 priority actions:
 - 34 (82.92%) are on target
 - 6 (14.63%) are not on target
 - 1 (2.44%) there is no information
 - 1 (2.44%) 5a not included due to the change in reporting crimes



- The priorities which are not on target are:
 - 2c Sure Start
 - 7c Customer Access
 - 7e Clarify Priorities
 - 7g Performance Management
 - 7l Managing Change
 - 7o Prepare for CPA and external inspections
- The priorities on target are:
 - 1a Use of Resources
 - 1b Creating Pride
 - 2a Community Capacity
 - 2b Support Modern Apprentices
 - 3a Develop long-term Economic Strategy
 - 3c Land available for Business Development
 - 3d Encourage Business Investment in District
 - 4a Supporting Population
 - 4b Bishop Auckland Town Strategy

- 4c Weardale Strategy
- 4d Open Space Strategy
- 4e Recycled household waste
- 4f ALMO
- 4g Transport
- 4h Coalfields Housing Study
- 4i Contaminated Land Strategy
- 4j Local Action 21 Strategy
- 5b Best Value Review
- 6a Money Advice
- 6b Energy Efficiency
- 6c Access to Exercise
- 6d Dental Caries
- 6e Access to healthy food
- 6f Food Sold
- 6g Homelessness
- 7b Community Leadership
- 7d E-Government
- 7f Human Resources
- 7h Challenging Ourselves
- 7i Use of Resources
- 7j Deliver Cost Effectively
- 7k Learning
- 7m Organisational Development
- 7n Organisational Development (LAA)

conclusion

11. The Council has made good progress overall in delivering the priorities contained in the Council Plan 2005-2008. Actions to recover have been identified where necessary.
12. The Council Plan 2005-08 was the Council's first Council Plan, and as part of the Council's commitment to continuous improvement future plans will incorporate the lessons we have learnt in our first attempt to plan our actions corporately.
13. Anti-Social behaviour 5a crime statistics have increase significantly this is due to the changes in reporting mechanisms. The Home Office is looking into it.
14. At the last update meeting it was agreed that 3b (Deliver Economic Aspects of Rural Pathfinder) be removed from the reporting process and the Council Plan. It has therefore not been included in this report but due to changes in circumstances it has been reinstated into the next Council Plan.
15. The timeframes for 4h (Coalfields Housing Study Proposals) are now being dictated by English Partnerships national agenda, we will therefore need to amend our targets and times to reflect this national agenda.

- RECOMMENDED**
1. that Members agree and sign off the Council Plan 2005-8.

2. that consideration be given to amend some actions where targets are dictated by another organisation or authority.

Officer responsible for the report

Iain Phillips
Chief Executive

Author of the report

Emily Butler
Policy and Research Officer
Ext 448

POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

14 AUGUST 2006



Report of the Chief Executive
COUNCIL PLAN 2006-09

purpose of the report

1. To submit for approval a draft outcome focussed priority actions Council plan covering the period 2006-2009.

background

2. The Council Plan serves three purposes:
 - a. It lists the Council's objectives for Wear Valley and the actions it will take to improve the quality of life for people in Wear Valley;
 - b. it details the Council's contribution to the work of the Local Strategic Partnership to deliver real improvements on the issues that most affect local people and communities, and;
 - c. The Council Plan is the Council's own Improvement Plan and details the actions that we will take to improve the effectiveness and efficiency of the Council to help it achieve its ambition to become the best district council in England.
3. The most recent Auditor's Letter recommended that the Council clarify its aims, objectives and actions and develop robust measures so that it is clear what success looked like and could measure progress against its objectives.
4. It also recommended that its objectives and priorities should be user and outcome focused so that people and communities can clearly see the benefits of the Council's activities.
5. Lastly, the Auditor's Letter recommended that the Council improve its effectiveness and efficiency by, for example, improving how it consults and engages with groups like young people, continues to develop its partnership working procedures and develop a strategic approach to procurement.
6. The draft priority actions listed in Annex 3 to this report try to address these recommendations. There are 24 Key Outcomes in the draft plan and it is designed to ensure that this and future Council Plans are shorter and more

focused on the issues that the Council considers to be most important for Wear Valley and its communities. At the same time, the Council Plan sets the strategic objectives for all the Council's activities as well as providing the strategic direction for the development of service and operational plans.

financial implications

7. The recent Auditor's Letter made it clear that the Council's Medium Term Financial Strategy (MTFS) should be able to demonstrate clear links to the Council Plan in order to ensure that the Council is aware of the financial cost of the activities it plans to undertake. The Council Plan will be assessed as part of the development of the MTFS and a report will be taken to the Council's Central Resources Committee.

