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Michael Laing      Interim Chief Executive

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5<sup>th</sup> June 2007

Dear Councillor,

I hereby give you Notice that a Meeting of the **COMMUNITY SERVICES COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY 13<sup>th</sup> JUNE 2007 at 6.00 P.M.**

### AGENDA

1. Apologies for absence.
  2. To consider the Minutes of the last Meeting of the Committee held on 14<sup>th</sup> March 2007 as a true record. Copies previously circulated
  3. To consider proposed improvements to Woodhouse Leisure Complex. 1 - 3
  4. To consider proposed improvements to changing areas at Glenholme Leisure Complex. 4 - 6
  5. To consider grounds maintenance budget reductions 2007/08. 7 - 9
  6. To consider the Communtiy Department draft Service Plan 2007/08. 10 - 88
  7. To consider fixed leisure provisions in Bishop Auckland.\* 89 - 103
- To consider such other items of business which, by reason of special circumstances so specified, the Chairman of the meeting is of the opinion should be considered as a matter of urgency.
9. \*It is likely that item 7 will be taken in the closed part of the meeting in accordance with paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information)(Variation) Order 2006.

Yours faithfully

A handwritten signature in black ink that reads "Michael Laing". The signature is written in a cursive style with a large, sweeping 'L' and 'a'.

**Interim Chief Executive**

Members of this Committee: Councillors Mrs Bolam, Gale, Mrs Hardaker, Harrison, Hayton, Kay, Kingston, Laurie, Mairs, Murphy\*, Miss Ord, Perkins, Mrs Pinkney, Seabury\*, J Shuttleworth, Ward and Zair.

\*ex-officio, non-voting capacity.

Chair: Councillor Kingston

Deputy Chair: Councillor Laurie

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



WEAR  
VALLEY  
DISTRICT COUNCIL

**COMMUNITY SERVICES COMMITTEE**

**13 JUNE 2007**

Report of the Strategic Director for the Community  
**IMPROVEMENTS TO WOODHOUSE CLOSE LEISURE COMPLEX**

**purpose of the report**

To inform the Community Services Committee of proposed key areas in which the capital money allocated to Woodhouse Close Leisure Complex will be spent during the current financial year 2007/2008.

**background**

1 In October 2006 a capital bid of £95k for improvements to the service at Woodhouse Close Leisure Complex was submitted for approval. A capital budget of £50k was approved for the complex.

2 The following key improvements have been identified.

Flooring	£11,000
Pool vacuum	£1,450 (monies allocated)
Pool inflatable	£2,500
Waterslide removal	£30,000
<b>Total</b>	<b><u>£44,950</u></b>

**proposed improvements**

3 Flooring needs to be replaced in the corporate colour scheme due to the general appearance of the current carpeting within the complex as it is badly stained and does not generate an ideal impression.

4 Pool Vacuum has already been purchased so the water clarity of the three swimming pools is maintained and also gives a clean/healthy environment to our customers.

5 Purchasing an inflatable would attract more children to the summer playscheme sessions. Last year, the numbers attending the sessions dropped and the feedback from children was it would be more exciting if we had an inflatable to attract them to the complex.

6 The waterslide at Woodhouse Close Leisure Complex requires capital investment for its removal. The waterslide was installed during the refurbishments in 1989/1990; at the time it was appealing to the younger clients using the complex. Unfortunately it has become outdated and is

starting to show its age. The waterslide structure has been checked over by the authority's Health and Safety Officer and he states the parts of the structure are unsound.

- Corrosion on the steps.
- The effective barrier systems are corroded and loose.
- It is not possible to check all joints on the inside /outside of the slide structure.
- The floor surface within the slide entrance is uneven.
- There are visible signs of the fibreglass (rock formation) covering showing cracking near the waterslide entrance.
- The main joint on the head structure of the slide shows signs of corrosion.
- The safety rail is loose.
- There are bolts missing from the pillar support structure.
- Stagnant water at the base of the short waterslide shoot.
- The fibreglass (rock covering) covering the bulk of the remaining water area of the splash pool has cracks in the structure.
- In the interest of hygiene/cleanliness the inside of the slide structure is in need of cleaning; a specialist company will be required to carry out the work.
- The overall maintenance of the structure needs addressing.
- If the waterslide is to remain, Non-Destructive tests on welds, and load bearing tests on all joints will be needed.
- To remove the structure and to make good existing tiling around the poolside would cost the authority £30,000.

- 7 Once it is removed, the area can be made good and will be used for swimming lessons and exercise classes. This would increase income in an area not used currently.

### **financial implications**

- 8 The removal of the waterslide will be programmed for December 2007 when the swimming lessons programme is already suspended for a period of 3 weeks due to school holidays, therefore no financial loss to the complex during the proposed shutdown period will occur. The complex will incur a slight loss of income from our swimmers during this period of approximately £3,000 with early planning we hope to direct our swimmers to use Glenholme leisure complex in Crook and increasing their income by approximately £1,000.
- 9 When the waterslide is removed and the area is converted into a teaching pool an estimated £12,000 annual income could be generated from swimming lessons.

### **human resource implications**

- 10 Officer time to co-ordinate improvements will be met by existing staff.

- 11 During the shutdown period in December for the removal of the waterslide, full time and part time pool staff will be given an alternative workload (cleaning), given the opportunity to take annual leave or re deployed to Glenholme leisure complex.

**timescale**

- 12 All works to be completed by March 2008. Removal of the waterslide will need an approximate 3/4week-shutdown period during December 2007/January 2008 main pool area only, the remaining facilities will be open to the public as normal.
- 13 The installation of the flooring will be done out of normal opening hours of the complex

**conclusion**

- 14 These improvements are required to improve the service delivery at Woodhouse Close Leisure Complex, to fulfil customer satisfaction, good practice, increase income and is part of continuous improvement to the Council's services.

**RECOMMENDED**

- 1 That the Community Services Committee approves the report.

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<b>Officer responsible for the report</b> Michael Laing Strategic Director for the Community Ext 281	<b>Author of the report</b> Billy Dunn Leisure Manager Ext 528
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## COMMUNITY SERVICES COMMITTEE

13 JUNE 2007

### Report of the Strategic Director for the Community **IMPROVEMENTS TO CHANGING AREAS AT GLENHOLME LEISURE COMPLEX**

#### **purpose of the report**

To advise the committee of the proposed service improvements spends at Glenholme Leisure Complex changing areas.

#### **background**

1. Glenholme Leisure Complex is now over thirty years old. The complex was built as a swimming pool in 1973/74. There are two attached changing rooms to the swimming pool which are the main changing facilities for users throughout. The changing areas have had no major development for more than 22 years and are now in need of refurbishment.
2. In addition to the main changing area there are two squash and one sauna change. These areas were added to the complex in 1984. As monies become available these areas will also be considered for further refurbishment.
3. The complex has a wide range of users including, children, older people, people with disabilities and school groups. The changing areas do not meet the modern expectation.
4. Consultation with school teachers and the public show there will be benefits for all users by making these proposed changes. School teachers find their difficulties come from child protection issues, while the public has issues around using other changing areas away from the pool area or changing in areas with unsupervised children.

#### **proposals**

5. It is proposed that a more welcoming approach to changing areas is provided with:
  - Suitable access for all users.
  - Suitable privacy change for all users.
  - To add suitable changing facilities for schools and better compliance with child protection issues.

6. These improvements should generate higher usage and improve income.
7. The following list of improvements are proposed to address the needs of current users:
  - Replace old changing cubicles with more modern equipment to include baby change, benches and increase privacy. Cost £7,500
  - To introduce a privacy area for schools changing. Cost £4,000
  - To replace ceilings and lighting to improve energy efficiency. Cost £6,800
  - Remove footbaths and level floors for easy access into the pool area. Cost. £2,000
  - Alter doors and frames to meet minimum standards, making suitable access for all. Cost. £3,000
  - Additional building requirement £4,000
  - Remove damaged shower walls boards and replace with new. Cost. £2,500.
  - Decoration works throughout changing area. Cost. £4,200.
  - Contingencies monies for unforeseen works. Cost. £3,000.

#### **timescales**

8. This work should be completed by December 2007 and worked into the complex programme for improvement.
9. The work is planned to commence early December 2007 to minimise customer disruption, although at this point there are no work details available. This is due to the tendering process.
10. All work to be completed by December 2007
11. Area closure should be kept to a minimum, but closure will be necessary during this period.

#### **human resources implications**

12. No effect to staffing during this period as the complex will continue to operate. Each area of the service will continue to run, other than the main changing area.

#### **financial implications**

13. The project will be funded from section106 monies at an estimated cost of £40,000. A reduction in income due to closure should be reduced by undertaking work during December. There will be an expected loss of income during the changing room closure but this should be minimised by offering alternative change facilities.

### **IT implications**

14. none

### **crime and disorder implications**

15. The introduction of the new private, school change facility will reduce possible risk to children.

### **anticipated outcomes/service improvements**

16. Once this work has been completed there will be service improvements including, improved energy efficiency, reduced risk for children, value for money, and most of all, customer satisfaction. This will lead to increased revenue. There will be an expected 2-3% increase in general swimming income through increase in usage and customer satisfaction.

### **conclusion**

17. In order to overcome deficiencies in changing accommodation and bring the building up to modern standards a programme of changing room refurbishing has been proposed.

### **RECOMMENDED**

1. Committee notes the content of the report
2. Committee approves the works detailed in paragraph 7 of the report.

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**Officer responsible for the report**  
Michael Laing  
Strategic Director for the Community  
Ext. 281

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**Author of the report**  
Colin Rooney  
Operations Manager  
Ext. 542

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**COMMUNITY SERVICES COMMITTEE**

**13 JUNE 2007**

Report of the Strategic Director for the Community  
**GROUNDS MAINTENANCE BUDGET REDUCTIONS 2007/08**

**purpose of the report**

To consider options and proposals to address the budget reduction in the grounds maintenance service.

**background**

- 1 As part of the 2007/08 budget setting process, the SIMALTO exercise suggested that residents would like to see reductions in the grass cutting schedule in both parks and open spaces and also cemeteries and churchyards. The proposal was estimated to make savings of £15,000 and £12,000 respectively from these budget heads.
- 2 Discussions with the current service provider, Sones Landscaping, would suggest this proposal would, potentially, reduce quality and increase complaints. It can also be considered that this may be seen as a backward step to where the Council specify the actual frequency of cutting as opposed to the current system of cutting when required. Cutting on a specified, time related frequency is less efficient and does not give the same levels of quality that residents have experienced over the last five years.
- 3 In addition, in accordance with the terms of the partnership contract, Sones have indicated they would also require an inflationary increase on the previous year's budget figures.
- 4 Whilst it is necessary to seek efficiencies, it must be remembered that value for money savings can only be realised if there is no reduction in quality. The proposal to alter the frequency and manner of grass cutting is likely to be seen as a reduction in quality. It is therefore worth considering alternatives to achieve a more balanced budget.

**budget levels**

- 5 Last year (06/07) budget was £760,000 for the grounds maintenance service. Actual cost for the service was £785,000. An inflation increase of 3% on last years budget, this years budget should be £783,000. The Council have agreed to a reduction of £27,000 as previously detailed from last year's budget, resulting in a budget of £756,000 (with inflation) for 2007/08.

## **budget proposals**

- 6 The sale of surplus & obsolete plant has brought an additional £19,000 to be used to support the grounds maintenance budget for 2007/08. In addition the new major plant requires less servicing and a further £4,500 is expected to be saved from this year's maintenance budget.
- 7 A new contract for grounds maintenance will commence on 1 April 2008. A further saving can be made from this current years budget by not carrying out the first cut of the new season, traditionally undertaken in mid March. The "new" contractor would subsequently carry out the first cut. This would result in a saving of approximately £12,000 on this current budget. This may, however, increase the following years budget, as the new contractor has longer grass to cut. It is therefore proposed this saving be only considered if this years budget appears to have the potential to overspend.
- 8 It can also be envisaged that further savings would be possible from the overall parks and cemeteries budgets by considering areas of service integration with street cleansing. This proposal would need further discussion and evaluation with street cleansing managers and further reports will be made available for members consideration in the future.
- 9 There may also be potential for efficiencies to be made in playground inspections. The current inspection regime whereby both the Council and Sones carrying out inspections commenced following a number of playground accidents where it was considered the Council had not carried out a regular inspection. At that time the Council owned approximately 75 play sites; it is now around 27 sites. Further guidance from ROSPA on health & safety recommendations should be obtained and the current system revised. Last year the Council paid Sones over £47,000 to undertake inspections.

## **human resource implications**

- 10 There may be implications following a review of the playground inspection regime and any proposed areas of service integration, however until this is considered further these are uncertain.

## **health & safety implications**

- 11 There will be implications regarding playground inspections, however the Council will follow best practice and recommended guidelines.

## **financial implications**

- 12 The £27,000 reduction in budget for 2007/08 can be addressed by the following actions:-

▪ Sale of plant	£19,000
▪ Saving on maintenance	£ 4,500
▪ First cut delay	£12,000
	-----
	£35,500
	=====

Together with the potential savings highlighted within this report, savings could exceed £40,000 which would enable the grounds maintenance service to continue at its high standards.

## RECOMMENDED

- 1 Committee notes the report and agrees to implement the savings in paragraph 6 and considers further savings in paragraph 8 in the event of overspend.
- 2 Committee receives further reports on playground inspection and service integration to identify further efficiency savings.

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**Officer responsible for the report**  
Michael Laing  
Strategic Director for the Community

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**Author of the report**  
David Milburn  
AD Policy & Resource

Ext 281

Ext 379

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**COMMUNITY SERVICES COMMITTEE**

**13 JUNE 2007**

Report of the Director of Housing Services

**COMMUNITY DEPARTMENT – DRAFT SERVICE PLAN 2007/08**

**purpose of the report**

To seek comments from Committee regarding the draft Community Department Service Plan 2007/08.

**background**

- 1 Each year all departments are required to produce a service plan that gives a summary of the previous year and sets out actions for the coming year.
- 2 The service plan has been prepared taking into account:
  - The re-organisation of Council services
  - Dale & Valley Homes' Inspection report
  - Key corporate documents, e.g. Corporate Plan 2006/07 and the Housing Strategy 2007
  - Audit Commission Key Lines of Enquiry
  - KSA Report – 'Strategic Communities Directorate Vision & Planning Workshop August 2006
- 3 A high-level action plan has been incorporated into the service plan.
- 4 The final draft of the Service Plan will follow the corporate format, including additional information regarding:-
  - Director of travel
  - Service Performance
  - Use of Resources

**human resource implications**

- 5 The Service Plan has been developed in consultation with Communities staff. The action plan details responsible officers for specific actions and highlights links to key corporate and external documents, which will feed into staff Performance Development Plans.

### **legal implications**

- 6 There are no legal implications, other than those actions within the Action Plan, which are the authority's statutory duties.

### **community safety implications**

- 7 There are no crime and disorder implications, other than those associated with specific actions in the Action Plan.

### **equalities implications**

- 8 Equalities implications are detailed within the Action Plan.

### **financial implications**

- 9 It is anticipated that all actions identified in the service plan will be delivered within budget or grant allocations.

### **IT implications**

- 10 Implementation of the Service Plan will be monitored through the recording of progress against detailed work plans. This systematic approach will involve the use of existing IT software.

### **RECOMMENDED**

- 1 Committee considers the draft Community Department Service Plan 2007/08 and provides comments to the Strategic Director.
- 2 Committee instructs the Strategic Director to update and implement the Plan.

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**Officer responsible for the report**  
Michael Laing  
Strategic Director for the Community  
Ext 281

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**Author of the report**  
Alex Smith  
Service Development Officer  
Ext 461

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# COMMUNITIES DEPARTMENT DRAFT SERVICE PLAN 2007/08

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**ACTION PLAN**

# **Communities Department**

## **Service Plan 2007/2008**

### **1. INTRODUCTION**

This Plan is the Communities Department's Service Plan for 2007/08. The Department provides key, frontline services to customers of Wear Valley District Council and plays a vital role in achieving the aspirations of the community and the Council's objectives.

This Service Plan incorporates the wider priorities and objectives of the Council Plan into a focussed action plan, complete with targets, milestones and resources for delivery by officers within the Communities Department. It is based on the guidance set out in the Council's Performance Management Framework.

The Communities Department was established in April 2006 following a review of the structure of the Council. This was initiated by the transfer of responsibility for the Council's housing stock to an Arms Length Management Organisation (ALMO) in April 2006. The new department comprises of:

- Housing: Housing Strategy and related services, including private sector housing.
- Service contracts: Public realm contracts, refuse collection and waste management and a range of other community related services (street wardens, town centre management and burials etc).
- Active communities: Activities related to the development of sustainable communities, community involvement and customer care.
- Leisure contracts: Sports, arts, leisure play, health improvement and cultural activities.

### **2. DEPARTMENTAL PROFILE**

#### **2.1 Purpose of the department**

The current vision for the Community Department is:

"Inspiring our people, improving our places."