legal implications

8. The Council is required to produce an Improvement Plan that addresses issues raised in the Comprehensive Performance Assessment and other inspections. The Council Plan fulfils this requirement.

human resource implications

9. The Council Plan has been developed to be achievable using the existing resources within the Council and draft service plans that detail the human resource requirements for delivery will be submitted to the appropriate Policy Committees.

information technology

10. There are no information technology implications to this report

crime and disorder implications

11. Reducing crime is one of the Council's objectives and there are a number of proposed priority actions to reduce crime and disorder. Other proposed actions will also impact on the quality of life in Wear Valley and, indirectly, on crime and disorder in the district.

conclusion

12. This is the Council's third Council Plan and the changes proposed shows that the Council has followed the recommendations of the Auditor and is committed to continuously improving how well it focuses on the key priorities for Wear Valley and the Council.

RECOMMENDATION that the draft outcome-focussed Council Plan attached as Annex 3 of this report be approved.



Officer responsible for the report


Iain Phillips
Chief Executive




Author of the report




John Docherty
Chief Officer, Corporate
Development
Ext 306


Progress on Council Plan 2005-08 – Progress during 2006-07


	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
1a	Allocate resources, develop policies and use our influence to achieve a stable or growing population in Wear Valley	Review of determinants of population change completed and approved by CMT		Findings are being taken into consideration in drafting of LDF and draft Sustainable Communities Strategy. Council Plan review by CMT and Elected members in May 2006 will take findings into consideration for development of 2007-2010 Plan.	Include findings of population determinants review in Council Plan, supporting documents such as Local Development Framework and Community Plan	Chief Officer Corporate Development
1b	Creating pride and a sense of place among our young people	<p>£62,000 budget for children and young people activity in Children's Fund Young People Engagement Officer post funded in 2d Physical Activity Co-ordinators working with young people in Wear Valley</p> <p>Increasingly activity for children and young people will be led by the voluntary sector and co-ordinated through the County Durham children's Trust and the Children and Young People Block of the Local Area Agreement</p>			<p>Develop a strategic approach to working with young people which ensures we:</p> <p>Engage with young people</p> <p>Identify all current areas of activity and the resources currently deployed in working with young people</p> <p>Identify the wider provision and activity in the community</p> <p>Develop a coherent set of actions which represent the best interventions we can</p>	Chief Officer of Corporate Development



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
					make to improve the life opportunities of young people	
2a	Build Community capacity and confidence to participate in neighbourhood decision making and policy delivery	<p>All staff have received a form within Team Talk in relation to volunteering and given contact with the Volunteer Bureau</p> <p>A number of community based skills and training programmes have been taken forward through NRF worklessness agenda that will include Community Capacity courses</p> <p>Agreement has been made to begin to develop neighbourhood arrangements. Part of neighbourhood arrangements is being managed by 2D funded through NRF to add value to arrangements</p>		<p>No uptake from this approach and we need to review other options for engaging staff possibly through drop-in sessions</p> <p>Monitoring of programmes to confirm delivery of community capacity</p> <p>Resources will be required from non-NRF for Neighbourhood arrangements funded from NRF for 2006/8</p>	<p>Increase the numbers trained in voluntary and community work</p> <p>Number of people who receive qualifications in community and voluntary work</p> <p>Increased capacity of voluntary and community groups as a result of more trained and confident volunteers</p>	Chief Executive

	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
2b	Provide and support Modern Apprenticeships (including basic skills elements) and NVQs	Apprentices recruited as follows: 2 plumbers/gas fitters 2 bricklayers 1 vehicle fitter 1 electrician		Apprentices may leave and not complete formal apprenticeship. Unable to repeat the same intake until the current apprentices complete their apprenticeships. Despite trying to attract female apprentices we were not able to do so	Recruit and retain apprentices	Director for Resource Management
2c	Contribute to Sure Start and Early Years Childcare provision in Wear Valley	As responsibility for developing Sure Starts has transferred to the County Council, Wear Valley District Council now has little influence in this area		Note: Responsibility passed to Durham County Council – therefore no longer in the Council Plan	Deliver the agreed contribution to Surestart programmes to target and on budget Ensure a smooth transition as Surestarts are incorporated into Children's Centres	Director for the Community
3a	Develop a longer-term District Economic (Futures) Strategy based on analysis of economic attractiveness of Wear Valley	Completed 22 nd September 2005		Now onto 2 nd stage	Phase I of Economic Futures Strategy Completed	Director of the Environment & Regeneration