The aims of the Community Department are:

- Putting the customer first
- Working together and joining up services
- Working in neighbourhoods

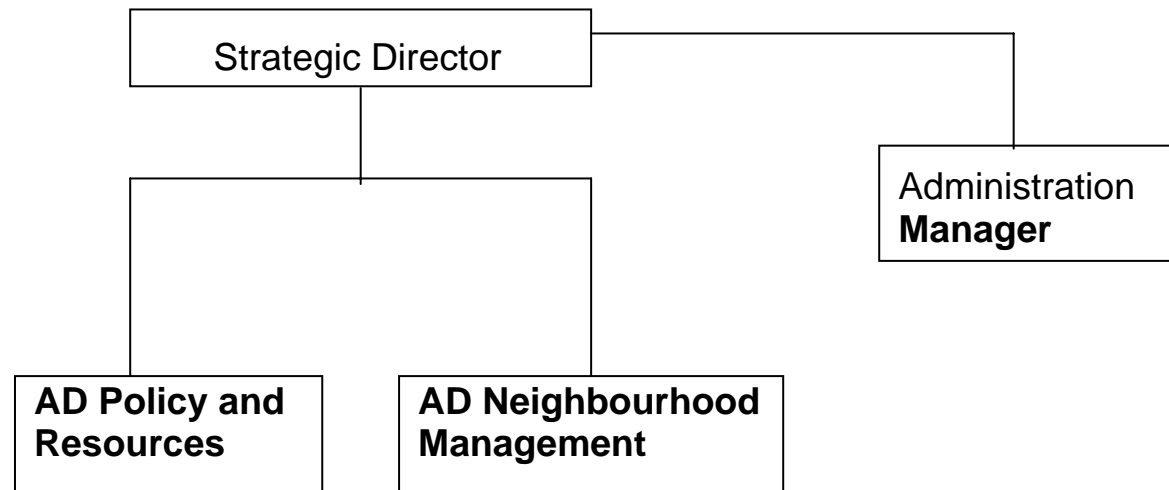
The Communities Department has four main objectives and priorities. These are:

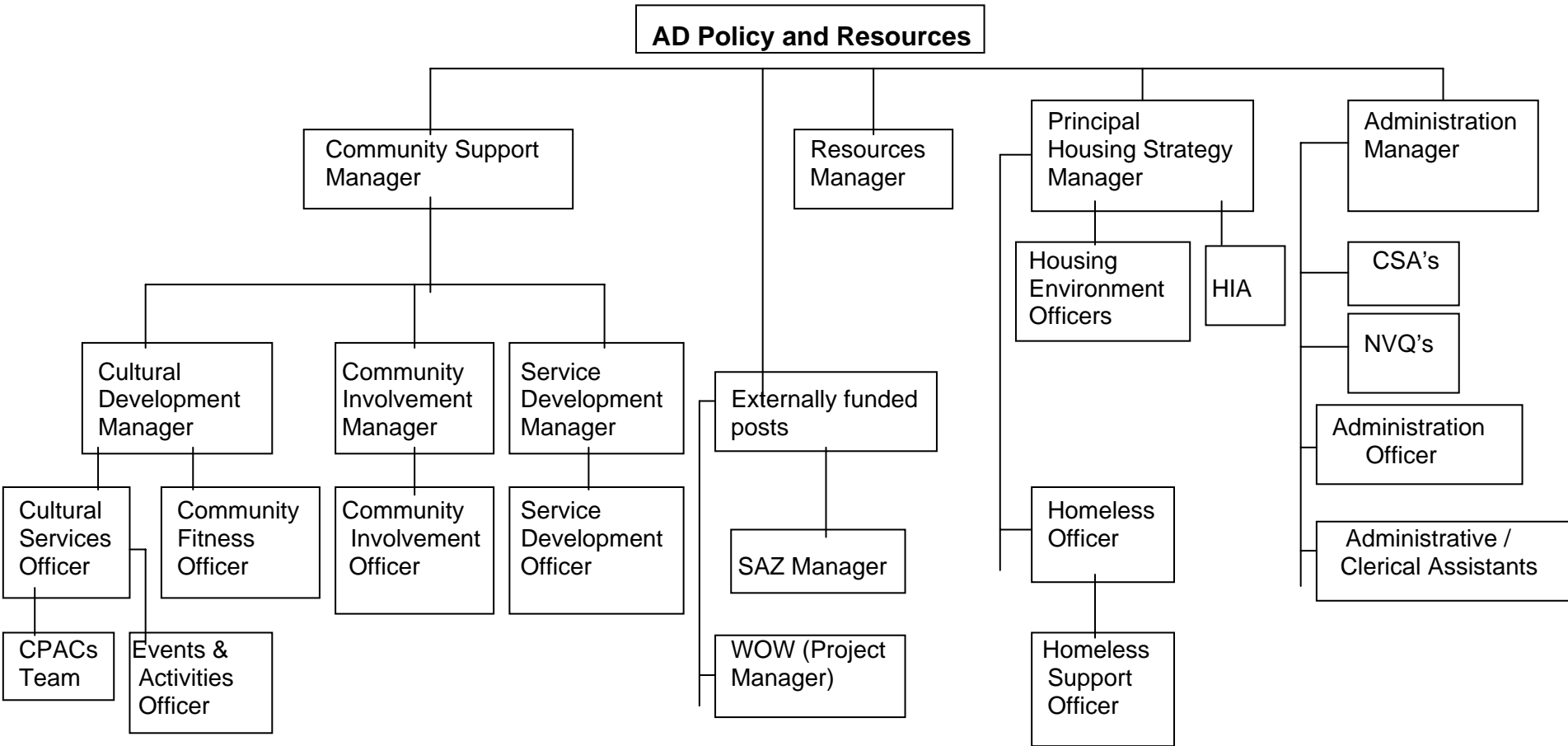
Objective	Priority
Strategy and Plans: Shaping up the strategy and plans which people feel part of, value and believe will work	Respond promptly and agree a strategic approach to emerging issues for residents
Culture	Develop a culture of excellence, customer service and continuous improvement
Neighbourhoods and Sustainability: To create thriving vibrant, safe and sustainable communities, which will improve everyone's quality of life	To work for a slowly growing and demographically balanced population
Active Communities	Creating opportunities for local people to enjoy leisure and recreation and achieve their potential



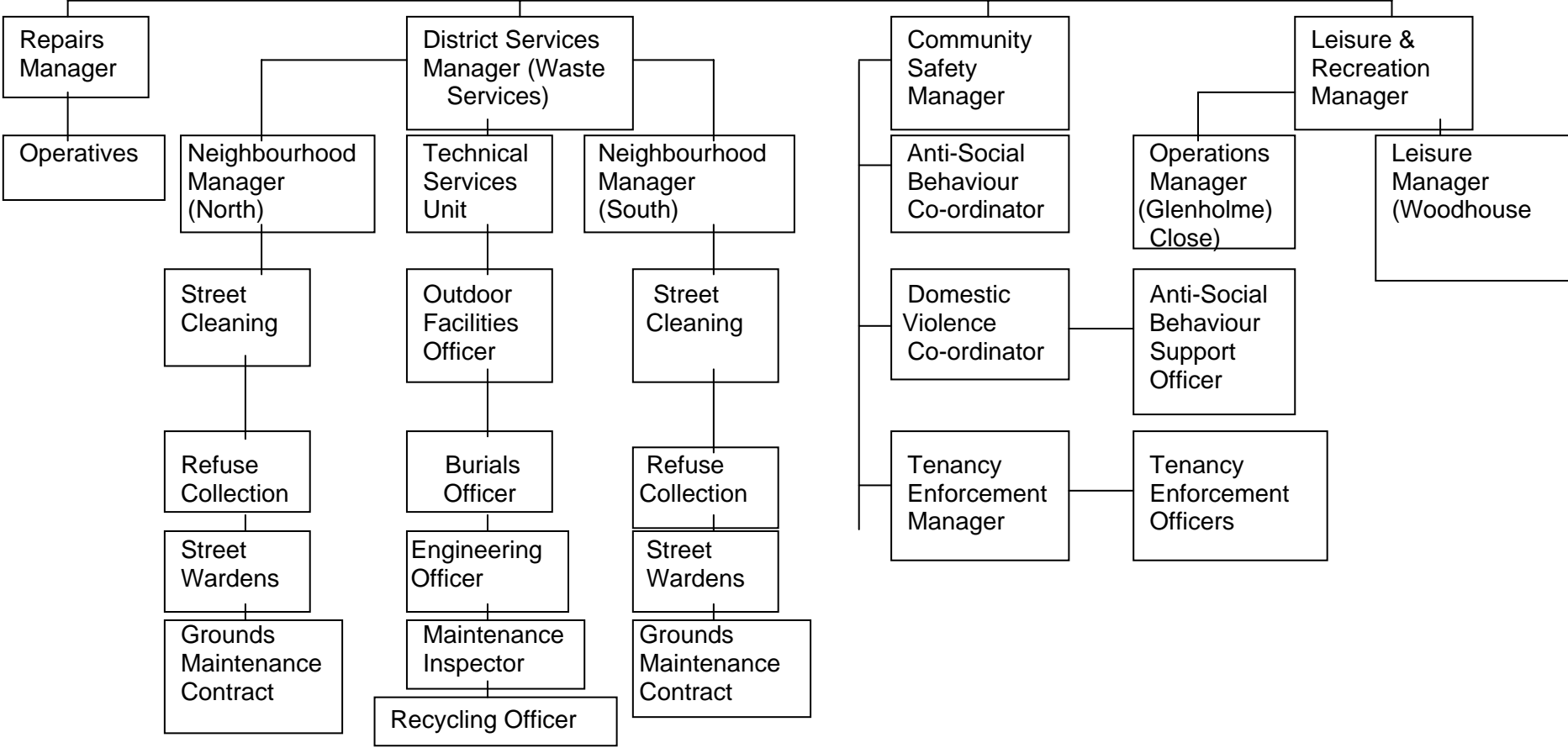
## 2.2 DEPARTMENT STRUCTURE

In order to achieve these objectives, the Department is structured in the following way.





## AD Neighbourhood Management



## 2.3 ACTIVITIES

The Department has been constructed to:

- Be accessible on a neighbourhood basis;
- Connect with area based arrangements;
- Join together services with a common bond recognised by customers;
- Maintain in separate business units those activities with a specific professional task or may be better delivered through partnership, procurement or community management;
- Deliver neighbourhood contract targets;
- Respond to customer requests for service in a joined up way; and
- Deliver area and neighbourhood based regeneration initiatives.

### **Neighbourhood Management division**

This division will focus on improving and sustaining Wear Valley as a place. It will concentrate on delivering 'on the ground' to tackle the opportunities and challenges in housing, health and environment. The Lyons Inquiry asks us to take a lead in 'place shaping' on a neighbourhood basis. The division will deliver services to places and people on a neighbourhood basis in an accessible way. Accessibility is strengthened by having named officers responsible for a range of services in defined neighbourhoods.

The division is comprised of the following sections:

#### Neighbourhood services

- Refuse collection;
- Street cleaning; and
- Street wardens and enforcement.

#### Technical Services Unit

- Burial services;
- Inspection of facilities, play areas, walls, fences, wayside seats etc.
- Management of outdoor recreation facilities such as football pitches, bowling greens etc;
- Allotment management;
- Repair of public lavatories, bus shelters, closed churchyards, cemeteries and car parks;
- Works to bees;
- Technical advice on water courses, engineering matters, repairs of public open spaces, prevention of trespass, drainage and flood defence;
- Street naming; and
- War memorials and public clocks.

#### Community safety team

- Anti Social Behaviour
- Tenancy Enforcement
- Comprises of Anti Social Behaviour Co-ordinator, Anti Social Behaviour Support Officer, the Domestic Violence Co-ordinator and Tenancy Enforcement Team.

This team has very strong working links with the Community Safety Manager and the Corporate Development Unit (CDU), as well as the Neighbourhood Teams and Street Wardens.

## Housing repairs

Following the establishment of Dale & Valley Homes, the Council retained the housing repairs function. The service is delivered within the context of a contract with Dale & Valley Homes and is performance-managed by them.

## Leisure management

Leisure and cultural functions based in communities have been separated from those based in fixed facilities, namely Woodhouse Close Leisure Centre and Glenholme Leisure Centre. This allows management to concentrate on:

- The quality of service from fixed facilities; and
- Future provision related to need and opportunities.

## **Policy and Resources division**

This division will focus on improving communities and community based services in Wear Valley. The emphasis is on neighbourhoods and accessibility with the Government's agenda leads us towards devolution and engagement. On a neighbourhood basis, customers and Councillors requirements lead us towards accessible services. A key task for this division is to develop the capacity of the community to engage effectively with the Council and other agencies. This emphasises the division's role in delivery areas and neighbourhood targeted regeneration activities.

The division has important procurement, housing policy, client, value for money, administration and service delivery roles.

Although the Council has delegated housing management to Dale & Valley Homes, it retains responsibility for:

- Housing policy;
- Performance monitoring and reporting;
- Meeting the Decent Homes Standard and agreeing the Housing Capital Programme;
- Co-ordination of housing management and other activity; and
- Overall HRA management and fees paid to Dale & Valley Homes.

The division is comprised of the following sections:

## Resources

This section is responsible for:

- Value for money in both the service and assisting Dale & Valley Homes;
- Procurement of services
- Budgetary management including the operation of the HRA with Resources Management staff;
- The Department's contribution to BVRs, inspection and CPA;
- The management of the significant Departmental Capital Programme including capital bids;
- Working with Dale & Valley Homes to determine the housing capital programme, update the stock condition survey and housing options appraisal and by 2010 meeting the Decent Homes Standard;
- The client role for leisure management, repairs and capital works.
- Area and Neighbourhood based regeneration
- The Assistant Director is also responsible for the development of the

repairs service.

### Housing team

The team will produce strategies for:

- housing need
- private sector housing
- stock condition
- housing markets
- coalfield regeneration and
- homelessness.

This area of work is growing in terms of national scope through the Sustainable Communities Plan and locally through housing as a method of regeneration. In this activity, there are strong links with Environment and Regeneration via LDF and coalfield regeneration. There is also a connection with Resources Management in terms of the best use of the Council's assets and landholdings and the Community Division for strategies.

The team also delivers housing services in neighbourhoods such as:

- private sector grants and renewal; and
- joint work with the HIA.

### Community Support

This section brings together those services that aim to develop and support communities through area based arrangements and develop the capacity of the community to engage. This team also:

- Involves customers, handles complaints, carries out surveys and uses this information to improve services;
- Supports and trains community representatives to engage with the Council and develop methods of participation. This involves working with residents groups, drawing up neighbourhood contracts and working with the Community Network and 2D;
- Liaises with Dale & Valley Homes to improve their services. This is a highly significant task involving the strategic management of housing revenue and capital;
- Manages the CPAC programme and community based health improvement as a mechanism for community engagement. This also incorporates arts activities in the community and special events;
- develops services and policies including a housing policy with Dale & Valley Homes to reflect customer and community needs;
- monitors equalities activity; and
- undertakes performance monitoring and reporting to the community.

### Administration

The administration team deals with:

- Administrative support using generic Customer Services Assistants;
- Communications and operational IT;
- Human resources administration and record maintenance;
- Support for the Departmental Management Team;
- RTB administration; and
- NVQ and trainees.

## 2.4 RESOURCES

The financial resources needed to deliver the Department's 2006/07 programme of work is presented below.

### 2007/08 budget

The tables below show the departmental budget for 2007/08.

General Fund (GF)	Expenditure (£000's)
Allotments	7
Arts development	50
Bishop Auckland Town Hall	191
Bishop's Park	25
Bus shelters / Bus Station	25
CCTV	14
Cemeteries	123
Community Centres	17
Community Physical Activity Programme	103
Crook Civic Hall	6
Exercise on prescription & Wear Fit	27
Glenholme Leisure Complex	496
Highways	12
Homelessness	61
Land Drainage	10
Leisure Services	175
Public Conveniences	88
Recycling	218
Recreation Grounds	1202
Refuse collection	1524
Spectrum Leisure Complex	24
Special Events	30
Stanhope Town Hall	16
Street cleansing	780
Street lighting	4
Street Wardens	165
Wolsingham Town Hall	13
Woodhouse Close Leisure Complex	785
<b>TOTAL</b>	<b>6191</b>

Housing Improvement Agency (HIA)	(£000)
Private Sector Housing	184
Housing Improvement Agency	24
<b>TOTAL</b>	<b>208</b>

Housing Revenue Account (HRA)	(£000)
Contract payments	5737
Debt management charges	45
Housing subsidy	3210
Loan Interest payments	1720
Client costs	692
<b>Total Expenditure</b>	<b>11,404</b>
Rental Income	(11,375)
Interest on balances	(30)
<b>Total Income</b>	<b>(11,405)</b>
<b>Deficit / (Surplus) to reserve balance</b>	<b>(1)</b>

Capital Programme	Expenditure (£000's)
Demolition of Housing Stock	100
Asbestos Surveys	30
Major Repairs Allowance (MRA) (Dale & Valley Homes)	2,675
Structural Repairs	77
Electrical Upgrades	285
Disabled Adaptations	189
Major and minor grants	100
Disabled Facilities Grants (Private)	234
Dene Valley Renewal	100
Replacement Refuse Vehicles	135
Replacement Grounds Maintenance Plant	180
Replacement Street Cleansing Fleet	115
Twin bins and Recycling service	560
Leisure Centre Improvements	50
Stock Condition update	144
<b>TOTAL</b>	<b>4974</b>



The Department has a number of major assets to consider. These are:

(TO BE ADDED)

### **3. REVIEW OF 2006/07**

#### **3.1 Neighbourhood Management**

##### Arts Development programme

The service worked with a number of partners throughout 2006/07 including:

- Butterwick Hospice
  - Auckland Park Hospital
  - Schools
  - Nurseries
  - PCT
  - Sure Start Wear Valley East & West
  - Northern Film
  - Jack Drum Arts
- 
- Officers secured £80,000 of funding for community management of Elite Hall, Crook.
  - The 'Good for the Soul arts in health project' encouraged 96 adults to access arts activity and social interaction.
  - The 'Funky Monkey' project explored healthy eating, with 444 parents and young children attending.
  - The 'Samba Stompers' project involving parents and young children in regular music making sessions.
  - Supported 40 arts events within the District, attracting approximately 2800 people.
  - Further attendance of approximately 4,400 people for 221 education/participatory arts sessions was secured through direct delivery and partnerships funded by the Council.
  - The third 'Wear Valley Proms in the Park' concert attracted 1250 people.
  - The mobile movies programme attracted 519 people in all to 19 screenings in Wear Valley District venues.