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
3c	Ensure that sufficient premises and land are readily available for business development	<p>External funding secured & started on site (on schedule) – Innovation House Extension and Low Willington</p> <p>Mapping of employment land undertaken to identify availability and potential de-allocations.</p>		Innovation House extension due for completion mid June 06 & Low Willington end Dec 06.	<p>Projects delivered to timescale and budget according to project plans</p> <p>Work with the Local Plans Team in the development of the LDF</p>	Director for Resource Management
3d	Encourage business investment in the District	<p>Research commissioned by One Northeast as part of WDRP. Shared Intelligence awarded contract</p> <p>158 enquiries received to end of March 06</p> <p>8 businesses relocated into WV - 78.5 jobs created</p> <p>3 WV Interbiz events held at Auckland Castle</p> <p>Utilise members of the F4B as ambassadors for the District. Two successful F4B events held 1) launch of 'Durham Dales' Marketing brand on 29/3 and 2) Wolves' Lair 23/3</p>		<p>Deadline for completion of research – end of June 06. Results will guide future promotional activity</p> <p>Ongoing work with developers, agents & Partners to ensure maximum take-up of development opportunities.</p> <p>F4B meetings ongoing.</p> <p>Outcome of the 'Durham Dales' marketing pilot will be monitored during 06/07. 2nd Wolves' Lair event being planned.</p>	<p>Commission in – migration research in Knowledge Intensive sectors</p> <p>Promote the District to potential inward investors.</p> <p>Work with WVDA/MTI to promote interbusiness trading & networking</p> <p>Work with the Forum for Business</p>	Director of the Environment & Regeneration
4a	Produce Local Government Framework that supports population	The Council will formally adopt the Statement of Community Involvement on 15 th August			Complete the first set of Development Plan Documents and	Director for the Environment & Regeneration



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
	stability and growth in Wear Valley and enables the growth of business and employment in the district	<p>2006.</p> <p>Issues and alternative option documents for the core strategy and development control DPDS are currently being prepared</p> <p>A monitoring system has been developed for implementation. The Council's first Annual Monitoring Report was published and submitted to DCLG in December 2005. The second AMR is currently being prepared for submission in December 2006</p>			<p>Statement of Community Involvement which will form part of the emerging Local Development Framework as set out in the Local Development Scheme</p> <p>Develop a system to monitor planning policies and produce an annual monitoring report by the end of each calendar year</p>	
4b	Review Bishop Auckland Town Centre Strategy	<p>Finalised the bid</p> <p>Agree the progress</p> <p>Have staff in place</p> <p>Deliver programme and start December 2006</p>			<p>Produced and consulted on a design based master plan for the town centre</p> <p>We are preparing the bid for funding from One North East</p>	Director for the Community



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
4c	Deliver the Weardale Strategy	<p><u>Eastgate:</u> Comprehensive pre-planning consultation exercise carried out. Master plan being reviewed following consultation comments. Funding for pre-planning works secured & works started.</p> <p><u>Weardale Railway:</u> Re-launch planned for Summer 06 after period of administration.</p> <p><u>Harperley POW Camp:</u> Funding secured and consultants appointed to advise on the legal structure required to develop museum.</p> <p><u>MTI:</u> Funding secured to continue Rural Service Centre development at Stanhope started by MTI. Forward programme being developed.</p> <p><u>Wolsingham Business Park:</u> Two planning applications being considered. Awaiting outcome of planning process.</p> <p><u>Broadband:</u> Mapping exercise required to identify gaps in provision.</p> <p><u>Broadband:</u> Rural Bureau: Work on rural bureau concept incorporated into WDRP.</p>			Deliver & monitor flagship projects outlined in the Weardale Strategy. With priority given to the redevelopment of Eastgate works	Director of the Environment & Regeneration

	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
4d	Produce an Open Space Strategy to deliver sustainable improvements in the quality of public space and satisfaction with public space	A qualitative and quantitative audit of open spaces within the district has been carried out for a forthcoming public consultation		Public consultation to be undertaken dates not yet decided.	<p>Identify priority areas and resources</p> <p>Deliver planned public space enhancement</p> <p>Integrate waste, cleansing and maintenance of public space functions</p> <p>Identify provision for regulation and policing</p> <p>Ensure that the Strategy incorporates improvements needed in the waste Management Strategy identified by the CPA Public Space Diagnostic</p>	Director for the Community
4e	Raise the percentage of household waste that is recycled or composted	All tasks have been completed 100% and evidence can be found in Community Services Committee and Departmental Management Team reports			<p>Reorganise refuse rounds to accommodate wheeled bins</p> <p>Develop and deliver a programme of information to all households prior to wheeled bin service</p> <p>Provide requisite number of wheeled bins and organise delivery to households in Wear Valley on phased basis</p>	Director for the Community

	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
					Commence collection of wheeled bins Establish financial provision of green waste service Establish process for properties to receive green waste bin	

	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
4f	Establish Arms Length Management Organisation (ALMO) to manage Council's Housing Stock and secure the investment necessary to meet the Decent Homes Standard	<p>Section 27 Application and Delivery Plan with Supporting Evidence completed and submitted to ODPM and GONE.</p> <p>Programme of 5 training and 1 teambuilding session with Anthony Collins Solicitors and PS Consultants.</p> <p>One document has been developed with an action plan that includes the recommendations from the indicative inspections.</p> <p>A number of new reporting formats have been agreed and are currently being reported to DMT and SHMT</p> <p>New performance indicators have been agreed and existing indicators reviewed for relevance and value added to the delivery of the service</p>		Have received notification from ODPM that application was successful.	<p>Submit s27 application to ODPM.</p> <p>Establish and train ALMO Board.</p> <p>Implement action plan from indicative inspection.</p>	Director for the Community
4g	As part of our Community Appraisal activities map the transport issues facing our communities in terms of travel to work accessing public services (such as health services) and use this information	<p>Scheme agreed.</p> <p>Publicity issued</p> <p>Funding in place</p> <p>Cards issued</p>		<p>This item is now complete.</p> <p>Action: the scheme is to be reviewed during 2006/07</p>	<p>Implement revised concessionary travel scheme</p> <p>Contribute to local transport plan development</p>	Director for Resource Management


	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
	to influence West Durham, County and regional transport priorities	<p>Comments fed into LTP submission</p> <p>Local package of projects submitted via LSP transport group for inclusion in LTP</p> <p>Working in partnership with the 7 other districts and Durham County Council to deliver the concessionary travel scheme.</p>				
4h	Coalfields Housing Study Proposals	We are working to the English Partnership timescale for inclusion into the Governments comprehensive spending review 2006-2007			<p>Produce draft masterplans for Coundon and Tow Law with public consultation which has been undertaken</p> <p>English Partnership is not completed as it is in the hand of the Government comprehensive spending review</p>	Director for the Community
4i	Contaminated Land Strategy	<p>First stage strategy identifying extent and scale of contamination complete.</p> <p>Prioritisation of work programme commenced. Deadline for completion March 2007.</p>		NOTE: Activities identified for delivery in 2005/06 were intended to be delivered over the period 2005/08.	<p>Complete 1st stage strategy</p> <p>Prioritise work programme</p> <p>Commence in-depth site investigation and remediation programme</p>	Director of the Environment & Regeneration




	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
4j	Revise Local Action 21 Strategy	<p>Production of climate change strategy (CCS) commenced. CCS now incorporates what were LA21 objectives. Deadline for completion Nov 2006</p> <p>Following climate change event held in January 2006 the Council has signed up to the Nottingham Declaration for Climate change.</p> <p>Since the above event the Council has adopted policy to reduce carbon emissions and encourage alternative energy supplies.</p> <p>Defra domestic energy efficiency targets have been achieved 4yrs ahead of target date. WVDC is now the top reported LA in the North East and in the top six amongst all England LA in domestic energy efficiency.</p>		Climate change strategy now encompasses LA21 objectives.	Review LA21 Strategy, including our approach to energy conservation and use and bring it in line with our current priorities.	Director for the Community
5a	<p>Deliver the targets in Crime and Disorder Reduction Strategy to reduce</p> <ul style="list-style-type: none"> • House (and other)Burglary • Violent Crime • Domestic Abuse • Vehicle Crime 	<p>House burglary has reduced by 31% compared with 2003-4 baseline</p> <p>6% increase. Looking at addressing alcohol related crime – working with licensees</p>		<p>All crime comparisons are with the base-line of 2003-04 – as directed by the Home Office</p> <p>NOTE: Although some of these targets have been met the</p>	<p>Reduce household burglary 20% by 2008. 18% by 2006-7, 2%in 2007-8.</p> <p>Reduce common assault 12% by 2008. 9% by 2006-7, 3% in 2007-8</p>	Chief Executive