##### Community Safety

Compared to 2005/06, crime figures have reduced, including:

- Criminal damage
  - Theft of motor vehicle
  - Theft of a pedal cycle
- 
- Two bases for victims of domestic abuse were setup, which offer outreach services for both adults and children.

## CPAC

- Mainstreamed two CPAC Full Time Posts with activity budget
- Throughput of over 31,100 young people on the CPAC programme
- Delivered Positive Futures Project with external partners – dealt with over 200 referrals in Teesdale & Wear Valley
- Allocated NRF Funding to deliver Assistant CPAC programme in Woodhouse Close, St Helens, Henknowle & West Auckland
- 182 people accessed education courses - (governing body awards/ safeguarding children, first aid etc)
- An additional £75,000 external funding secured for sports clubs through the work of the Sports Club Development Officer

## Leisure Facilities

- Successfully retained Quest accreditation at both Woodhouse Close and Glenholme Leisure Complexes. Increased score at WCLC to 65%.
- £7,000 of funding was gained from Sport England, which was targeted on swimming. The funds benefited customers as we provided 1400 free swimming vouchers and a further 1400 half price family swimming vouchers in Wear Valley SOA's.
- With the support of the Resource Management Department, successfully managed the take over of Visions membership subscriptions from Leisure Finance. Over 900 members are now on Council Direct Debit, saving £5,000.
- Made capital health and safety improvements in order to manage risk of Legionella and asbestos within Woodhouse Close and Glenholme Leisure Complex
- Established a working group in Bishop Auckland with schools to progress Leisure facility redevelopment.

## Referral / Rehabilitation

- Mainstreamed Physical Activity Development Officer, maintaining service delivery almost at the level achieved during Healthy Living Centre funding.
- Provided more staff with GP Referral training, which has improved service integration at leisure centres and cross-working practices with improved overall service standards for users.
- Continuation of specialist programmes i.e. Weight No More, Cardiac Rehab Phase 3 and Angina Pain Management courses.
- In collaboration with WOW, 2 referral sessions per week are now delivered at Wolsingham Community gym.

### Waste Management

- Reduced the cost per household of waste collection by over £2.00
- Improved the % of household waste recycled by 13.61%
- The number of people satisfied with the street cleaning service increased by 9.7%
- Continued to develop capacity to improve street cleaning by the introduction of new mechanical equipment.

### Wear Walking for Health

- Established a programme of 10 weekend and evening led walks throughout the district
- 156 registered participants on the 'Ton up Challenge'
- Developed 3 new walk groups
- Partnership working with WOW to deliver
- Recruited 12 new volunteer walk leaders, helping 3 to become newly trained health / leisure professionals
- Increased literature through partnership working

### **3.2 Policy and Resources**

- During 2006/07, the Policy and Resources section of the Communities Department was responsible for overseeing some major strategic and operational improvements; these included:
- Successfully established an Arms Length Management Organisation (ALMO) called Dale & Valley Homes that achieved a good, two star rating, from the Housing Inspectorate
- In partnership with Dale & Valley Homes, invested over £3.8m on improvements to over 1000 council houses towards achieving the decent homes standard
- Revised performance targets and service standards for a wide range of services
- Increased customer involvement in a wide and diverse range of services
- Successfully amalgamated the former Housing Services and Community Services departments
- Published the Housing Strategy 2006-2009, which received a 'fit for purpose' rating from the government
- Continued to drive forward on the efficiency agenda
- Successfully carried out 286 improvements to the most vulnerable residents of the district at a cost of £621,555
- Invested over £200k in the renewal of Eldon Lane to improve the community
- Enabled over 4,500 people access to exercise with the 'Wellness on Wheels' programme

- Accessed over £1.447m of external funding to support our services
- In partnership with the NHS improved the health and facilitated healthier lifestyle choices for approximately 500 people who were referred to our health improvement programmes.
- Successfully introduced 5 new community fitness suites, with the potential of 12 by 2009, in outlying areas of the district.
- Ensured all private landlords have been approved under the Landlord Accreditation Scheme

#### **4. PRIORITY ACTIONS 2007/08**

##### **4.1 Neighbourhood Management**

###### **Strategies and Plans – We will:**

- Develop and publicise service standards in partnership with service users and stakeholders
- Develop strategic aims and objectives for the development and management of the local landscape
- Develop long term plans for the management / improvement of the service
- Develop a suite of service specific strategies, policies and plans, including: -  
Leisure / play and recreation
  - Waste management and recycling
  - Bereavement services
  - Open spaces
  - Arts and culture
- Develop and implement a plan to achieve the requirements of 'Arts at the Strategic Centre'
- Develop a marketing strategy to promote the services provided by the department
- Implement the master plan / Area Development Framework for the Council's Priority Areas

###### **Active Communities – We will:**

- Pursue a programme of development and accredited qualifications through the Community Sport programmes, facilities and arts development programme
- Continue to develop the sport and recreation modern apprenticeship programme
- Investigate with education partners the development of shared responsibility contracts for young people at risk
- Maximise use of Council's fixed facilities from all Wear Valley outreach programmes
- Continue to deliver CPAC, Positive Futures, WOW, Walking the Way to Health, Arts Development Programme and Sports Club Development throughout the district

- Provide a balanced activity programme, that meets the needs of the community, at fixed facilities
- Contribute to the reduction of health inequalities
- Maintain levels of provision for cardiac rehabilitation and exercise referral
- Identify volatile services, which contribute to the health agenda
- Continue to work on the community facility model in Bishop Auckland

**Neighbourhoods and Sustainability – We will:**

- Deliver services that contribute to reductions in house burglaries
- Refocus the work of the Street Warden scheme
- Deliver services that contribute to a reduction in the fear of crime
- Respond to all complaints of ASB effectively and take robust enforcement action
- Work in partnership with agencies to try to stop reoffending and to reduce criminal damage, theft, hate crime, supply of illicit class A drugs and repeat victims of racial harassment
- Contribute to strategies to reduce violent crime
- Raise awareness of the impact of domestic abuse
- Continue to work with partners to deliver safer estates
- Improve burial services in line with internal audits
- Develop a local Waste Management Plan
- Implement the priorities of the County wide Waste Management Strategy
- Continually improve recycling rates
- Seek options for the delivery of the refuse and recycling services to improve VFM and performance
- Work with partners to source new landfill sites and improved recycling facilities

**Culture – We will:**

- Develop service standards in partnership with service users and stakeholders
- Regularly update service improvement plans to assess progress and outcomes for residents

## **4.2 Policy and Resources**

During 2007/08, Policy and Resources will continue to provide the central support and development role to the Communities Department. To achieve this, we will be directed and challenged by a number of key plans and policies, both at a local and national level. These include the Council Plan, Community Plan, the White Paper 'Strong and Prosperous Communities', Audit Inspection requirements and addressing local priorities.

To accomplish this task and to assist the Council in achieving a 'good' CPA rating, the Policy and Resources section has identified the following priority actions during 2007/08:

### **Strategies and Plans – We will:**

- Develop long term plans for the management and improvement of the service
- Respond to the 'White Paper' by assisting in introducing community engagement and neighbourhood strategies
- Revise existing policies to ensure they reflect current good practice, customer aspirations and legal issues
- Identify external funding and seek to mainstream positions where the demand exists
- Assist in the continual review of our partners through the corporate Partnership Strategy
- Continual improvement in procurement and value for money through techniques such as Business Process Improvement
- Ensure services are delivered that illustrate excellence in terms of equalities and diversity
- Introduce a set of agreed service standards that inform residents and users of expected standards
- Ensure budgets are managed in a timely and efficient manner and resources directed towards areas of customer priority

### **Neighbourhoods and Sustainability – We will:**

- Continue providing support through, and develop our, Homelessness Service
- Seek to market test services, where applicable, to illustrate value for money is being achieved
- Work with partners and stakeholders towards the implementation of Local Area Agreements
- Continue to improve the quality of life of our most vulnerable residents through home improvement grants
- In partnership with Dale & Valley Homes, invest over £7m in improvements to Council owned dwellings towards achieving the decent homes standard
- Reduce the number of unfit private sector homes and increase energy efficiency standards

- Continue to work with colleagues in other departments and Dale & Valley Homes to identify sustainability of communities

**Active Communities – We will:**

- Consult with our residents and customers in design, procurement and supply of our services to reflect priorities
- Develop capacity building in our communities
- Continue provision of out-reach leisure and exercise programmes through Wellness on Wheels, CPAC's and Referrals / Cardiac rehabilitation
- Seek external funding to support our services
- Identify further partners and external organisations to improve services
- Continue to consult with and identify specific needs of the members of our diverse and hard to reach communities
- Support existing customer and community groups and organisations and seek to develop and support new groups
- Continue provision of popular Special Events that illustrate the Council in a positive manner

**Culture – We will:**

- Strengthen and develop our skills through benchmarking and training
- Use customer feedback from complaints and satisfaction surveys to improve our services
- Support Councillors to enable them to carry out their role as Community Champions
- Comprehensively report performance against previous trends and agreed actions
- Regularly update service improvement plans to take into account outcomes for residents and service users.





## 5. PARTNERSHIP PROFILE

The Department cannot achieve its objectives in isolation. To this end, it has developed the support of a range of partnerships with all sections of the community to achieve the best possible services for the District.

### ARTS DEVELOPMENT

Name of Partnership	Purpose	Monitoring Arrangements
County Durham Strategic Arts Officer Group (CDSAOG)	To address sub regional priorities for strategic arts development work (currently young people, festivals/creative enterprise and public art).	Reports to the County Durham Strategic Cultural Officer group and the Arts Council of England, North East.
Highlights	Small to medium scale rural touring and contemporary craft exhibition programme.	Report to Arts Council of England and Highlights meetings regarding budget.
Elements	County Durham Drama Initiative co-ordinated by Durham County Council.	Durham County Council report to Arts Council of England and Elements meetings regarding budget.
North Pennines Arts Working Group	Programme and support North Pennines Storytelling Festival annually.	North Pennines Storytelling Festival meetings

**CPAC**

Name of Partnership	Purpose	Monitoring Arrangements
Durham Sport	Co-ordinate the approach to sports development across the county.	Annual report Business Plan
Positive Futures Steering Group	Multi-agency partnership to ensure the delivery of projects across Wear Valley & Teesdale.	Annual report for Crime Concern Annual report for County National database reporting
Youth Improvement Programme (YIP) Steering Group	Multi-agency approach to ensure effective use of resources & non duplication of provision.	Annual report
COSIP (Co-ordination of Social Inclusion Programmes)	Multi-agency approach to distribution of PAYP Funds, Children's Fund & co-ordination of social inclusion projects.	Financial reporting / monitoring on national database Annual Report

## **EXERCISE REFERRAL/CARDIAC REHABILITATION**

Name of Partnership	Purpose	Monitoring Arrangements
County Durham Primary Care Trust (Partnership & Delivery Area – Durham Dales & Darlington)	To deliver health improvement initiatives and work to reduce health inequalities i.e. <ul style="list-style-type: none"> <li>• Exercise Referral Programme</li> <li>• Weight Management Programme</li> <li>• Angina Pain Management Programme</li> </ul>	Exercise Referral: Quarterly reports prepared for PCT and WVDC.  Angina Programme: Evaluated on course by course basis by WVDC and Primary Care Trust.
County Durham & Darlington NHS Acute Trust	To continue to deliver Cardiac Rehabilitation Phase 3 programme.	Evaluated on course by course basis by WVDC and NHS Acute Trust.
Teesdale District Council	To liaise with Teesdale District Council (TDC) in order to deliver parallel referral service within Teesdale. (NB. Subject to TDC funding)	Exercise Referral: Quarterly reports prepared for PCT.
GP Practices	Access practice meetings to present and promote the Weight No More programme.	Quarterly written feedback to GP Practices on individual clients attending referral course.
Meetings with Dietetic Services	Review of Weight No More programme.	Regular programme reviews.
Cardiac Rehabilitation Multidisciplinary Team	Service review.	Quarterly Meetings.

**SPORTS CLUB DEVELOPMENT**

Name of Partnership	Purpose	Monitoring Arrangements
2D Voluntary & Community Support (Volunteer Centre & Council for Voluntary Services)	<p>To link and support sports volunteers and agency clubs.</p> <p>To provide specialist advice to clubs regarding legal issues, funding etc.</p>	<p>Volunteers and agencies registered and information recorded on database.</p> <p>CVS interviews recorded and filed.</p> <p>Council KPI monitoring</p> <p>Sport England KPI's</p> <p>2D KRA's</p>
Durham Sport Partnership	Co-ordination of service delivery/best practice sharing regarding club development (i.e. volunteering, accreditation, coach education, child protection).	
Wear Valley & Teesdale School Sports Partnership	Provision and co-ordination of school/club links.	Annual club questionnaire
Inclusive Fitness Initiative Group	Provision of opportunities for people of all abilities to participate in sports and activities via development of the LEAPS club (Lead to Encourage Activities and Participation in Sport).	Annual club questionnaire

## **TENANCY ENFORCEMENT**

Name of Partnership	Purpose	Monitoring Arrangements
Wear & Tees Anti-Social Behaviour Panel, includes the Police, Probation Service, Social Services, Youth Engagement Services, NHS Primary Care Trust, Connexions, Durham County Council & Teesdale District Council.	To discuss individuals under consideration for Acceptable Behaviour Contracts or Anti-Social Behaviour Orders.	Monthly panel
Wear & Tees Prolific Priority Offender Panel, includes: the Police, Probation Service, Social Services, Youth Engagement Services, NHS Primary Care Trust, Connexions, Durham County Council & Teesdale District Council	To discuss PPO's and how agencies can deliver services to meet the their needs.	Monthly panel
Child Protection Conferences & Child Protection Core-Groups	To share information on children deemed to be at risk of or suffering from neglect or abuse.	Case conferences Consultation on deliver of services through core-groups.
Multi Agency Public Protection Arrangements (MAPPA's)	To share information on individuals deemed to pose a serious risk to public safety.	Case conferences Consultation on delivery of services.
Durham Constabulary	To share information relating to criminal and anti-social behaviour.	Formally through tasking & co-ordinating meetings every 2 weeks. Informally through daily contact with Police and PCSO's (Police Community Support Officers).

## **WASTE MINIMISATION, COMPOSTING AND RECYCLING**

<b>Name of Partnership</b>	<b>Purpose</b>	<b>Monitoring Arrangements</b>
Durham County Council Waste Management	To oversee strategic approach to countywide waste management issues.	Group meetings Waste Management strategy Waste data flow
Foreman Recycling	Materials Recycling Facility (MRF)	Operational meetings.
Waste and Resources Action Programme (WRAP)	The Recycle Now Home Composting Campaign in conjunction with the other Durham districts and the county	Monitor sales of compost bins

## 6. CUSTOMERS

6.1 This section contains details of how services have engaged with customers in 2006/07.

### ARTS DEVELOPMENT

Type of engagement	Details
Direct contact	Face to face with customers at events e.g. Proms in the Park, Teddy Bears Picnic  Face to face with stakeholders through meetings e.g. Bishop Auckland Town Centre Marketing group and Bishop Auckland Town Hall Joint Officer working party.
Creative enterprises	Regular meetings and e-mail contact with creative enterprises based within District, e.g. Jack Drum Arts, Andy Jackson/Cobweb Orchestra.
Agencies / groups	Attend Forge Arts in Education Agency for County Durham meetings, Highlights meetings, Elements meetings, North Pennines Storytelling Festival meetings.
Evaluation	Questionnaires circulated at 'Wear In the Picture' mobile movie programme screenings to evaluate screenings and gather information on sustainability.

### CPAC

Type of engagement	Details
Learning Through Sport Event	A public event for members of the community, highlighting the opportunities available through sport.
Young People's Conference – Community Network – 2D	A conference aimed at finding out what young people want and opportunities on offer to them and how we can shape our service to meet their needs.
2D Volunteer Day	Raising the profile of how volunteers can impact on sport and the lives of young people and show how young people themselves can be a role model.
Weardale Community Partnership	A day aimed at advertising opportunities and all services for people living in Weardale.

## **EXERCISE REFERRAL / CARDIAC REHABILITATION**

<b>Type of engagement</b>	<b>Details</b>
Individual customer engagement	Pre & post course collection of quantitative and qualitative data.  Initial needs and risk assessment interview, 6-week review and post course interview.  Further postal contact at 6-month point to assess if the individual requires further review/help with programme.  Non-attendance follow-up by telephone.
Community events such as Incapacity Benefit event in Crook and Customer Panel meeting.	Staff on hand to raise awareness/profile of the referral programme and advise public how to access.
Local press	Individual successes and joint working with other projects i.e. Walking for Health and Wellness on Wheels.



## **SPORTS CLUB DEVELOPMENT**

Type of engagement	Details
Community Network Information Fayre.	A public open day giving community groups and clubs opportunities to promote activities and exchange information.
Funding Workshops	Facilitated workshops to promote access to, and increase applications to Community Investment Fund and Awards for All.
Various Community Events (i.e. International Women's Day, Community Partnerships, Carnivals, DCC and Schools events)	To promote the Club Development Project, provide information about clubs to members of the public and raise the profile of volunteering and encourage new volunteers.
News Articles (e.g. 2D quarterly magazine, WV Matters, Mercury, Gazette, Echo)	Provide success stories about clubs and volunteers, and promote club activities.
2D Volunteers Week and Make a Difference Day events.	Raise profile of volunteering in sport by recognising and rewarding volunteers in local clubs. Encourage community involvement.

## **TENANCY ENFORCEMENT TEAM**

<b>Type of engagement</b>	<b>Details</b>
ASB Focus Group	As part of the consultation for the Combined TET/ASB Policy & Procedure document
Street Warden Focus Group	Arranged by Dale & Valley Homes in September 2006, as part of a series of focus groups.
Public Meeting – Woodhouse Close	To discuss ASB and crime on the estate. Attended by officers of Police, WVDC, DCC, D&VH, Fire & Rescue and elected members.

## **WASTE MINIMISATION, COMPOSTING AND RECYCLING**

Type of engagement	Details
School Assemblies	To promote the three R's of Waste: Reduce, Reuse, Recycle; waste minimisation, the environment, recycling and composting.
Events (National and Local)	National annual: Recycle Now Week, Compost Awareness Week etc.  Local: Wear Valley Food Festival, Teddy Bears' Picnic, Wolsingham Show, Farmers' Markets, Christmas Waste Minimisation events etc. To promote the three R's of Waste: Reduce, Reuse, Recycle; waste minimisation, the environment, recycling and composting.
Other promotions	For example, 'Recycle Now' Home Composting Campaign to promote discounted compost bins to all County Durham residents.
Talks and Workshops	Given to community groups, youth groups, and other groups such as the WI and local residents. To promote the three R's of Waste: Reduce, Reuse, Recycle; waste minimisation, the environment, recycling and composting.
Press articles and adverts and Wear Valley Matters	Used to promote events and adverts link in with the national 'recycle now' campaign. Various articles in each edition of Wear Valley Matters used to promote waste minimisation, recycling and composting and to feedback information of recycling and composting rates to residents.
Competitions and prizes	Ran at events and through Wear Valley Matters with waste minimisation, recycling and composting themes. Prizes are relevant to theme and also include financial incentives such as shopping gift cards.
Displays	Used at events, as window displays (e.g. in the Crook Community Partnership office), in libraries and in the civic centre mall to promote recycling and composting.
'Pride' activities	Where applicable e.g. community litter picks, bulb/flower planting, anti-cigarette litter campaign and Dogs' Trust National Poop Scoop week events.

## 6.2 Consultation

In 2006/07, we consulted people on the following issues:

### ARTS DEVELOPMENT

Subject	Who was consulted	Key findings	Action taken
Projects / events	Relevant agencies / groups	Evaluation of specific projects / events are undertaken on a periodic basis.	Feedback will inform the development / organisation of future projects / events.

### CPAC

Subject	Who was consulted	Key findings	Action taken
Health & Physical Activity	Customer Panel	Service needs to be expanded to deliver in more areas.	Moved service delivery where possible to identified demand hotspots.
CPAC Activities	Young People in diverse areas	Identified demand for: <ul style="list-style-type: none"> <li>- More activities for girls</li> <li>- Variety of different sports in some areas</li> <li>- District tournaments</li> </ul>	Staff training provided and Dance and Aerobics now offered as activities.  Weeklong programmes highlighting a range of activities held during half terms to give young people a taster of different opportunities.  Series of tournaments organised.
NRF Self Assessment Panel	Panel made up of residents and organisations representing Woodhouse Close, St Helens, Henknowle and West Auckland.	More activity needed in West Auckland, where possible.	Activities introduced in West Auckland linked to the existing provision in Woodhouse Close, St Helens and Henknowle.

## **EXERCISE REFERRAL/CARDIAC REHABILITATION**

<b>Subject</b>	<b>Who was consulted</b>	<b>Key findings</b>	<b>Action taken</b>
Exercise Referral Programme Development (2006/07)	GP Practices within Wear Valley, WOW Project, WVDC staff.	Requests for delivery sites in rural areas.	Through collaboration with WOW project and two pilot referral courses to assess need in the Weardale area, twice-weekly referral sessions were established at Wolsingham Community Gym. Proposals have been made for referral sessions at St John's Chapel Community Gym and for Tow Law Community gym during 2007/08.
Exercise Referral Programme Development (2007)	Consultation commenced with Weardale Medical Practice, Tow Law Surgery, St John's Chapel Community Association, Tow Law Recreation & Exercise Group & WVDC staff.	To be confirmed.	Action to follow results of consultation.
Weight No More Programme (2006/07) (Weight management course: education / physical activity)	GP Practices within Wear Valley and Teesdale.  South Durham & Darlington Nutrition & Dietetic Services.  WVDC staff.	Agreed to pilot course at Woodhouse Close Leisure Complex.  Pilot course unsuccessful in Teesdale.  Requests for more service delivery within Wear Valley.	Pilot project launched at Woodhouse Close Leisure Complex. Consequently, 'Weight No More' 12-week courses are now operating throughout the year.

Subject	Who was consulted	Key findings	Action taken
Cardiac Rehabilitation Phase 3 & Angina Pain Management Programme development. (6-week courses)	County Durham Primary Care Trust  Durham & Darlington NHS Acute Trust	Identified spare places on some courses.	Decision to cross-refer into both programmes allowed resources to be maximised. As a result, the average waiting time for patients to access courses has reduced from 6 to 3 weeks.

### **SPORTS CLUB DEVELOPMENT**

Subject	Who was consulted	Key findings	Action taken
Sports Club Capacity (Annual Questionnaire)	Wear Valley sports clubs	Gaps in capacity / type and level of assistance required.	Individual club visits arranged and advice given as necessary.  Links to: a) Delivery of Sports Club Development throughout the district b) Maximising use of Council fixed facilities c) The programme of development and accredited qualifications through the community sport programmes.
Workforce Development (Questionnaire)	Wear Valley sports clubs	Gaps in volunteer and coach education.	Results sent to county sports partnership to assess level of support and funding required. On-going work may provide funding for Wear Valley courses (volunteers and staff).  Links to the programme of development and accredited qualifications through the community sport programmes.
Disabled provision	LEAPS club members	Identification of most suitable / preferred activities.	Activities programme planned and assistance with funding bid given. Links to: a) Delivery of Sports Club Development throughout the district b) Maximising use of Council fixed facilities c) Contributing to the reduction of health inequalities by working with partners.

## **TENANCY ENFORCEMENT TEAM**

<b>Subject</b>	<b>Who was consulted</b>	<b>Key findings</b>	<b>Action taken</b>
Combined Tenancy Enforcement Team (TET) Anti-Social Behaviour Policy & Procedure Document	Customers Partner Agencies Dale & Valley Homes Board	Minor changes suggested to the TET Domestic Violence and Racial Harassment policies and TET procedure.	Changes were made to the document, which was approved by Housing Services Committee and the Board of Dale & Valley Homes. The TET adopted the document.

## **7. INSPECTION RESULTS**

The Communities Department has responsibility for overseeing the performance of Dale & Valley Homes.

In January 2007, Dale & Valley Homes were rated as a 2 star, good service with uncertain prospects for improvement. The department will contribute to some of the recommendations made by the Audit Commission, including:

- Meet landlord responsibilities and ensure tenants' health and safety is protected
- Improve access and customer focus
- Ensuring gaps in performance monitoring and management activity are addressed.

### **Audit Reports**

- In 2006/07, a number of services were audited, and officers will work to address recommendations made. Services audited included:
- Cemeteries – November 2006
- Arts Development – February 2007
- Fuel Cards – April 2007
- Woodhouse Close Leisure Complex (April 2007)
- Housing Maintenance – Post Inspections (May 2007)
- Stores Systems – May 2007



## 8. PERFORMANCE INDICATORS AND TARGETS

### Corporate Objective: CRIME

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV126	Domestic burglaries per 1,000 households (No.)	11.8	7.9	7.9	9.9	7	8.2	5.7	9.6
BV127a	Violent crime per year, 1,000 population in the LA area	-	-	18.0	16.7	16.5	15.6	11.1	18.6
BV127b	Robberies per 1,000 population (No.)	0.3	0.2	0.1	0.2	0.2	0.6	0.2	0.7
BV128	Vehicle crimes per 1,000 population (No.)	12.3	12.6	10	9.7	9.0	9.2	6.4	10.5
BV174	The number of racial incidents recorded by the authority per 100,000 population	3.2	0.6	1.6	3.2	0.0	4.4	3.6	0.0
BV175	The percentage of racial incidents that resulted in further action	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
BV225	Domestic Violence - % of questions from a checklist to which a local authority can answer yes	-	-	90.1	90.1	90.1	53.0	64.0	36.4

**Corporate Objective: ENVIRONMENT**

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV064	Number of private sector dwellings that are returned into occupation or demolished during 2006/07 as a direct result of action by the local authority	24.0	56.0	53.0	26.0	35.0	28.0	38.0	4.0
BV082a(i)	Percentage of the total tonnage of household waste a risings which have been recycled	12.6	11.9	15.8	15.8	25.0	18.6	21.7	14.8
BV082a(ii)	Total tonnage of household waste a risings which have been sent by the Authority for recycling	-	-	4505.3	4120.9	4900.0	7631.5	9083.0	5279.8
BV082b(i)	The Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	0.0	0.0	7.4	10.6	8.0	9.4	14.7	2.7

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV082b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	-	-	2097.7	2776.7	2111.7	3945.8	6048.8	934.0
BV082C(i)	Percentage of household waste used to recover other energy sources	-	-	0.0		0.0			
BV082C(ii)	Tonnage of household waste used to recover other energy sources	-	-	0.0		0.0			
BV82d(i)	Percentage of household waste land filled	-	-	77.1	73.6	76.1			
BV82d(ii)	Tonnage of household waste land filled	-	-	21976.9	19,240.2	22845.0			
BV84a	Number of kilograms of household waste collected per head	397.0	408.8	463.8	422.3	400.0	410.3	381.0	442.7

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	-	-	13.5	-8.96	0.0	-0.1	-3.2	2.5
BV86	Cost of waste collection per household	33.8	33.7	53.6	51.3	50.0	43.1	40.3	52.6
BV89	Percentage of people satisfied with cleanliness standards	60.3	-	-	70.0	N/A	63.5	69.0	59.0
BV90a	Percentage of people expressing satisfaction with household waste collection	90.1	-	-	84.0	N/A	78.8	84.0	74.0
BV 90b	Percentage of people expressing satisfaction with waste recycling	75.3	-	-	69.0	N/A	66.3	72.0	61.0
BV91a	Percentage of population resident in the authority's area which are served by a kerbside collection of recyclables	100.0	100.0	100.0	100.0	100.0	94.8	100.0	94.0

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV91b	Percentage of population resident in the authority's area which are served by a kerbside collection of at least two recyclables	-	-	100.0	100.0	100.0	92.0	100.0	92.3
BV119a	Percentage of residents satisfied with sports and leisure facilities	50.9	-	-	58.0	N/A	55.1	60.5	51.0
BV 119c	Percentage of residents satisfied with museums and galleries	29.7	-	-	27.0	N/A	43.0	52.0	32.0
BV119d	Percentage of residents satisfied with theatres and concert halls	33.1	-	-	27.0	N/A	44.7	55.0	35.5
BV 119e	Percentage of residents satisfied with parks and open spaces	64.9	-	-	63.0	N/A	72.3	77.0	67.5
BV184a	The proportion of LA homes which were non-decent at the beginning of the year	41.9	41.5	37.0	38.6	19.0	26.0	12.0	39.0

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV184b	The percentage change in proportion of non-decent LA homes in the year	0.2	6.4	12.7	21.4	21.0	22.8	29.2	0.7
BV202	The number of people sleeping rough on a single night within the area of the local authority	-	0.0	0.0	2.0	0.0	2.0	0.0	4.0
BV218a	Abandoned vehicles - investigation	N/A	N/A	93.0	94.0	95.0	80.1	96.1	71.6
BV218b	Abandoned vehicles - removal	N/A	N/A	62.0	71.0	64.0	70.7	94.0	56.5

**CORPORATE OBJECTIVE: HEALTH**

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV183a	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	0.0	0.0	0.0	0.0	0.0	3.4	1.4	5.0
BV183b	The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	0.0	0.0	0.0	2.0	0.0	11.8	0.0	18.5

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV203	The % change in the average number of families, which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year.	-	0.0	-17.2	800.0	0	8.9	-17.8	22.2
BV119a	Percentage of residents satisfied with sports and leisure facilities	50.9	-	-	58.0	N/A	55.1	60.5	51.0



**CORPORATE OBJECTIVE: LIFE LONG LEARNING**

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV 119c	Percentage of residents satisfied with museums and galleries	29.7	-	-	27.0	N/A	43.0	52.0	32.0
BV119d	Percentage of residents satisfied with theatres and concert halls	33.1	-	-	27.0	N/A	44.7	55.0	35.5

**CORPORATE OBJECTIVE: POPULATION**

						Target	National Average	Top Quartile	Bottom
PI No.	Description	2003/04	2004/05	2005/06	<b>2006/07 Final Figure</b>	2007/08	2005/06	2005/06	2005/06
BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing?	No	Yes	Yes	Yes	Yes	N/A	N/A	N/A
BV213	Housing advice service - preventing homelessness	-	-	0.0	7.0	0.0	18.0	5.0	1.0
BV214	Repeated homelessness	-	-	3.9	2.0	0.0	3.1	0.0	4.2

## 9. BUDGET INFORMATION

### 9.1 Cost improvements

The following cost improvements have been agreed as the departmental contribution to creating scope for priorities as well as improving the efficiency of the department.

<b>Scheme</b>	<b>£000</b>	<b>Commentary</b>
Recycling	50	Purchase of 30,000 wheeled bins from the Council's capital fund over 2 years to introduce a twin bin system of collection, which will allow a streamlining of the recycling service.
Reduce grounds Maintenance grass cuts to 12	15	Budget consultation indicated that majority of residents support this option.
Increase leisure centre Charges by 10%	20	Budget consultation indicated that majority of residents support this option
Reduction in maintenance of Closed churchyards	12	Budget consultation indicated that majority of residents support this option
Replacement seats	3	Council owns approximately 300 seats in the District. Bid covers replacement of damaged / unrepairable seats with new
Grants and Contributions	40	Broken down into 3 elements: <ul style="list-style-type: none"> <li>• Annual contributions to Bishop Barrington and Wolsingham Schools</li> <li>• Sports Hall for Escomb Community Association; and</li> <li>• contributions to Willington &amp; Crook amateur football teams</li> </ul>
Sports Development	2	Commitment of £4,000 to Durham Sport as partnership funding. Contributes to all of the partnership work to increase participation in sport and physical activity to improve health and reduce health inequalities
Homeline	90	Saving through the transfer of the service to Sedgfield BC
<b>Total</b>	<b>232</b>	

## 9.2 Service development bids

The following service development bids were approved in order to improve the achievement of both departmental and corporate aims and objectives.

<b>Scheme</b>	<b>£000</b>	<b>Commentary</b>
Street Cleansing – Mobile Jetting Unit	20	Liveability funding used to purchase a purpose built mobile facility that will include a high pressure washer for removal of graffiti, chewing gum and other unsightly stains from footpaths and fly positing on walls and posts. To provide oil, fuel and chemicals to be used in the operation of this machine and any repairs and maintenance together with specialist safety equipment
Street Cleansing – Street Sweeper/Scrubber	20	Liveability funding used to purchase a footpath sweeper/scrubbers for washing and sweeping all paths thus improving the profile and environment of all areas. To provide oil, fuel and chemicals to be used in the operation of this machine and any repairs and maintenance
Community Physical Activity Co-ordinators	57	To secure funding for 2 CPAC's to encourage young people to become more involved in physical activity/exercise and to undertake relevant training
Mainstream Physical Activity Development Officer post	28	Post currently funded by the Big Lottery Healthy Living Centre funding. Mainstreaming of this post would allow a continuation of the expansion of the Exercise Referral/Cardiac Rehabilitation scheme
Apprentices	20	To mainstream 4 apprentices to allow the Authority to offer local young people the opportunity to become involved in front line services and the chance to gain employment or progression to other careers
Repairs to Grounds Allotments	19	To bring allotments up to an acceptable standard as current budget falls short of even the most essential repairs
Landlord Accreditation and Empty Property Officer	37	To focus on bringing empty properties back into use as Wear Valley currently has the highest empty property rate in County Durham
Drug/Disorder	38	To respond to the results of Simalto
Critical Tree Works	10	To carry forward the survey on all trees in council ownership and to maintain and manage its tree stock appropriately
<b>Total</b>	<b>249</b>	

### **9.3 Capital programme**

The approved capital programme for the department for 2007/08 is available in section 2.4 'Resources'.

## 10. MAKING THE PLAN WORK

The Department has responsibility for 39 Best Value Performance Indicators that are monitored and reported in accordance with our Performance Management Framework.

They are monitored on a six monthly frequency and reported to Corporate Management Team and Policy and Strategic Development Committee (P&SD).

They are also presented in the Council's Best Value Performance Plan, which provides comparisons with our targets and national performance data.

The list of indicators can be found in Chapter 8.