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
	<ul style="list-style-type: none"> • Anti Social Behaviour and Criminal Damage • Drugs and Alcohol Misuse • Hate Crimes • Offences by Prolific Offenders • Fear of Crime 	<p>150% increase due to the way National Crime Recording Standards (NCRS) has changed the procedure Police record incidents</p> <p>Robbery has a reduction of 50%</p> <p>Theft of a vehicle has had a reduction of 21 %</p> <p>10% reduction in theft from a vehicle</p> <p>11% reduction in theft from a person</p> <p>19% reduction in vehicle interference</p> <p>12% reduction in pedal cycle theft</p> <p>6% increase in criminal damage offences</p> <p>5% increase of repeat victims of domestic abuse</p>		<p>way in which the data is collected has changed substantially. There may be inconsistencies and fluctuations in reported figures.</p> <p>The new procedure of NCRS has affected crime statistics. The Home Office now recognises this and work has been commission to analyse the extent of the impact of NCRS on recorded crime and identify solutions</p> <p>Looking to implement a crisis intervention service with 24 hour</p>	<p>Reduce wounding 12% by 2008. 9% by 2006-7, 3% in 2007-8</p> <p>Reduce robbery 3% by 2008. 2% by 2006-7 1% in 2007-8</p> <p>Reduce theft of a vehicle 22% by 2008. 15% by 2006-7, 7% in 2007-8</p> <p>Reduce theft from a vehicle 18% by 2008. 10% by 2007-8</p> <p>Reduce theft from a person 11% by 2008. 9% by 2006-07, 2% in 2007-8</p> <p>Reduce vehicle interference 30% by 2008. 19% by 2006-7, 11% in 2007-8</p> <p>Theft of a pedal cycle 12% by 2008. 8% by 2006-7 4% in 2007-8</p> <p>Reduce criminal damage 12% by 2008 8% by 2006-7 4% in 2007-8</p> <p>Reduce the number of repeat victims of domestic abuse 10% by</p>	


	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
		<p>There has been an increase of 2.7% in abandoned vehicles</p> <p>Increase of 64% incidents of fly-tipping</p> <p>People in drug treatment has risen by 12%</p> <p>49% Increase of people retained in drug treatment</p> <p>There are no figures available for this target</p> <p>Fear of crime survey to be conducted in 2008</p>		<p>response and a range of support for victims</p> <p>Increased warden service should increase the number of reported vehicles in the short term</p> <p>Due to the introduction of permits and a £5 charge for disposing of household furniture</p> <p>As above. Also changes to waste management introduced by Durham County Council involving a cost would reduce the update</p>	<p>2008 5% by 2006-7 5% in 2007-8</p> <p>Reduce the number of abandoned vehicles 10% by 2008 7% by 2006-7 3% in 2007-8</p> <p>Reduce the number of incidents of fly tipping 10% by 2008. 7% by 2006-7, 3% in 2007-8</p> <p>Increase the number of people in drug treatment 24% by 2008. 16% by 2006-7 8% in 2007-8</p> <p>Increase the number of people in drug treatment for over 12 weeks 49% by 2008 29% by 2006-7 20% by 2007-8</p> <p>Reduce the number of repeat victims of racial harassment 10% by 2008 7% by 2006-7 3% in 2007-8</p> <p>Fear of crime, reduce the fear of crime so that by 2008 Wear Valley no</p>	


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					longer has the second highest fear of crime in County Durham	


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5b	<p>Deliver recommendations of Best Value Review Improvement Plan to:</p> <ul style="list-style-type: none"> Align service plans more closely with Council Plan Consider community safety issues more systematically in the Council's decision making process Train staff to be aware of Section 17 Community Safety Implications Evaluate impact of measures and activities to reduce crime 	<p>A programme of training session has been delivered for decision making staff The remodel induction sessions to include Section 17 are in place</p>			<p>Have training sessions for decision making staff- two per year</p> <p>Greater awareness for decision making staff</p> <p>Remodel induction sessions to include Section 17 Raised awareness for all staff</p> <p>Embed section 17 in all decisions. Review and update Section 17 Audit</p>	Chief Executive