<b>Area</b>	<b>Reported To</b>	<b>Frequency</b>	<b>Responsibility</b>
All PI's in the Council's Best Value Performance Plan including Local PI's	<ul style="list-style-type: none"> <li>• Departmental Management Team</li> <li>• Corporate Management Team</li> <li>• P &amp; SD Committee</li> </ul>	Twice yearly – October and April	Strategic Director
Priority Best Value PI's that are or have been below national average or which are directly linked to the Council's key priorities	<ul style="list-style-type: none"> <li>• Departmental Management Team</li> <li>• Corporate Management Team</li> <li>• P &amp; SD Committee</li> </ul>	Quarterly / monthly	Strategic Director  Service Managers  All staff
Departmental Service Plan PI's	<ul style="list-style-type: none"> <li>• Departmental Management Team</li> <li>• Section Heads Management Team</li> </ul>	Twice Yearly	Service Managers
Departmental Service Plan Actions	<ul style="list-style-type: none"> <li>• Departmental Management Team</li> <li>• Section Heads Management Team</li> </ul>	Monthly	Strategic Director  Service Managers  All staff
PDP's	Line Managers	Annually	All staff
External Funding	Appropriate Funders	In line with funding requirements	Lead officer

## ACTION PLAN

SERVICE OBJECTIVE	1. ACTIVE COMMUNITIES				
PRIORITY	Creating opportunities for local people to enjoy leisure and recreation and achieve their potential				
ACTION (WHAT)	OUTCOME/ MEASURE	RESPONSIBLE PERSON (Who)	RESOURCES	TIMESCALE (WHEN)	LINKS
1.1 We will pursue a programme of development and accredited qualifications through the Community Sport programmes, facilities and arts development programme.	<ul style="list-style-type: none"> <li>• Level I Coaching Awards</li> <li>• First Aid</li> <li>• Child Protection</li> <li>• Equality and Diversity</li> <li>• Gym Instructors</li> <li>• Walk Leader</li> <li>• Youth Arts Awards</li> <li>• Pool Lifeguard</li> <li>• Measured by numbers attending and numbers of awards gained</li> </ul>	Cultural Services Officer	<ul style="list-style-type: none"> <li>• Bishop Auckland College/Facilities</li> <li>• Durham Sport</li> <li>• <i>Sports Club Development Officer</i></li> <li>• Project Manager WOW</li> <li>• Leisure Manager / Operations Manager</li> <li>• Wear Walking for Health</li> <li>• Cultural Development Manager</li> </ul>	<ul style="list-style-type: none"> <li>• 12 awards gained 2007/08</li> <li>• 15 awards gained 2008/09</li> <li>• 20 awards gained 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>• L2, P2 – Corporate Plan</li> <li>• Respect Action Plan</li> <li>• Sport England NE Regional Plan for Sport &amp; Physical Activity</li> <li>• KLOE - Economic vitality and learning</li> </ul>
1.2 We will continue to develop sport and recreation modern apprenticeship programme.	Improved job opportunities Qualified staff to meet skills gap.	Training Officer	<ul style="list-style-type: none"> <li>• £5,000 per year per apprentice (depending on growth bid)</li> <li>• Assessors / verifiers</li> </ul>		<ul style="list-style-type: none"> <li>• EC1, L3, L4 - Corporate Plan</li> <li>• KLOE - Economic vitality and learning</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
1.3 We will work with B/A College and schools to continue referring young people to NVQ Football and Sports Academy.	Improved educational opportunities and improved job opportunities.	Cultural Services Officer	<ul style="list-style-type: none"> <li>• CPAC team</li> <li>• Events and Activities Officer</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• EC1, L1, L2 - Corporate Plan</li> <li>• KLOE - Economic vitality and learning</li> </ul>
1.4 We will investigate with education partners the development of shared responsibility contracts for young people at risk.	Implementation of shared responsibility contracts as appropriate	Training Officer	<ul style="list-style-type: none"> <li>• £ - Schools</li> <li>• Cultural Development Officer</li> <li>• CPACs</li> <li>• Bishop Auckland College</li> <li>• Alternative education providers</li> </ul>	<ul style="list-style-type: none"> <li>• 2007/08</li> <li>• 2008/09</li> <li>• 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>• C1, L1 - Corporate Plan</li> <li>• KLOE - Safer and stronger communities and learning.</li> </ul>
1.5 We will maximise use of Council's fixed facilities from all Wear Valley outreach programmes.	Increased participation and usage measured by no. of projects utilising facilities.	Cultural Development Manager	<ul style="list-style-type: none"> <li>• Cultural Service Officer</li> <li>• Project Manager WOW</li> <li>• Community Fitness Officer</li> <li>• Leisure Manager / Operations Manager</li> <li>• Wear Walking for Health</li> <li>• Sports Club Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• 50 additional users from projects 2007/8</li> <li>• 60 additional users from projects 2008/9</li> <li>• 70 additional users from projects 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>• C1, EC1, EC2, H1, H2 - Corporate Plan</li> <li>• KLOE - Health</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
1.6 We will continue to deliver CPAC, Positive Futures, WOW, Walking the Way to Health, Arts Development Programme and Sports Club Development throughout the district.	Increased participation in physical activity/health improvements measured by nos. of people involved in project - 1% increase year on year.	Cultural Development Manager	<ul style="list-style-type: none"> <li>• Cultural Service Officer</li> <li>• Wear Walking for Health</li> <li>• Project Manager WOW</li> <li>• Sports Club Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• 1% increase 2007/8.</li> <li>• 1% increase 2008/9.</li> <li>• 1% increase 2009/10</li> </ul>	<ul style="list-style-type: none"> <li>• C1, H1, H2 - Corporate Plan</li> <li>• Community Safety Strategy</li> <li>• Respect Action Plan</li> <li>• Every Child Matters</li> <li>• Sport England NE Regional Strategy for Sport &amp; Physical Activity.</li> </ul>



ACTION (WHAT)	OUTCOME/ MEASURE	RESPONSIBLE PERSON (Who)	RESOURCES	TIMESCALE (WHEN)	LINKS
1.7 We will mainstream CPAC posts.	Increase participation and flexibility of areas.	Cultural Development Manager	Cultural Service Officer	<ul style="list-style-type: none"> <li>• 2 x 2007/8</li> <li>• 3 x 2008/9</li> </ul>	<ul style="list-style-type: none"> <li>• C1, H1, H2, P2 - Corporate Plan/</li> <li>• Community Safety Strategy</li> <li>• Respect Action Plan</li> <li>• Every Child Matters</li> <li>• Sport England NE Regional Strategy for Sport &amp; Physical Activity</li> </ul>
1.8 We will provide a balanced activity programme that meets the needs of the community at fixed facilities.	Increase participation by 3%. Customer satisfaction	Leisure & Recreation Manager	<ul style="list-style-type: none"> <li>• Leisure Manager</li> <li>• Operations Manager</li> </ul>	March 2008	H2, OD3, P2 - Corporate Plan
1.9 We will contribute to the reduction of health inequalities within Wear Valley by working with external partners.	Current programme sustained.	Community Fitness Officer	<ul style="list-style-type: none"> <li>• WOW</li> <li>• CPACs</li> <li>• <i>Sports Club Development Officer</i></li> <li>• Wear Walking for Health</li> </ul>	March 2008	H1, H2, P2 - Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
1.10 We will ensure WOW has coverage across the district to enable people to start physical activity.	KPIs agreed with Partnerships Board and Sport England.	Project Manager - WOW	WOW budget	March 2008	H1 – Corporate Plan Every Child Matters
1.11 We will maintain levels of provision for cardiac rehabilitation and exercise referral.	<ul style="list-style-type: none"> <li>• Current performance carried forward.</li> <li>• Service review implemented to sustain activity.</li> </ul>	Community Fitness Officer	Cultural Development Manager	March 2007	H1 – Corporate Plan
1.12 We will identify services, which contribute to the health agenda and introduce relevant activities and services.	Staff in place to run programmes, e.g., swimming teachers, exercise to music teachers.	<ul style="list-style-type: none"> <li>• Leisure Manager</li> <li>• Operations Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Growth bid c. £20,000</li> <li>• CPAC's</li> <li>• Cultural Services Officer</li> <li>• Community Fitness Officer</li> </ul>	April 2007	H1 – Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
1.13 We will continue to work on the community facility model in Bishop Auckland.	Options study produced. Secure Committee approval for preferred option. Prepare regular updates for Committee and continually monitor financial implications ensuring: <ul style="list-style-type: none"> <li>▪ Customer involvement from both existing users and potential users.</li> <li>▪ Young people from across the district.</li> <li>▪ The private sector and voluntary sector.</li> <li>▪ Impact assessments on other facilities in the district</li> </ul>	<ul style="list-style-type: none"> <li>▪ SAZ Manager</li> <li>▪ CMT</li> </ul>	<ul style="list-style-type: none"> <li>▪ Officer time</li> <li>▪ Cross Departmental Task Group</li> <li>▪ External SAZ consultant £10,000</li> </ul>	June 2007	<ul style="list-style-type: none"> <li>▪ Inspection Report – Leisure 2002</li> <li>▪ C1, H1, H2 - Corporate Plan</li> </ul>
1.14 We will consider the future of under used Council owned and land community buildings across the district.	Disposal/allocation to construction use of under used community buildings and land across the district.	Community Support Manager	<ul style="list-style-type: none"> <li>▪ Asset Management Group</li> <li>▪ Cultural Development Manager</li> <li>▪ Leisure and Recreation Manager</li> </ul>	March 2009	<ul style="list-style-type: none"> <li>▪ Best Value Review</li> <li>▪ C1, H1, H2 - Corporate Plan</li> </ul>
1.15 We will investigate the need and where appropriate, provide growth bids to mainstream remaining externally funded posts.	Action plan developed detailing the future post March 2008.	SAZ Manager	Cultural Service Officer	August 2007	C1, H1, H2, P2 - Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
1.16 We will develop and implement Community Sports Networks/ Sporting Hubs	Capacity building/ empowerment working groups set up and hubs fully operational.	SAZ Manager	<ul style="list-style-type: none"> <li>▪ Leisure and Recreation Manager</li> <li>▪ Cultural Service Officer</li> </ul>	Working group established November 2007	<ul style="list-style-type: none"> <li>▪ H1, H2, OD1, OD4, P2 – Corporate Plan</li> <li>▪ Durham Sport Business Plan</li> <li>▪ Sport England NE Regional Strategy for Sport and Physical Activity.</li> </ul>

<b>SERVICE OBJECTIVE</b>	<b>9. CULTURE: Develop a culture of excellence, customer service and continuous improvement</b>				
<b>PRIORITY</b>	<b>Develop a culture of excellence, customer service and continuous improvement</b>				
<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
2.1 We will develop challenging Service Standards in partnership with service users and stakeholders, which are tailored to meet local need	Develop a clear and widely publicised set of quality standards for the delivery of community services.	<ul style="list-style-type: none"> <li>▪ Community Involvement Manager</li> <li>▪ Service Development Officer</li> <li>▪ Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service Development Budget</li> <li>▪ Service Managers</li> <li>▪ Citizens Panel</li> </ul>	From Sept 2007	

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
2.2 We will implement the Council's Access and Customer Care Strategy and accompanying policies	Develop a culture where service users feel confident that their input will be acted upon.	<ul style="list-style-type: none"> <li>▪ Community Support Manager</li> <li>▪ Community Involvement Manager</li> <li>▪ Service Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access and Customer Care Strategy</li> <li>▪ Corporate Customer Care Officer</li> </ul>	July 2007	<ul style="list-style-type: none"> <li>▪ KLOE: Culture</li> <li>▪ OD3 - Corporate Plan</li> </ul>
2.3 We will develop the website and a series of leaflets to guide access to services, provision of services and timeliness of services	Ensure staff and customers are provided with useful and appropriate information about community services.	<ul style="list-style-type: none"> <li>▪ Service Development Officer</li> <li>▪ Community Involvement Manager</li> </ul>	Service Development Budget	From June 2007	<ul style="list-style-type: none"> <li>▪ OD3, P2, P3 – Corporate Plan</li> <li>▪ KLOE: Culture</li> </ul>
2.4 We will develop a customer profile	Enable learning about our customers and potential customers and understanding their: <ul style="list-style-type: none"> <li>▪ Access needs</li> <li>▪ Aspirations</li> <li>▪ Service preferences</li> <li>▪ Contact details and preferences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Involvement Manager</li> <li>▪ Service Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ £30,000 budget</li> <li>▪ External consultancy</li> </ul>	From June 2007-Sept 2007	OD3, P2, P3 - Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
2.5 We will establish systems to collect analyse and use information gathered by the customer profile and share the information with managers, staff and Councillors	Providing systems for staff, managers and elected members to: <ul style="list-style-type: none"> <li>Contact customers easily and appropriately</li> <li>Tailor services to customer need</li> <li>Allocate monies accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Community Support Manager</li> <li>Community Involvement Manager</li> <li>DMT</li> </ul>	Service Development Budget	From Sept 2007	<ul style="list-style-type: none"> <li>OD1, OD2, OD3, OD4, P2 – Corporate Plan</li> <li>KLOE: Culture</li> </ul>
2.6 We will strengthen and co-ordinate our benchmarking skills and membership of benchmarking clubs to monitor VFM issues	<ul style="list-style-type: none"> <li>Improved performance and value for money</li> <li>Annual efficiency Statement</li> <li>Database developed to monitor Value for Money</li> <li>Improved PI's</li> </ul>	<ul style="list-style-type: none"> <li>Service Development Manager</li> <li>Value for Money Officer (CDU)</li> </ul>	Possible costs/fees	From June 2007	<ul style="list-style-type: none"> <li>OD1, OD2, OD3, OD4 - Corporate Plan</li> <li>KLOE : Value for Money - Culture</li> </ul>
2.7 We will continue to integrate services across departments to ensure effectiveness and efficiency (i.e. graffiti and Community Safety)	Integrated services, achieving value for money and cleaner, greener and safer neighbourhoods.	<ul style="list-style-type: none"> <li>Service Development Officer</li> <li>Service Managers</li> </ul>	Staff time	From June 2007	<ul style="list-style-type: none"> <li>Inspection Report – Grounds Maintenance 2003</li> <li>OD4 – Corporate Plan</li> </ul>
2.8 We will develop staff through regular training, mentoring and job shadowing. This will be supported with a comprehensive training plan and the PDP Process	<ul style="list-style-type: none"> <li>Training identified</li> <li>% of training delivered</li> <li>% planned but not yet delivered</li> <li>PDP process complete</li> <li>New database complete</li> </ul>	<ul style="list-style-type: none"> <li>Training Officer</li> <li>Service Development Officer</li> <li>Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>Training budget</li> <li>Staff time</li> <li>All staff</li> </ul>	From June 2007	<ul style="list-style-type: none"> <li>OD1, L3 - Corporate Plan</li> <li>Inspection Report – Leisure 2002</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
2.9 We will develop strategic capacity and functionality	<ul style="list-style-type: none"> <li>▪ Improved Middle / Senior management qualifications</li> <li>▪ PDP process completed on time</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training Officer</li> <li>▪ Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personnel</li> <li>▪ CDU</li> </ul>	From June 2007	L3, OD1 - Corporate Plan
2.10 We will monitor sickness and act promptly to return staff to work	<ul style="list-style-type: none"> <li>▪ Reduction in sickness absence</li> <li>▪ More efficient and effective services</li> <li>▪ Motivated teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service Managers</li> <li>▪ DMT</li> </ul>	Personnel	Ongoing / continual	H1 - Corporate Plan
2.11 We will enhance partnership working by helping communities to manage assets, review participation in partnerships and sharing resources	<ul style="list-style-type: none"> <li>▪ Improved partnership working and increased number of community managed assets.</li> <li>▪ Strengthening involvement in neighbourhood management.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Support Manager</li> <li>▪ Community Involvement Manager</li> <li>▪ Service Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Involvement Budget</li> <li>▪ Service Development Budget</li> </ul>	March 2008	<ul style="list-style-type: none"> <li>▪ Strong and Prosperous Communities: Local Government White Paper</li> <li>▪ P2 – Corporate Plan</li> </ul>
2.12 We will develop policies and strategies for engaging with hard to reach groups in activities and ensuring they have equal access to services.	<ul style="list-style-type: none"> <li>▪ Contribute towards the Council's achievement of Level 2 in the Equalities Standard.</li> <li>▪ Equalities and Diversity Strategy approved and adopted</li> </ul>	Community Involvement Manager	<ul style="list-style-type: none"> <li>▪ Budget £10k</li> <li>▪ Community Involvement Team</li> <li>▪ DDCREC</li> </ul>	From June 2007	P2 - Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
2.13 We will use feedback from complaints, satisfaction surveys and findings from the Citizens Panel to develop and improve services	<ul style="list-style-type: none"> <li>▪ Customer engagement in service review, design and delivery.</li> <li>▪ Quarterly reports to DMT.</li> <li>▪ Service improvement plans.</li> <li>▪ Improved satisfaction and increased usage of facilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service Development Officer</li> <li>▪ Community Involvement Manager</li> <li>▪ Complaints Officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer Care Manager</li> <li>▪ Officer Time</li> <li>▪ Community Involvement Budget</li> <li>▪ Service Development Budget</li> </ul>	From June 2007	<ul style="list-style-type: none"> <li>▪ OD1, OD2, OD3, OD4, P2 - Corporate Plan</li> <li>▪ Annual Audit Letter 2007</li> </ul>
2.14 We will comprehensively report performance against previous trends and agree action to be taken in response to poor performance and good practice identified.	<ul style="list-style-type: none"> <li>▪ Report trend analysis monthly</li> <li>▪ Develop action plans to address poor performance</li> <li>▪ Overall PI improvement</li> </ul>	Service Development Manager	<ul style="list-style-type: none"> <li>▪ Officer Time</li> <li>▪ Service Managers</li> </ul>	June 2007	OD1, OD2, OD3, OD4 - Corporate Plan
2.15 We will regularly update service improvement plans to assess progress and outcomes for residents	Update plan quarterly	<ul style="list-style-type: none"> <li>▪ Service Development Officer</li> <li>▪ Community Support Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ Service Managers</li> <li>▪ Officer Time</li> <li>▪ MSU</li> </ul>	From Sept 2007	



<b>SERVICE OBJECTIVE</b>	<b>3. Neighbourhoods / Sustainability</b>				
<b>PRIORITY</b>	<b>To create thriving, vibrant, safe and sustainable communities, which will improve everyone's quality of life (DCLG)</b>				
<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.1 We will assist in the production of a County Durham Strategic Housing Market Assessment (HMA).	Publication of Strategy HMA document.	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>▪ County Durham HMA group</li> <li>▪ Challenge 9 Group (Durham Housing Neighbourhoods Group)</li> <li>▪ Principal Forward Planning Officer</li> <li>▪ £5K management fee</li> <li>▪ Officer time</li> </ul>	November 2007	<ul style="list-style-type: none"> <li>▪ Housing Strategy 2006-09 – Priority 1</li> <li>▪ P1 - Corporate Plan</li> </ul>
3.2 Update the Housing Needs Survey (HNS) following the completion of the Strategic Housing Market Assessment.	HNS contains accurate and reliable data to inform Local Development Plan and service decisions.	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>▪ DRCC</li> <li>▪ Parish Councils</li> <li>▪ Dale &amp; Valley Homes</li> <li>▪ Consultants - £30K</li> <li>▪ Principal Forward Planning Officer</li> <li>▪ Officer time</li> </ul>	April 2008	P1 - Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.3 Identify and tackle low demand in housing	<ul style="list-style-type: none"> <li>▪ Revised HNS available</li> <li>▪ LDF meets the needs and aspirations of WVDC</li> <li>▪ Updated Sustainability Index</li> <li>▪ Implement regeneration programmes targeted at former coalfield settlements</li> <li>▪ Progress county-wide bid to the regional fund for Choice Based Lettings</li> </ul>	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>• Dale &amp; Valley Homes</li> <li>• English Partnerships</li> <li>• RSL's</li> <li>• County Durham LAs</li> <li>• NEHB</li> <li>• SHIP funding</li> <li>• WVDC Customer Panel</li> <li>• Principal Forward Planning Officer</li> <li>• Officer time</li> </ul>	<ul style="list-style-type: none"> <li>• April 2007</li> <li>• April 2009</li> <li>• Ongoing</li> </ul>	Housing Strategy 2006-09 – Priority 3
3.4 We will agree a Housing Strategy to meet the needs of diverse communities.	<ul style="list-style-type: none"> <li>• Implementation of agreed strategy that meets the needs of the community.</li> <li>• Integrate the Housing Strategy to the Local Development Framework Process.</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Housing Strategy Manager</li> <li>• Principal Forward Planning Officer</li> </ul>	Existing resources	<ul style="list-style-type: none"> <li>• Published June 2006.</li> <li>• Achievement of action plan ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Strategy 2006 – 2009 – Priority 1</li> <li>• P1 – Corporate Plan</li> </ul>
3.5 We will bid to develop and fully implement a Landlord Accreditation and Empty Property Scheme.	The introduction and launch of a Landlord Accreditation Scheme and reduction in empty property scheme.	Principal Housing Strategy Manager	Housing and Environment Officers	<ul style="list-style-type: none"> <li>• April 2007 for post to be created.</li> <li>• October 2007 for full implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Strategy 2006 – 2009 – Priority 2</li> <li>• EN1, EN2, P1 – Corporate Plan</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.6 We will produce a master plan / Area Development Framework for the Councils priority areas.	Completed Area Development Framework approved by Council.	<ul style="list-style-type: none"> <li>• Strategic Director</li> <li>• Strategic Director for Environment and Regeneration</li> </ul>	SHIP Funding	Ongoing	<ul style="list-style-type: none"> <li>• Housing Strategy 2006-2009 – Priority 3</li> <li>• LDF</li> <li>• EN1, EN2, P1 – Corporate Plan</li> </ul>
3.7 We will work in partnership with the Regeneration Department on the implementation of the English Partnerships Coalfield Study	Bid approved and scheme taken forward to implementation stage.	Strategic Director	<ul style="list-style-type: none"> <li>• English Partnerships</li> <li>• Durham Housing and Neighbourhood Partnership</li> <li>• Regional Housing Board</li> <li>• External Consultants</li> </ul>	2010	<ul style="list-style-type: none"> <li>• County Durham Vision 2020</li> <li>• Housing Strategy 2006-09 – Priority 3</li> <li>• EN1, EN2 - Corporate Plan</li> </ul>
3.8 We will develop an Affordable Housing Strategy in partnership with the LSP's Housing Thematic Group.	Ensure access to affordable housing - LDF meets the needs and aspirations of WVDC and includes supplementary planning document.	<ul style="list-style-type: none"> <li>• Principal Housing Strategy Manager</li> <li>• Service Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Thematic Group – Affordability and Market Exclusion Sub group</li> <li>• Housebuilders</li> <li>• RSL's</li> <li>• Dale &amp; Valley Homes</li> <li>• Supporting People team</li> <li>• LSP</li> <li>• Principal Forward Planning Officer</li> </ul>	April 2008	<ul style="list-style-type: none"> <li>• EN1, EN2, P1 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 4</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.9 Commission private sector housing stock condition survey	Indication to property standard and associated investment requirements.	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>External consultants £100K</li> <li>RSL's</li> <li>Private Landlord's Forum</li> <li>HIA</li> </ul>	December 2007	<ul style="list-style-type: none"> <li>EN1, EN2, P1 - Corporate Plan</li> <li>Housing Strategy 2006-09 – Priority 2</li> </ul>
3.10 Progress DHS to vulnerable households in the Private Sector.	<ul style="list-style-type: none"> <li>% number of homes meeting DHS</li> <li>70% of vulnerable households by 2010</li> </ul>	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>HIA Manager</li> <li>Private Landlord's Forum</li> <li>RSL's</li> <li>£200K per year (Cap)</li> </ul>	2010	<ul style="list-style-type: none"> <li>EN1, EN2, P1 - Corporate Plan</li> <li>Housing Strategy 2006-09 – Priority 2</li> </ul>
3.11 To bring all Public Sector Properties up to DHS	% homes meeting decency	AD Policy and Resources	<ul style="list-style-type: none"> <li>Dale &amp; Valley Homes</li> <li>£27M additional funding</li> </ul>	2012	<ul style="list-style-type: none"> <li>EN1, EN2, P1 - Corporate Plan</li> <li>Housing Strategy 2006-09 – Priority 2</li> </ul>
3.12 To continue to contribute to the County Durham Homeless Action Partnership (HAP)	Production of countywide policies and strategies	Homeless Officer	<ul style="list-style-type: none"> <li>Homeless Support Officer</li> <li>Co. Durham HAP</li> <li>DART</li> <li>Shelter</li> <li>DISC</li> <li>HARP</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Statutory duty</li> <li>Housing Strategy 2006-09 – Priority 5</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.13 Help prevent homelessness by offering housing advice and support		Homeless Officer	<ul style="list-style-type: none"> <li>• Homeless Support Officer</li> <li>• Supporting People</li> <li>• Dale &amp; Valley Homes Money &amp; Debt Advice team</li> <li>• Domestic Violence Unit</li> <li>• Connexions</li> <li>• Centrepont</li> <li>• RSL's</li> <li>• Youth engagement</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Statutory duty</li> <li>• Housing Strategy 2006-09 – Priority 5</li> </ul>
3.14 We will respond to all complaints of anti-social behaviour cases effectively	Cases are responded to within agreed timescales	<ul style="list-style-type: none"> <li>• Tenancy Enforcement Manager</li> <li>• Anti-Social Behaviour Co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>• TET</li> <li>• Street Wardens</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• C1, C2 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>
3.15 We will respond appropriately to Racial Harassment and Hate Crimes.	<ul style="list-style-type: none"> <li>• Updated &amp; combined ASB &amp; Hate Crime strategy</li> <li>• Hate crimes and incidents of racial harrassment responded to within agreed timescales.</li> </ul>	<ul style="list-style-type: none"> <li>• Tenancy Enforcement Manager</li> <li>• Anti-Social Behaviour Co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>• TET</li> <li>• Street Wardens</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• C1, C2 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.16 We will reduce violent crime	<ul style="list-style-type: none"> <li>• Reduction in common assault by 12%</li> <li>• Reduction in wounding by 12%</li> <li>• Reduction in robbery by 3%</li> </ul>	Community Safety Manager	<ul style="list-style-type: none"> <li>• Anti-Social Behaviour Co-ordinator</li> <li>• Domestic Violence Co-ordinator</li> <li>• TET</li> <li>• Street Wardens</li> <li>• Police</li> </ul>	2008	Community Safety Strategy
3.17 We will reduce the hidden crime status of domestic abuse	Raising awareness of the impact of domestic abuse	<ul style="list-style-type: none"> <li>• Domestic Violence Co-ordinator</li> <li>• Tenancy Enforcement Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Citizenship Programme</li> <li>• Women's Aid</li> <li>• Number 75</li> <li>• Victim Support</li> <li>• Police</li> </ul>	2008	Community Safety Strategy
3.18 We will reduce repeat victims of domestic abuse by 10%	Reduce the devastating affect of domestic abuse on victims, their families and the wider community	<ul style="list-style-type: none"> <li>• Domestic Violence Co-ordinator</li> <li>• Tenancy Enforcement Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Citizenship Programme</li> <li>• Women's Aid</li> <li>• Number 75</li> <li>• Victim Support</li> <li>• Police</li> <li>• Probation</li> </ul>	2008	Community Safety Strategy
3.19 We will reduce theft of a vehicle and theft from a vehicle	<ul style="list-style-type: none"> <li>• Reduction in theft of a vehicle by 22%</li> <li>• Reduction in theft from a vehicle by 28%</li> </ul>	Community Safety Manager	<ul style="list-style-type: none"> <li>• Street Wardens</li> <li>• Police</li> </ul>	2008	Community Safety Strategy
3.20 We will reduce incidences of criminal damage	Reduction by 12%	Community Safety Manager	<ul style="list-style-type: none"> <li>• Anti-Social Behaviour Co-ordinator</li> <li>• TET</li> <li>• Street Wardens</li> <li>• Police</li> </ul>	2008	Community Safety Strategy

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.21 We will disrupt the supply of illicit class A drugs and get more offenders into treatment and out of crime	Reduction in crime, especially violent crime, criminal damage and anti social behaviour related to drug and alcohol dependency	Community Safety Manager	<ul style="list-style-type: none"> <li>• Anti-Social Behaviour Co-ordinator</li> <li>• TET</li> <li>• Street Wardens</li> <li>• Police</li> <li>• DAAT</li> <li>• Castlebridge</li> </ul>	2008	Community Safety Strategy
3.22 We will reduce the number of repeat victims of racial harassment	Reduction in the number of repeat victims of racial harassment by 10%	Community Safety Manager	<ul style="list-style-type: none"> <li>• TET</li> <li>• Street Wardens</li> <li>• Police</li> <li>• Racial Equality Council</li> </ul>	2008	Community Safety Strategy
3.23 We will work in partnership with agencies to try to stop reoffending	Reduction in re-offending through the prevention of re-offending, by changing behaviour and dealing with the causes of bad behaviour	Community Safety Manager	<ul style="list-style-type: none"> <li>• Police</li> <li>• TET</li> <li>• Street Wardens</li> <li>• Alcohol and drug concern agencies</li> <li>• Castlebridge Centre</li> <li>• Citizens Advice</li> <li>• Domestic Violence agencies</li> <li>• Durham County Council</li> <li>• Neighbourhood Watch</li> <li>• Race Equality Council</li> <li>• Youth Engagement Service</li> <li>• Victim Support</li> <li>• Women's Aid</li> </ul>	2008	Community Safety Strategy

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.24 We will reduce fear of crime so we are no longer the second highest in the County	<ul style="list-style-type: none"> <li>• Improvement in quality of life through a reduction in fear of crime.</li> <li>• Ensuring Wear Valley is an attractive and safe place to live.</li> </ul>	Community Safety Manager	<ul style="list-style-type: none"> <li>• Anti-Social Behaviour Co-ordinator</li> <li>• Police</li> <li>• TET</li> <li>• Street Wardens</li> <li>• Alcohol and drug concern agencies</li> <li>• Durham County Council</li> <li>• Neighbourhood Watch</li> <li>• Race Equality Council</li> <li>• WVDC Press Officer</li> </ul>	2008	Community Safety Strategy
3.25 We will deliver services that reduce house burglary	<ul style="list-style-type: none"> <li>• Develop and implement a programme of target hardening</li> <li>• Analysis of crime figures to identify a reduction in domestic burglaries in hardened areas</li> <li>• A reduction in maintenance costs in hardened areas</li> </ul>	Community Safety Manager	<ul style="list-style-type: none"> <li>• Police</li> <li>• Street Wardens</li> <li>• Capital Works</li> <li>• Technical Services Manager (Dale &amp; Valley Homes)</li> </ul>	September 2007	<ul style="list-style-type: none"> <li>• C1, C2 – Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>
3.26 We will implement the measures of the Respect Standard for Housing Management	The authority will sign up to the Respect Standard for Housing Management	Tenancy Enforcement Manager	<ul style="list-style-type: none"> <li>• TET</li> <li>• Street Wardens</li> <li>• Anti-Social Behaviour Co-ordinator</li> <li>• Dale &amp; Valley Homes</li> </ul>	September 2007	<ul style="list-style-type: none"> <li>• C1, C2 – Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>



<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.27 We will refocus the work of the Street Warden Scheme	Successful re-application for the Warden Quality Standard	Street Warden Supervisors (North and South)	Street Wardens	April 2008	<ul style="list-style-type: none"> <li>• C1, C2 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>
3.28 We will deliver services that contribute to a reduction in the fear of crime	<i>A reduction in levels of fear of crime among residents</i>	Community Safety Manager	<ul style="list-style-type: none"> <li>• Anti-Social Behaviour Co-ordinator</li> <li>• TET</li> <li>• Street Wardens</li> <li>• WVDC Community Department</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• C1, C2 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>
3.29 We will take robust enforcement action to tackle Anti Social Behaviour	<ul style="list-style-type: none"> <li>• Use the full range of legal tools to tackle anti-social behaviour</li> <li>• Work in partnership to secure ABC's and ASBO's</li> <li>• Support victims of ASB</li> </ul>	<ul style="list-style-type: none"> <li>• Tenancy Enforcement Manager</li> <li>• Anti-Social Behaviour Co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>• TET</li> <li>• Street Wardens</li> <li>• Police</li> </ul>	December 2007	<ul style="list-style-type: none"> <li>• C1, C2 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>
3.30 We will complete the Open Space Strategy to deliver sustainable improvements in the quality of public open space.	<ul style="list-style-type: none"> <li>• Production of agreed Open Space Strategy</li> <li>• SMART Action Plan produced</li> <li>• Improved 'Green Flag' ratings</li> </ul>	AD Policy and Resources	<ul style="list-style-type: none"> <li>• LDF</li> <li>• CABE</li> <li>• Green Flag award</li> <li>• Groundwork Trust</li> <li>• RSS</li> <li>• Sones</li> <li>• Resident groups</li> <li>• Elected members</li> </ul>	Sept 2007	<ul style="list-style-type: none"> <li>• KLOE – Environment</li> <li>• EN1, EN2 – Corporate Plan</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.31 We will continue to work with partners to deliver safer estates	<ul style="list-style-type: none"> <li>• Reduction in fear of crime</li> <li>• Reduction in actual crime</li> </ul>	AD Policy and Resources	Community Safety Partners	September 2007	<ul style="list-style-type: none"> <li>• C1, C2 – Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 7</li> </ul>
3.32 We will improve burial services in line with audits of 2002 and 2006	<ul style="list-style-type: none"> <li>• Implementation of agreed activities</li> <li>• Reduction in complaints</li> <li>• Accredited burial service</li> </ul>	Burials Officer	<ul style="list-style-type: none"> <li>• Internal audit</li> <li>• Local undertakers</li> <li>• ICCM</li> </ul>	June 2007	OD3 – Corporate Plan
3.33 We will seek partners to deliver sustainable improvements to the grounds maintenance service	<ul style="list-style-type: none"> <li>• Value for Money evidenced</li> <li>• Increased customer satisfaction</li> <li>• APSE assessment rating</li> </ul>	AD Policy and Resources	<ul style="list-style-type: none"> <li>• BALI</li> <li>• APSE</li> <li>• VFM Officer</li> <li>• Groundwork Trust</li> </ul>	Sept 2007	Inspection Report – Grounds Maintenance Service 2003
3.34 We will implement a joined up approach towards all service contracts	<ul style="list-style-type: none"> <li>• Improved customer satisfaction</li> <li>• Improvement in Value for Money</li> </ul>	AD Policy and Resources	<ul style="list-style-type: none"> <li>• Customers</li> <li>• Service delivery partners</li> </ul>	Sept 2007	<ul style="list-style-type: none"> <li>• Inspection Report – Grounds Maintenance 2003</li> <li>• OD4 – Corporate Plan</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.35 We will develop a set of strategic aims and objectives for the development and management of local landscapes/neighbourhoods	<ul style="list-style-type: none"> <li>• Ensure the views of all stakeholders are taken into account and link to the objectives of the Citizens Panel and the Council.</li> <li>• Strengthen community involvement and neighbourhood management</li> </ul>	<ul style="list-style-type: none"> <li>• AD Policy and Resources</li> <li>• Community Support Manager/Community Involvement Manager</li> <li>• Neighbourhood Managers/CDU</li> </ul>	<ul style="list-style-type: none"> <li>• Community Groups</li> <li>• Citizens Panel</li> <li>• Neighbourhood Managers</li> </ul>	From Sept 2007	<ul style="list-style-type: none"> <li>• Inspection Report – Grounds Maintenance 2003</li> <li>• EN1 – Corporate Plan</li> </ul>
3.36 We will enhance green space provision and quality	Evidenced by the achievement of awards and standards (i.e. Beacon status, Green Flag and Britain in Bloom)	AD Policy and Resources	<ul style="list-style-type: none"> <li>• Grounds Maintenance Budget</li> <li>• Open Spaces Strategy</li> </ul>	Sept 2007	<ul style="list-style-type: none"> <li>• KLOE – Environment</li> <li>• EN1 – Corporate Plan</li> </ul>
3.37 We will develop a local Waste Management Plan (collection)	<ul style="list-style-type: none"> <li>• Strategic approach to waste management ensuring value for money and customer focus</li> <li>• Improved ‘street scene’</li> </ul>	<ul style="list-style-type: none"> <li>• AD Neighbourhood Operations</li> <li>• District Services Manager</li> <li>• Re-cycling Officer</li> </ul>	<ul style="list-style-type: none"> <li>• LDF</li> <li>• Enforcement</li> </ul>	From June 2007	<ul style="list-style-type: none"> <li>• EN1 – Corporate Plan</li> <li>• KLOE – Waste management</li> </ul>
3.38 We will implement the priorities of the County wide Waste Management Strategy (once completed).	Strategic approach to Waste Management with key milestones, responsibilities, targets, value for money and customer focus.	<ul style="list-style-type: none"> <li>• District Services Manager</li> <li>• Re-cycling Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Durham County Council</li> <li>• Foremans Recycling</li> <li>• LDF</li> </ul>	Sept 2007	EN1 – Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.39 We will continually improve recycling rates	<ul style="list-style-type: none"> <li>• Introduction of 'twin bin' recycling service</li> <li>• Improvements in BVPI</li> <li>• Improved Value for Money</li> <li>• Regular performance monitoring</li> </ul>	AD Neighbourhood Operations	<ul style="list-style-type: none"> <li>• NEPO</li> <li>• Foreman Recycling</li> <li>• LDF</li> <li>• Refuse Service</li> </ul>	June 2007	EN1 – Corporate Plan
3.40 We will seek options for the delivery of the refuse and recycling services to improve VFM and performance	<ul style="list-style-type: none"> <li>• Options report to Committee</li> <li>• Illustration of VFM</li> <li>• Improvements in BVPIs</li> </ul>	<ul style="list-style-type: none"> <li>• AD Neighbourhood Operations</li> <li>• District Services Manager</li> </ul>	<ul style="list-style-type: none"> <li>• VFM Officer</li> <li>• DCC</li> <li>• Committee</li> </ul>	From June 2007	EN1, OD3, OD4 – Corporate Plan
3.41 We will work with partners to source new landfill sites and improved recycling facilities	<ul style="list-style-type: none"> <li>• Potential sites identified</li> <li>• Public consultation process commenced</li> </ul>	<ul style="list-style-type: none"> <li>• AD Neighbourhood Operations</li> <li>• District Services Manager</li> </ul>	<ul style="list-style-type: none"> <li>• DCC/Premier Waste</li> <li>• Foreman Recycling</li> <li>• Residents</li> </ul>		Inspection Report – Refuse Collection 2003
3.42 We will continue to ensure that the website clearly signposts refuse and recycling services and informs of waste management service standards	Ensure customers are able to access services appropriately	<ul style="list-style-type: none"> <li>• Service Development Officer</li> <li>• District Services Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Service Development Manager</li> <li>• CDU</li> <li>• Recycling Officer</li> </ul>	June 2007	<ul style="list-style-type: none"> <li>• KLOE – Waste Management (Environment)</li> <li>• OD3, P2, P3 – Corporate Plan</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.43 We will update the current Recycling Plan	Preparing policies on recycling and other waste management strategies to compliment service leaflets and the website	<ul style="list-style-type: none"> <li>• Re-cycling Officer</li> <li>• Service Development Officer</li> </ul>	Service Development Manager		<ul style="list-style-type: none"> <li>• Inspection Report – Refuse Collection 2003</li> <li>• EN1 – Corporate Plan</li> </ul>