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
6a	Increase the income of those reliant on state benefits through the use of money advice campaigns over a 3-year period	<p>Campaign implemented.</p> <p>Additional benefit of £100,000 paid during 2005/06.</p> <p>Development of ongoing timetable of promotional events to be carried out.</p>			Undertake take up campaign in partnership with others	Director for Resource Management
6b	Reduce the number of unfit homes and increase energy efficiency to national standards by 2007	On Target – current SAP of 63.5 has been possible due to Capital Works programme and additional EEC funds.			<p>Percentage of unfit properties in the District (Miller Mitchell scale)</p> <p>Average SAP rating of local authority owned dwellings (BV63)</p>	Director for the Community
6c	Support Wear Valley residents in accessing exercise	<p>Most key agreements in place</p> <p>Regular meetings taking place with likely partners Bishop Auckland College, St John's School and Bishop Barrington School</p> <p>Note working at full capacity.</p>		<p>80% on track</p> <p>Project plan needs to be written once agreement with partners has been reached</p>	<p>Agree Council strategic approach to leisure provision. Transfer Spectrum LC to Community Enterprise Trust</p> <p>Work with partners around facility provision in Bishop Auckland</p> <p>Deliver and expand</p>	Director for the Community



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
		<p>Funding being reduced from November 2006</p> <p>Launch of WOW legacy gyms. Support for the Weardale Triathlon less take up 10k. Sedgefield now on board</p> <p>Quarterly monitoring. Funding to end November 2007</p>		<p>Ongoing</p> <p>100% complete</p>	<p>cardiac rehabilitation and exercise referral. 150+ new patients</p> <p>Promote "A Chance to Live" delivery of special events</p> <p>Deliver Wear Valley's contribution to Healthy Living Centre</p>	
6d	Deliver activities to reduce incidence of dental caries in under 5s	Toothbrushes and toothpaste has been handed to all Surestarts in the area		Action completed. Is this still a Council priority? If so what is the long term vision for this action	Develop a campaign to provide toothbrushes and toothpaste to all local children under 5	Director for the Community
6e	Increase access to healthy food	<p>Kids breakfast club developed by PCT/Surestart & Sure Start in targets areas.</p> <p>Ongoing work via Farmers Market and the annual Food Festival to encourage Healthy Eating</p>		The Jamie Oliver campaign has resulted in a change in national policy and healthy eating menus having been introduced into all WV schools	<p>Work with PCT to develop programmes to increase access to health food in areas where it is easily available.</p> <p>Work with schools and the PCT to encourage healthier school meals.</p>	Director for the Community


	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
6f	Ensure environmental health and regulation of types of food sold	<p>Policies and procedures completed</p> <p>Inspections ongoing</p> <p>Individual enforcement policies updated on Food Safety and Health and Safety</p> <p>Made appropriate comments on planning applications to prevent noise arising. Responded to all noise complaints</p> <p>Following air quality assessment detailed monitoring is taking place at Bishop Auckland and Stanhope. Routine sampling in other parts of the District. All licences issued and improvement plans in place for major industrial premises.</p> <p>Responded to complaints negotiated with Northumbrian water to carry out sewer</p>		<p>100% complete</p> <p>Alternative strategy adopted in accordance with new guidelines</p> <p>Departmental policy to be delayed until corporate policy developed</p> <p>Purchases additional noise monitoring equipment. 100% complete</p> <p>100% complete</p> <p>Service change introduced for 2006/7 100% complete</p>	<p>Complete the development of policies and procedures to achieve 100% in respect of BVPI 166</p> <p>Inspect food premises, investigate food complaints. In accordance with Food Standards Agency guidelines</p> <p>Produce a departmental enforcement policy</p> <p>Respond to and investigate all complaints re.noise issues</p> <p>Maintain air quality within the District</p> <p>Provide appropriate level of service re. Control of pests including dogs as</p>	Director for the Community


	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
		treatments where appropriate. Negotiated with kennels to microchip stray dogs on our behalf			specified in the Prevention of Damage by Pests Act 1949	
6g	Invest in the prevention of homelessness to meet the national good practice standard by 2007	<p>Regular reports to the Teesdale and Wear Valley Homelessness Forum. Opening of the Homelessness Unit at Dellside House.</p> <p>Rough Sleeper count undertaken on 10th June 06. Report has been received and there was no rough sleepers found on the night of the count. This will cover the authority for 5 years unless rough sleeping appears to have increased.</p> <p>Consideration being given to the creation of a formal 'out of hours' service which would take Tenancy Support calls whilst also covering Teesdale on homelessness grounds</p>		<p>The homelessness service needs to be measured against the aims and objectives of the Homeless Strategy</p> <p>Identification of funds (Teesdale D.C and Supporting People. Identification of willing staff and remuneration.</p>	<p>Revise the Homelessness Strategy with the CDHP.</p> <p>Examine opportunities for joint working with Sedgefield Borough Council and Teesdale District Council.</p>	Director for the Community
7a	Promote Equality, Diversity and Community Cohesion in Wear Valley					Director for the Community