SERVICE OBJECTIVE	<b>4. STRATEGY AND PLANS: Shaping up the strategy and plans which people feel part of, value and believe will work</b>				
PRIORITY	<b>Respond promptly and agree a strategic approach to emerging issues for residents</b>				
<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
4.1 We will develop and publicise challenging service standards in partnership with service users and stakeholders, which are tailored to meet local need.	Develop a clear and widely publicised set of quality standards for the delivery of community services.	<ul style="list-style-type: none"> <li>• Service Development Officer</li> <li>• Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Service Development Budget</li> <li>• Service Managers</li> <li>• Citizens Panel</li> </ul>	From September 2007	
4.2 We will develop a framework for the establishment and management of a Citizens Panel	<ul style="list-style-type: none"> <li>• Improving the co-ordination of consultation with residents.</li> <li>• Enabling direct resident involvement in service design, delivery and improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Involvement Manager</li> <li>• Cultural Services Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Service Development Officer</li> <li>• Community Network</li> <li>• Service Development Budget / Corporate Customer Care Budget</li> </ul>	From June 2007	OD3, P2 - Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
4.3 We will use WVDC Communications and Consultation Strategy to develop a departmental consultation plan that employs a variety of techniques.	Tailored consultation plan that enables the use of diverse opportunities for consultation i.e. events	<ul style="list-style-type: none"> <li>• Cultural Services Officer</li> <li>• Community Involvement Manager</li> <li>• Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Development Unit</li> <li>• Community Support Manager</li> </ul>	From June 2007	OD1, OD2, OD3, P2 - Corporate Plan
4.4 We will develop a performance management framework and plan to enable the use of complaints, surveys and information from the Citizens Panel to develop and improve services.	<ul style="list-style-type: none"> <li>• Establish a systematic approach to regular service review.</li> <li>• Enable evidence gathering to support service development or diversification.</li> <li>• Development of a system to regularly report performance to managers, staff and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Development Officer</li> <li>• Community Support Manager</li> </ul>	Staff time	June 2007	OD1, OD2, OD3, OD4, P2 - Corporate Plan
4.5 We will develop a set of strategic aims and objectives for the development and management of the local landscape in line with the Service Standards.	<ul style="list-style-type: none"> <li>• Clear vision and objectives for the landscape of the district.</li> <li>• Providing a clean, green and safe place to live.</li> </ul>	<ul style="list-style-type: none"> <li>• AD Policy and Resources</li> <li>• Service Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Community Groups</li> <li>• Citizens Panel</li> <li>• Neighbourhood Managers</li> <li>• CDU</li> </ul>	From September 2007	<ul style="list-style-type: none"> <li>• Inspection Report – Grounds Maintenance 2003</li> <li>• EN1 – Corporate Plan</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
4.6 We will revise a Housing Strategy to meet the needs of diverse communities.	<ul style="list-style-type: none"> <li>• Implementation of agreed and approved needs strategy that meets the requirements of diverse communities.</li> <li>• Successful implementation of access strategy</li> </ul>	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>• Community Involvement Team</li> <li>• Dale &amp; Valley Homes</li> <li>• DDCRCE</li> <li>• £10,000 approved budget</li> </ul>	December 2007	<ul style="list-style-type: none"> <li>• P1 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 1</li> </ul>
4.7 We will develop longer term plans for the management/ improvement of the service	<ul style="list-style-type: none"> <li>• Achieve ‘good’</li> <li>• Improved prospects for improvement</li> <li>• Completion of 3 year forward plan</li> </ul>	DMT	<ul style="list-style-type: none"> <li>• Officer Time</li> <li>• Heads of Service</li> <li>• Service Development Manager</li> </ul>	June 2007	OD1, OD2 - Corporate Plan
4.8 We will develop team “Work Plans”, that are related to the Service Plan and Personal Development Plans.	Clear work plans for teams.	<ul style="list-style-type: none"> <li>• Service Managers</li> <li>• Service Development Officer</li> </ul>	Community Support Manager	From June 2007	
4.9 We will develop and implement a staff training and development policy, which is linked to work plans and PDPs.	Enabling the strategic development of staff, benefiting staff and the department.	<ul style="list-style-type: none"> <li>• Service Managers</li> <li>• Officers</li> <li>• <b>Training Officer</b></li> <li>• Personnel Dept.</li> </ul>	<ul style="list-style-type: none"> <li>• Training budget</li> <li>• Staff time</li> </ul>	From June 2007	L3, OD1, OD2 - Corporate Plan

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
4.10 We will develop a suite of service specific strategies, policies and plans including: <ul style="list-style-type: none"> <li>▪ Leisure/play and recreation.</li> <li>▪ Waste management and recycling.</li> <li>▪ Bereavement services.</li> <li>▪ Open Spaces.</li> <li>▪ Arts and culture.</li> </ul>	Strategies provide a tool to strategically plan community services, improving services and maximising benefits for residents.	<ul style="list-style-type: none"> <li>• Service Development Manager/Officer</li> <li>• Service Managers</li> </ul>	Staff time	From June 2007	Annual Audit Letter 2007
4.11 We will develop and implement a plan to achieve the requirements of “Arts at the Strategic Centre”.	<ul style="list-style-type: none"> <li>• Meeting Arts Council standard</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Development Manager</li> </ul>	Staff time.	December 2007	Annual Audit Letter 2007
4.12 We will develop a marketing strategy to promote the services provided by the department.	<ul style="list-style-type: none"> <li>• Increase awareness of available services.</li> <li>• Maximise income through stimulating use of services.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Development Manager</li> <li>• Service Managers</li> <li>• Corporate Development Unit</li> </ul>	Staff time.	From Sept 2007	OD3, OD4, P2, P3 - Corporate Plan
4.13 We will develop risk assessments and equalities impact assessments, which will be applied to policies and strategies.	<ul style="list-style-type: none"> <li>• Risk based approach enabling the consideration of the potential impact on services.</li> <li>• Enabling the proper consideration of equalities issues in policies and strategies and service delivery.</li> <li>• Contribute towards the Council achieving level 2 in the Equality Standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Involvement Manager</li> <li>• Community Involvement Officer</li> </ul>	<ul style="list-style-type: none"> <li>• DDCREC</li> <li>• CRE</li> </ul>	April 2007	



<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
4.14 We will link local housing strategies to the Sub Regional Housing Strategy, the Regional Housing Strategy and the Local Development Framework (LDF).	Ensure we use the findings of the Strategic Housing Market Assessment, local Housing Needs Surveys and the LDF to strategically improve and develop housing services.	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>Officer Time</li> <li>Regeneration Officer</li> </ul>	August 2007	<ul style="list-style-type: none"> <li>EN1, P1 - Corporate Plan</li> <li>Housing Strategy 2006-09 – Priority 3</li> </ul>
4.15 We will implement the master plan / Area Development Framework for the Council's Priority Areas.	Completed Area Development Framework approved by Council and submit bids	Strategic Director	<ul style="list-style-type: none"> <li>£300,000 - SHIP 1</li> <li>Regeneration Department</li> </ul>	July 2007	<ul style="list-style-type: none"> <li>EN1, EN2, P1 - Corporate Plan</li> <li>Housing Strategy 2006-09 - Priority 3</li> </ul>
4.16 We will integrate the findings of the Strategic Housing Market Assessment into the Private Sector Housing Strategy.	The Housing Market Assessment findings can be clearly identified in the Strategy and can be shown to have influenced our approach.	Principal Housing Strategy Manager	County Durham Housing Market Assessment	April 2008	<ul style="list-style-type: none"> <li>P1 - Corporate Plan</li> <li>Housing Strategy 2006-09 – Priority 1</li> </ul>
4.17 We will work in partnership with the Housing Thematic Group and the Regeneration Department to develop an Empty Property Strategy/Policy		Principal Housing Strategy Manager	Housing Thematic Group	From June 2007	<ul style="list-style-type: none"> <li>EN1, EN2, P1 – Corporate Plan</li> <li>Housing Strategy 2006-09 – Priority 2</li> </ul>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
4.18 We will introduce a Landlord Accreditation Scheme	<ul style="list-style-type: none"> <li>• The introduction and launch of a Landlord Accreditation Scheme</li> <li>• Number of landlords signed up</li> </ul>	Principal Housing Strategy Manager	Private Sector Housing Team / Landlords Forum	October 2007	<ul style="list-style-type: none"> <li>• P1 - Corporate Plan</li> <li>• Housing Strategy 2006-09 – Priority 2</li> </ul>



WEAR  
VALLEY  
DISTRICT COUNCIL

COMMUNITY SERVICES COMMITTEE

13 JUNE 2007

Report of the Strategic Director for the Community  
**FIXED LEISURE PROVISION IN BISHOP AUCKLAND**

**purpose of the report**

To present a number of options for fixed leisure provision in Bishop Auckland to Committee. In particular the report makes suggestions about a replacement for Woodhouse Close Leisure Centre.

**background**

- 1 In the 1970s and early 1980s Wear Valley and its predecessors invested in leisure services. At that time Councils had the capital to build and revenue to run high quality leisure centres. Woodhouse Close opened in 1973 and was, at that time, a state of the art facility. It was refurbished in the early 1990s and has had some investment on an incremental basis since then.
- 2 In the 1970s the prevailing view was that local authorities
  - Should invest in leisure as the population had high levels of disposable income and due to automation would have the time to use leisure facilities
  - Should manage these facilities
  - Were not substituting private sector provision as the private market was undeveloped
  - Had the money to build, maintain, subsidise and improve facilities
  - Would use leisure facilities to market their area to inward investors as a contributory factor to economic development. Wear Valley made this connection in its former Leisure and Marketing Department
  - Could afford the energy costs, at least pre 1973
- 3 At its height Wear Valley managed or supported
  - Three leisure centres - Spectrum, Glenholme and Woodhouse Close
  - Four pools at Glenholme, Woodhouse Close, Wolsingham and Stanhope Open Air
  - Civic venues such as the Elite Hall, community centres and recreation grounds
  - Specialist ski facilities at Spectrum
  - Outdoor provision at Peases West and some 40 plus football pitches
  - Over 50 play areas
  - Football, cricket and other sports clubs through either direct or indirect cash subsidy

- 4 Since the early 1970s the position has changed. We now find that
- The levels of use are not what was expected. Only 12% of Wear Valley residents participate in any form of sport according to Sport England. This is high relative to other areas but not enough to sustain current provision
  - The government is encouraging us to commission rather than provide services directly
  - The private sector has developed the leisure market
  - We do not have the money to meet DDA standards, refurbish, maintain or subsidise the current level of provision
  - Other methods of marketing have a more measurable impact on economic development. Recent research on our economic future has suggested this. Leisure is now seen as having a stronger contribution to health and community safety than economic development
  - We are faced with significant increases in energy costs and look to more sustainable forms of energy use
- 5 For fixed leisure provision in Bishop Auckland we now have
- Static levels of use at Woodhouse Close Leisure Complex. We estimate that Woodhouse Close has some 600 regular repeat visitors. This represents 1% of the population in Wear Valley.
  - Within one mile of Woodhouse Close Leisure Complex other underused leisure facilities, not available openly to residents operated by public bodies such as a pool, sports hall, creative arts room, hall and playing fields at St. John's School. Add to this facilities at Bishop Barrington School and Bishop Auckland College
  - Opportunities to work in partnership
  - Significant future bills for maintenance, refurbishment and energy use. In revenue terms we subsidise Woodhouse Close Leisure Complex by £528,000 per year.
  - The condition and DDA surveys suggest a capital investment need of £2.3 million. There are also additional requirements around the regimes for health and safety, asbestos management and customer protection. In short we can only maintain a directly provided service at the present level, which is below market best, with significant revenue and capital investment
- 6 Woodhouse Close Leisure Complex is now at a point where major plant replacement is essential. The cost and disruption that this work would cause is significant. It is an appropriate time to review the future of the facility that has operated successfully for over thirty five years and provides a leisure resource for the people of Bishop Auckland and the surrounding area. It is clear that improvements are becoming increasingly necessary to address falling user numbers and to raise revenue levels.
- 7 Following the Best Value Review (BVR) option of Leisure Services in 2001, an extensive programme of study and investigation has been undertaken, which has challenged its assumptions and explored the real scope for costs savings. Consultants assessed the level of local needs and the market opportunities for

leisure services within the district and their conclusions informed the search for a modernised delivery model offering better value for money based on a smaller revenue budget. This model has evolved from the community facilities vision of the BVR based broadly on the existing pattern of local hubs, and assumes a shift away from Council ownership of the full range of built assets towards a far higher degree of partnership working.

- 8 In pursuit of these objectives, officers have explored in detail 5 options for taking forward Leisure Services within Bishop Auckland, from complete closure through a 'Status Quo' model to two versions of development. The options were appraised for their capital costs, impact on subsidy levels and potential to contribute to the Council's corporate objectives. The analysis helped to refine the parameters of a final 'realistic' option, which is proposed as the most deliverable and the best solution to the cost-benefit analysis.
- 9 The recent publication by the Audit Commission of its report, 'Public Sports and Recreation Services – making them fit for the future', highlights that Local Authorities have a major role in contributing to the promotion and delivery of increased participation in sport and physical activity, but that current facilities are in danger of failing to support and match these aspirations. It urges Local Authorities to consider new forms of service delivery to ensure quality service delivery in the run up to London 2012.
- 10 Wear Valley Sport Action Zone has funded feasibility work within Bishop Auckland that has taken as its basic premise
  - The need to re-focus investment in sports and leisure services and thereby to make a greater contribution towards the Council's corporate objectives
  - To reduce further the current level of revenue deficit subsidy required from The Council
  - To develop a sustainable forward strategy for continuing the community engagement and outreach activities being undertaken under the auspices of the Sport Action Zone beyond the current period of external funding.

### **communication and presentation**

- 11 Committee will know that we will need to be very careful about communicating the options in this report. In particular, we should recognise the implications of the
  - Perception of staff that the service as opposed to facility will close and provision be reduced
  - Views of service users

## **protecting the Council's assets and investment**

- 12 Woodhouse Close Leisure Complex site has a value to the Council. Discussions have been held with the County Council about assembling a site including the Fire Station, Library and Magistrates' Court.
- 13 In a recent meeting between the District and County Councillors, the County Council suggested that further consideration should be given to this.
- 14 A more immediate issue is protecting the Council's assets and investment in any future partnership. It is understood and accepted that in return for any investment in a partnership, the Council must secure an asset of equal value. This asset holding must be given legal protection against future sale, disposal or change of use.