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
7b	Develop our Community Leadership role to engage and involve citizens in making decisions that matter to them	<p>Agree and understand Partnership Working Protocol</p> <p>Database and report listing completed for current neighbourhood and community groups, support given by the Council and proposals for developing the Council's community and leadership role</p> <p>Report on neighbourhood governance has been prepared and discussed at CMT and SMG</p> <p>The Chairs of Committee have been attending a leadership programme.</p> <p>Community Leadership Role being considered by the Member Development Group Members taking part in the 'Leading Edge' programme with IdeA covering political leadership, community leadership and scrutiny – scheduled to finish at the end of 2006.</p>		<p>100% complete</p> <p>100% complete</p> <p>100% complete</p> <p>Aim to provide model for joint working, which could be sustained beyond the programme</p>	<p>Agreed and understood Partnership Working Protocol</p> <p>Develop Council's community leadership role</p> <p>Report to CMT and SMG on government thinking and best practice in developing community leadership</p> <p>Events with members on Members' role as community leaders</p>	Chief Executive



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
7c	Customer Access	<p>2005 Survey completed and reported to CMT and P&SD.</p> <p>Draft corporate consultation strategy started but work in abeyance because of staffing gap.</p> <p>Paper taken to CMT, P&SD and SMG. Action on Chief Executive to produce a paper and action plan to address corporate customer care issues. Work will start when restructure is put in place. (provisionally (July 06</p>		Once restructure is in place, then action plan will need to be developed by Council lead for customer care and resource requirements identified	<p>Develop a consistent approach to measuring customer satisfaction.</p> <p>Develop a consistent approach to customer care that reflects our values</p>	Chief Officer Corporate Development
7d	E-government	<p>E-service requests advertised in Wear Valley Matters.</p> <p>Internal awareness of e-service requests raised via e-mails/training.</p> <p>Statistics on downloads from the website are as follows: Local Plan (598) Matters, Autumn Edition (472) Application for Council Housing (332) Eastgate Consultation (314) Visit Wear Valley Guide (305) Planning Application Form (267) Visions Membership Application (265) Housing Matters Issue 4 (256) Community Plan (247)</p>			Undertake take up campaign in partnership with others	Director for Resource Management



	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
		Local Agenda 21 (240)				
7e	Clarify priorities	<p>Council Plan completed and approved</p> <p>Pending due to resource constraints</p>		Recruitment process has started	<p>Finalise Council Plan 2005-2008 (Sept 05)</p> <p>Link National, LSP and Council Priorities (Sept 05)</p> <p>Develop Service Plans linked to Council Plan, LSP and national priorities (Dec 05)</p> <p>Develop corporate Balanced Scorecards (June 06)</p> <p>Develop departmental Balanced Scorecards (Jun 06)</p>	Chief Executive
7f	Human Resources	Strategy agreed at CMT in February 2006		Strategy agreed at P&SD in May 2006	<p>Finalise strategy</p> <p>Implement action plan</p>	Director for Resource Management


	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
7g	Performance Management	<p>Have improved our BVPI performance and reported these to Committee.</p> <p>In the process of revising the Council Plan for 2006-09 which will used to develop a corporate balance score card.</p> <p>Procured a Performance Management System and 2 members of staff have received training. This will be rolled out full by Dec 2007.</p>		<p>We have failed to adopt Balance score cards for departments due to lack of resources.</p> <p>The PMF is due to be revised later this year to include additional elements to meet the new KLOE's</p>	<p>Develop and adopt a corporate balance scorecard.</p> <p>Develop and adopt departmental balance scorecards.</p> <p>Develop and measure appropriate local Performance Indicators for each service.</p> <p>Embed the Council's objectives in our day to day processes.</p>	Chief Officer Corporate Development

	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
7h	Challenging ourselves	<p>Recycling PIT completed and report submitted to Chief Executive. Action plan being implemented by relevant section</p> <p>Good progress being made. Project plan schedules completion for late July 06</p> <p>Council has signed up to the Member's Charter programme and 80% of members have now agreed PDPs as part of the programme.</p> <p>Scrutiny Members have been supported on a series of short courses and undertaken scrutiny review on joint fly-tipping and LSP review which are on going</p> <p>Meeting held to link a programme of member briefings in to high-level policy development issues.</p> <p>Paper proposing review programme for 06 submitted to CMT in March.</p>			<p>Performance Improvement Team reviews and reports lead to further improvement in quality of services</p> <p>Regeneration Best Value Review with detailed improvement plan</p> <p>Members with skills, capacity and confidence to intervene, challenge and scrutinise effectively</p> <p>Series of Best Value reviews which focus on our priorities for improvement</p>	Chief Officer Corporate Development