## **options**

- 15 In the light of all these considerations, five options have been identified for consideration. An appraisal of each of these options using a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is set out below, along with a summary of each of their financial and programming implications. The options are
  - Complete closure with no replacement
  - A 'Stand Still' Approach
  - Major alterations and refurbishment
  - Demolition and building a new facility on the same site
  - Closure following building a new facility on St John's Comprehensive School

### **option 1 complete closure with no replacement**

- 16 This option assumes a major shift in Council policy away from non-statutory provision of leisure services. This would require Woodhouse Leisure Complex to be closed.
- 17 The buildings that form the Leisure Complex have reached the end of their life cycle and arguably getting close to being no longer fit for purpose. They are starting to incur rising levels of subsidy and do not meet requirements of current legislation relating to the Disability Discrimination Act. Complete closure would bring immediate cost savings to the Council's revenue budget. These savings would be offset in the first year against redundancy costs. There may be costs incurred linked to building closure to keep it secure and safe from vandalism.

**swot analysis table**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• No partner approval or external permission required</li> <li>• Rapid impact on reduction of revenue costs</li> <li>• Within control of WVDC</li> <li>• Accrual of possible capital receipt from Sale of Land</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of managed transition</li> <li>• Worsened standard of service to local people including loss of school swimming provision</li> <li>• No contribution to corporate objectives or to Government agenda</li> <li>• No sustainable solution for public involvement</li> <li>• Loss of partner confidence</li> <li>• All closures costs fall to WVDC</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Review of policy, programmes and delivery mechanisms</li> <li>• Focus attention by all service providers on what is required</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Further decline in local health, crime and social exclusion levels</li> <li>• Falling staff morale</li> </ul>

18 Selective reductions in service levels could be an alternative to complete closure the existing complex, but in practice, most obvious cost-saving reductions in service provision have already take place over the last few years and further cuts would deliver only minor savings because of the base level of fixed costs. A significant adverse public reaction would also be a likely result.

**option 2: a ‘stand still’ approach**

19 This option envisages retaining and continuing to manage the key facilities in Bishop Auckland in their present form. This course of action would require significant investment in existing facilities. However, in order to comply with health and safety requirements and the requirements of the Disability Discrimination Act. Cost estimates carried out in 2002 indicated a capital requirement of £2,005,927. It would do nothing to address the issues highlighted by the Audit Commission and will need the Council to continue to invest increasing levels of subsidy. In addition there is an ongoing capital requirement to ensure the facility can remain operational.

**swot analysis table**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Easy to deliver in the short term</li> <li>• Retains existing customer loyalty</li> <li>• Maintains staffing stability</li> <li>• Meets policy commitments</li> <li>• Within control of WVDC</li> </ul>	<ul style="list-style-type: none"> <li>• Assets ageing rapidly – end of life cycle</li> <li>• Not sustainable</li> <li>• Facilities not fit for purpose - e.g. providing for need of community</li> <li>• Running costs poor value for money</li> <li>• Significant investment requirement 'just to stand still'</li> <li>• Significant equipment failure may necessitate closure anyway</li> <li>• Does not address the need to comply with relevant legislation</li> <li>• All costs fall to WVDC</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Review of policy, programmes and delivery mechanisms</li> <li>• Requirements of the Audit Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Provisions of Disability Discrimination Act</li> <li>• Reducing budgets</li> <li>• Forced closure if no action – health and safety</li> <li>• Falling staff morale</li> <li>• Requirements of the Audit Commission</li> </ul>

20 This option would allow the Leisure Complex to operate. However

- It fails to address the inevitable 'time bomb' of progressive mechanical, electrical or building fabric problems
- Does nothing to address high subsidy levels
- Or to make significant progress towards contributing towards the government agenda of providing high quality facilities to increase participation in physical activity in the run up to 2012
- Or to achieve the aspirations of the Council's corporate objectives in relation to 'a continuously improving economic infrastructure, provision of quality diversionary activities and impact on chronic ill health'

21 Thus the Council would be committing capital to a facility that will continue to deteriorate and experience unacceptably high levels of revenue subsidy.



**option 3 – major alteration and refurbishment**

- 22 The scope of this option is difficult to assess in the absence of a detailed design brief. However, consultancy work carried out in 2002 developed an option that inserted additional floorspace to reduce the pool hall volume and to provide space to expand Visions Leisure Club together with all the work to comply with the Disability Discrimination Act and to restore deteriorating building fabric. Work of this magnitude would require complete closure for nine months.
- 23 During this period, the existing staff team would need to be re-deployed or made redundant. The area would be without a leisure facility for the same period and the existing client base would be forced to find alternatives. The new facility would then have to re-establish its place in the market.

**swot analysis table**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• New fit for purpose facilities within sole control of the District Council</li> <li>• Focus points in community</li> <li>• Strategic provision</li> <li>• Sole control lies with the Council</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• All risks borne by the Council</li> <li>• Sole control lies with the Council</li> <li>• Does not meet criteria set by Audit Commission for partnership working</li> <li>• High capital investment requirement</li> <li>• Revenue savings uncertain</li> <li>• No in-built flexibility to change space use to meet changing market demands</li> <li>•</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• None identifiable</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Required capital investment may need to rise as work progresses</li> <li>• May not recover market share after prolonged period of closure</li> </ul>

**option 4 – replace existing leisure complex by new build on the same site**

- 24 Demolition of the existing facility, site clearance and new construction would take a minimum of 18 months. During this period, the existing staff team would need to be re-deployed or made redundant. The area would be without a leisure facility for the same period and the existing client base would be forced to find alternatives. The new facility would then have to re-establish its place in the market.

**swot analysis table**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• New fit for purpose facilities within sole control of the District Council</li> <li>• Focal points in community</li> <li>• Strategic provision</li> <li>• Sole control lies with the Council</li> </ul>	<ul style="list-style-type: none"> <li>• All risks borne by the Council</li> <li>• Sole control lies with the Council</li> <li>• Does not meet criteria set by Audit Commission for partnership working</li> <li>• High capital investment requirement</li> <li>• Revenue savings uncertain</li> </ul> <p>Probably inadequate space to build appropriate modern facility with no possibility of acquiring extra space</p>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Positive impact on MID rankings</li> <li>• Development of new ways of management</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent loss of market share during building programme</li> </ul>

25 Revenue modelling shows subsidy levels remaining fairly constant between 2003 and 2009 in the £750,000 to £850,000 region. While this option has the attraction of offering first class facilities therefore, its capital finance and ongoing subsidy requirements, coupled with the complications of reconciling the conflicting timescales and priorities of potential partners, probably means that the risks associated with it are high.

26 This option does potentially deliver good contributions to the achievement of the Council’s corporate objectives, especially in providing attractions to in-migration, diversionary activities, reduced levels of chronic ill health and infra-structural improvements. Significantly however, the level of inward investment attracted is poor, with around 100% of the proposed investment being from Council sources.

**option 5 – partnership with St. John's Comprehensive School, Bishop Auckland College and Bishop Barrington School**

27 This proposed solution evolved from pragmatic responses to the difficulties of implementing option 3, and although it contains some compromises, it also gives rise to some innovative elements derived from making the best use of opportunities and resources. Like option 3, it depends on capital support from the Council to help fund investment requirements.

28 Discussions have been held with partners about their roles in the partnership. The current position is that two levels of participation in the partnership have emerged. The first are those partners who will redevelop a new facility and share management. The partners in this would be St. John's and the Council. The second would be those partners who want to share management but who would not redevelop a new facility. The partners in this would be the College, Bishop Barrington, St. John's and the Council.

- 29 It is worth explaining how we have reached this position. Initially the idea was to develop on the College site. However, there are financial disadvantages to this. The College operates as a private corporation. Any capital development
- attracts 17.5% VAT
  - does not attract revenue management and maintenance allowances
- 30 We have discussed the redevelopment with the College and St. John's. Development on the St. John's site has a number of financial advantages. Any capital development
- does not attract VAT
  - is eligible for revenue management and maintenance allowances
  - will have a £100,000 contribution from the Roman Catholic Diocese
  - will build on existing facilities
  - will be eligible for "Building Schools for the Future" funding
  - will give access to technical advice retained by St. John's
- 31 The benefits to St. John's are that they
- have their outdated and expensive swimming pool replaced
  - share capital costs with the Council
  - have access to a gym
  - reduce their revenue management costs
  - are seen to respond to the government's agenda about the role of schools in the community
  - are able to offer enhanced facilities to potential pupils and VI form students
  - are able to meet the requirements of the school curriculum on health and physical activity
  - will be able to use the facilities to build on the considerable sporting success of their pupils in swimming and other disciplines
- 32 It is proposed that the Council enters into joint partnership with St John's and Bishop Auckland College to develop new facilities that would include
- a new swimming pool
  - a new Visions gym
- 33 The College, Bishop Barrington, St. John's and the Council would enter a partnership to jointly manage
- the new facilities
  - current grass pitches
  - new artificial pitches
  - dance and creative facilities

- 34 The partnership would be established on a formal basis. It could be an arms length company, a new trust, a community owned trust or an extension of existing arrangements.
- 35 Partners to establish a joint organisation that would directly employ staff to manage and undertake community service delivery. This organisation to develop a business plan for the day to day operation of the facilities and their ongoing maintenance. Accepted by all parties that use by building owners for their own service delivery to be given. The development of community use to be built around these primary purposes.
- 36 It is proposed that the Council provide funding towards the construction of the new pool and Visions Leisure Suite that whilst not representing 100% of the costs would provide a sound basis to seek additional grant funding.
- 37 The school has recently spent £8m of its own funding on redeveloping the school to create a new Sixth Form centre, new performing arts block, IT suite and refurbished science facilities.
- 38 Bishop Auckland College are presenting constructing the first phase of a complete redevelopment of their Campus. This phase includes a new sports hall.
- 39 The Football Foundation have earmarked up to £1m for the development of the all-weather surface.
- 40 It is proposed that the sports and related facilities listed above be incorporated into a partnership structure that would safeguard all partners investment, but would allow joint management of the facilities, that would include pooling of revenue budgets already being expended in relation to the facilities. This option would see the District Council free of the current rising maintenance liability to be replaced by a known revenue commitment per annum, that would contribute to a unique partnership for the delivery of community opportunities to participate in physical activity.
- 41 The partnership structure would also demonstrate the Council's commitment to pursuing the recommendations contained within the recent Audit Commission Report.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• More realistic/practical</li> <li>• Mixed economy of provision across the district</li> <li>• Maximisation of partners and investment sources</li> <li>• Shared costs reduce requirement for WVDC revenue support</li> <li>• Retains loyalty of overwhelming majority of existing customers</li> <li>• Maintains staffing stability</li> <li>• Meets all strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of overall Council control in Spectrum Leisure Complex</li> <li>• Some loss of pool time available to the public</li> <li>• Some reduction in opportunities for Wear Valley Swimming Club, particularly at Wolsingham</li> <li>• No settled financial package for new Bishop Auckland centre if the first option is pursued</li> <li>• High ongoing revenue subsidy at Bishop Auckland if Option 1 pursued</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Phasing of implementation</li> <li>• Innovative new management arrangements</li> <li>• Regional model of good practice</li> <li>• Positive impact on IMD ratings and social inclusion issues</li> <li>• Contribution to economic regeneration in the Dales</li> <li>• Maximise opportunity from 'known' developments</li> <li>• Future investment</li> <li>• Zero-based budgeting</li> </ul>	<ul style="list-style-type: none"> <li>• Public transport shortcomings particularly in Upper Weardale to access swimming</li> <li>• Capital investment shortfall</li> <li>• Lack of commitment from partners</li> <li>• Conflicting timescales of partners</li> <li>• VAT threshold implications</li> </ul>

### **financial implications**

42 Table 1 which is attached at Annex 1 sets out the potential financial implications for each of the 5 options. It should be noted that all figures for options 1-4 are at 2002 prices, compared to the figures for option 5 that are at current prices.

### **legal implications**

43 There are none to this report. Options 1 and 5 have significant legal implications. To be determined as detail of scheme progresses.

### **human resource implications**

44 There are none to this report. Options 1 and 5 have significant human resource implications. Option 1 (closure) may involve redundancy and redeployment. Option 5 may have TUPE implications.

- 45 Option 5 has the potential to replace the existing facility, reduce revenue contributions, facilitate new ways of working and share services. It will require a potential £3 million investment of the Council's capital and subsequent loss of £150,000 investment income.

### **crime and disorder implications**

- 46 Provision of fit for purpose facilities linked to continuing community based outreach programmes will assist in engaging young people who are at risk of offending or who have offended and have a consequential effect on assisting in the reduction of anti-social behaviour.

### **equalities implications**

- 47 The current facility will need further work to make it more accessible Any new build facility will be constructed to current accessibility standards.

### **conclusion**

- 48 Option 1 whilst representing a simple solution to the District Councils need to obtain value for money does not deliver the corporate objectives.
- 49 Given the current subsidy level (£500,000+ per annum) required to run the present complex and the necessity of carrying out the works described in Option 2, it is clear that the 'stand still' approach is also not a viable option. Action must be taken to reduce the running cost deficit and this is now likely to require expenditure in excess of £3.5m as described in Option 3. It is difficult to recommend Option 3 as outlined above and it must therefore be concluded that in order to continue with provision of a leisure facility for Bishop Auckland consideration should be given to the procurement of a new facility as detailed at Option 4 and 5.
- 50 If Option 3 is implemented, this might compound problems arising from previous compromises when the building was refurbished and will inevitably lead to a facility which is inflexible and unresponsive to the continuing needs to adapt as the leisure market evolves. The costs associated with this option have not addressed the issue of the unattractive, unwelcoming exterior of the existing building, which could detract from the improved facility, but works to effect a facelift could cost in excess of £500,000, further closing the gap between refurbishment and new build options.
- 51 It must also be stressed that the nature of alteration and refurbishment work to an existing building inevitably contains many unforeseen costs as it is not possible to predict the full content of the work until opening up is underway. Cost risk management is significantly more difficult for refurbishment and alteration work than for a new build project.

- 52 Finally, life cycle cost analysis shows that the life cycle costs for option 3 is in the range of £25-35m and for option 4 will be in the region of £26.19m. It is considered that the cost differential in capital terms between option 3 and option 4 would be rapidly offset by the higher running costs in terms of energy, maintenance and staff and management costs caused by the inefficiencies of the existing building form and fabric.
- 53 Whilst Option 4 would allow the District Council to remain full control of the facility, the approach does nothing to address the issues raised in the Audit Commission Report in relation to out-sourcing such provision or to work in partnership with other service providers. Whilst no binding commitments on investment have been obtained from potential capital or revenue partners, in the light of the considerations above, the fifty option clearly delivers the best value and has the best chance of delivery.
- 54 Option 5 has the potential to replace the existing facility, reduce revenue contributions, facilitate new way of working and share services. It will require a £3 million investment of the Council's capital and subsequent loss of £150,000 investment income.

## **RECOMMENDED**

- 1 Committee instructs the Strategic Director to pursue Option 5 in this report subject to further detailed reports in future.

## **background documents**

Wear Valley Sport and Recreation Strategy 2000-2005  
Sport Action Zone Needs Assessment and Action Plan 2001-2006  
Best Value Review of Leisure Services  
Wear Valley District Council Facility Review – May 2003, by Knight, Kavanagh, Page  
Woodhouse Close Leisure Complex – Stock Condition Survey Report

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Table 1 Financial Summary for all options

Option	CAPITAL Investment Required	Investment Requirement	Potential Funding Sources	REVENUE IMPLICATIONS	Cost/Impacts	Revenue Funding Sources
<b>Option 1 - Closure</b>	None	None		Securing/clearing sites pending disposal  Or  Sale of resultant land for alternative use	£100,000+  £xxxx	WVDC  House Builders
<b>Option 2</b>	Refit of Woodhouse Close to meet Health and Safety standards	£2,005,927 at 2002 prices £2,306,816 estimate at current prices	WVDC Capital Receipts	Continued slow decline in use levels  Rising maintenance and Running Costs	Rising subsidy requirement in excess of present levels  Rising subsidy per user  £500,000+	WVDC
<b>Option 3</b>	Refurbishment Costs	£3,519,604 (at 2002 prices) £4,047,545 estimate at current prices	Council capital receipts	Loss of school swimming whilst facility built. Once relocated will probably hard to secure return  Loss of income during improvements  On-going running & maintenance costs	Loss of revenue support for facilities  Offset by reduced requirement for subsidy  £500,000+	WVDC  WVDC



Option	CAPITAL Investment Required	Investment Requirement	Potential Funding Sources	REVENUE IMPLICATIONS	Cost/Impacts	Revenue Funding Sources
<b>Option 4</b>	Bishop Auckland re-build	£5,695,250 (2002 prices) £6,549,538 estimate at current prices	WVDC Capital Receipts	Loss of school swimming whilst facility built. Once relocated will probably hard to secure return	Loss of revenue support for facilities	WVDC
	Demolition/clearance	£100,000	WVDC Capital Receipts	Loss of income during improvements	Offset by reduced requirement for subsidy	
	External works allowance	£300,000	WVDC Capital Receipts			
<b>Option 5 (All prices at 2006 Levels)</b>	New Bishop Auckland pool and Visions	£4,000,000	£3,000,000 WVDC  £1,000,000- Other grant funders	To be investigated if this selected as preferred option	Higher participation levels may increase need for revenue support	Pooled resources by partners  Possible £300,000 Contribution from WVDC
	Refurbish School Sports Hall	£860,000	£860,000 St Johns School	Support for 2 new sports halls	Unknown	
	External works	£665,000	WVDC/Other Grant Funders			
	Main Services	£645,000	WVDC/Other Grant Funders			
	ATP Pitch inc changing	£1,000,000	£750,000 Football Foundation £300,000 NRF	Additional income from new revenue partners (building users) and school swimming		
	Fees	£1,038,000	Shared			
	Fit Out	WVDC - £160,000	WVDC- £160,000			
	VAT	£1,420,650	To Be Investigated			
	Total	£9,538,650				