	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
7i	Use of Resources	CMT agreed to action plan to improve 'score' from 2 to 3.			As per report to CMT re: level 3 use of resources	Director for Resource Management
7j	Deliver services cost effectively	<p>AES submitted on 18 April in accordance with ODPM deadline</p> <p>Cash efficiencies totalling £0.32m identified as part of 2006/07 budget.</p> <p>Additional efficiencies totalling £23,000 identified subsequent to budget process.</p> <p>Assets sold to generate capital receipts/ investment interest.</p>			<p>Annual Efficiency Statement</p> <p>Efficiencies identified and delivered as part of service planning and budget process</p>	Director for Resource Management

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7k	Learning	<p>Policies database established and populated on Lotus Notes.</p> <p>Programme of Members attending Leadership Academy is ongoing and nearing completion.</p> <p>Council has signed up to the Member's Charter programme and 80% of members have now agreed PDPs as part of the programme.</p> <p>Work in this area is on hold pending restructure when Org'n Development will become the responsibility of a new Corporate Development Department</p>		<p>Action ongoing and resources in place</p> <p>Awaiting implementation of new arrangements under restructure.</p>	<p>Develop policies database</p> <p>Develop learning capacity of officers and members</p> <p>Analyse good practice from elsewhere and incorporate learning into mainstream services</p>	Chief Officer Corporate Development
7l	Managing Change	<p>Council restructure – phase 1 approved and implemented, phase 2 forwarded to Council for approval and implementation in Sept 06</p>			<p>Ensure that resources, policies and processes are in place to identify challenges and opportunities in external policy environment</p> <p>Ensure that Council can allocate resources, develop policies, processes, structures, cultures and behaviours to meet those challenges and opportunities</p>	Chief Executive

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7m	Organisational development	<p>Paper submitted to SMG seeking approval to begin investigating options for a management development programme. Work ongoing.</p> <p>Development of joint procurement strategy with Teesdale DC completed</p>			<p>Develop capacity and capabilities of managers at all levels of the organisation</p> <p>Service integration: develop a formal strategy for exploring joint working arrangements to assess improvements in efficiency, cost and quality</p>	Chief Officer Corporate Development
7n	Organisational development Local Area Agreement (LAA)/ Local Public Service Agreement 2 (LPSA2)	<p>Agreement signed, outcomes and targets agreed</p> <p>Governance arrangements agreed but ongoing work needed for Children's Block and SSCF to ensure South locality arrangements in place</p> <p>LAA has been signed and implementation work has begun. Wear Valley has agreed the programme of work for Neighbourhood Element and Liveability which are part of the SSCF block</p> <p>Initial report taken to Members on April 2006. Currently</p>		<p>South arrangements for SSCF needs discussion and cross district action plan</p> <p>Children's Trust needs to be discussed and Viewpoint agreed and implement action plan</p> <p>Need to ensure targets are allocated a lead officer within Wear Valley to ensure needs based local delivery</p> <p>Ongoing discussion regarding performance</p>	<p>Workable agreement to negotiate and deliver the LAA and to review and develop governance arrangements</p> <p>Signed LAA with agreed realistic targets, indicators and funding streams, enabling measures and performance management arrangements to deliver the LAA</p> <p>Report to P&SD with agreed outcomes,</p>	Chief Executive

	Action	What we have done	Progress June 2006	Comments and Actions (June 06)	What we said we'd do in 2006	Lead
		unclear what performance management will be although first report to GONE is due October 2006. Need to discuss frequency of reporting to members and other officers so that work is not taking place in isolation		requirements and the impact this will have on lead officers	targets, indicators, funding streams, enabling measures, performance arrangement for Wear Valleys Contribution to LAA	
7o	Prepare for CPA and other external inspections	<p>Detailed response to Annual Audit Inspection letter with supporting project plan submitted to CMT.</p> <p>Followed up with report on detailed action plans to improve performance as a positive response to recommendations in the Annual Audit Inspection letter.</p>		Project plan developed and supported by detailed action plans, but recognise resource and timetable commitments will be very tight if we are to have arrangements in place by year-end.	Prepare for CPA, Direction of Travel, Use of Resources, Service Block, Best Value Review and other external inspections	Chief Officer Corporate Development