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Michael Laing Chief Executive

27<sup>th</sup> June 2007

Dear Councillor,

I hereby give you Notice that a Meeting of the **HOUSING SERVICES COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **THURSDAY 5<sup>th</sup> JULY 2007 at 6.00 P.M.**

### AGENDA

		Page No.
1.	Apologies for absence.	
2.	To consider the Minutes of the last Meeting of the Committee held on 31 <sup>st</sup> May 2007 as a true record.	Copies previously circulated
3.	To receive information of Dale and Valley Homes' performance over the financial year 2006/07.	1 - 6
4.	To consider the Community Department Service Plan 2007/08.	7 - 97
5.	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.	

Yours faithfully

**Chief Executive**

Members of this Committee:

Councillors Bailey, Mrs Bolam, Mrs Burn, Mrs Carrick, Mrs Douthwaite, Ferguson, Gale, Mrs Hardaker, Henry, Kay, Murphy\*, Mrs Seabury\*, J Shuttleworth, Sinclair, Stonehouse, Ward and Yorke.

\*Ex-officio, non-voting capacity

Chair: Councillor Gale

Deputy Chair: Councillor Sinclair

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



**HOUSING SERVICES COMMITTEE**

**5 JULY 2007**

Report of the Strategic Director for the Community  
**DALE & VALLEY HOMES PERFORMANCE 2006/07**

**purpose of the report**

To inform Committee of Dale & Valley Homes' performance over the financial year 2006/07.

**background**

- 1 Dale & Valley Homes (Arms Length Management Organisation – ALMO) has managed, repaired and improved the Council's housing stock since its incorporation in April 2006.
- 2 Dale & Valley Homes' Board has primary responsibility for the company's performance and operation and is accountable to the Council under the terms of its Management Agreement.
- 3 The Department of Communities and Local Government expect the Council to maintain monitoring arrangements with the ALMO to provide an early indication of any problems experienced by the ALMO. This is because the Council remains statutorily responsible for delivering the housing management service. Performance monitoring arrangements are set out in:
  - The Management Agreement;
  - A Delivery Plan (which provides a guide for the Council to regularly monitor and assess Dale & Valley Homes performance); and
  - The Section 27 application to the ODPM January 2006.

4 This report is divided into the following sections:

- The Audit Commission's inspection recommendations;
- Dale & Valley Homes' performance against BVPIs and local indicators;
- Performance against the Service Standards;
- Customer satisfaction;
- Performance against the Business Plan;
- Implications; and
- Recommendations.

#### **audit commission inspection recommendations**

5 In January 2007 the Audit Commission undertook a full Best Value inspection of Dale & Valley Homes. Although the service was awarded 2 stars (good service) the inspectors made the following recommendations (in relation to performance management) to guide service improvement:

- Integrate value for money and performance management into working practices by:
- Establishing the relationship between the cost of services and the quality of outcomes delivered and take action on the findings;
- More extensive use of benchmarking including comparisons on cost and quality;
- Ensuring that gaps in performance monitoring and management activity identified, particularly those relating to the responsive repairs contract are addressed; and
- Improving performance management, monitoring and reporting by incorporating value for money assessments into performance indicators.
- Improve access and customer focus by:
- Ensuring that published service standards are in place for all service areas inspected, which have been developed with service users and are measurable and monitored, with performance against them reported to service users and stakeholders.
- Putting together regular satisfaction surveys in place for all service areas, with results analysed, reported and acted upon with outcomes fed back to service users.

6 A Service Improvement Plan has been developed, incorporating these recommendations and reflecting Key Performance Indicators (including BVPIs and local indicators). This Plan has been included in the organisation's Business Plan 2007-2010.

## performance against bvpi and local indicators

- 7 Dale & Valley Homes monitors its performance against a suite of BVPIs, satisfaction surveys and local performance indicators (which are developed in partnership with customers) to record activities and track improvement in the delivery of services. Performance indicators (both BVPIs and local indicators) for the financial year 2006/07 are attached at Annex A.
- 8 ALMOs have worked in partnership with Housemark to develop a set of performance indicators to monitor performance. Dale & Valley Homes is a member of a Benchmarking Club to assess the organisation's performance against that of other ALMOs. Findings for 2006/07 are:

Indicator	Year End 2005/06	Year End 2006/07	Upper Quartile 2006/07	Lower Quartile 2006/07	Rank (Out of No. ALMOs in group)
Proportion of rent collected (incl. rent arrears) BV66a	98.37	98.61	98.15	96.82	10/60
Average relet times (days) BV 212	33	32	27	44.5	29/62
% of rent lost through vacant dwellings BV69	1.58	0.85	1.3	2.27	6/52
% of rent arrears of current tenants GNPI 29	1.68	1.47	1.87	3.42	5/44
% of tenants in arrears who have had NOSP's served BV66c	32.44	31.04	18.57	32.94	44/61
% of tenants evicted as a result of rent arrears BV66d	0.69	0.78	0.24	0.54	40/62

- 9 Dale & Valley Homes are performing comparatively well in three areas:
  - Proportion of rent collected (incl. rent arrears) BV66a;
  - % of rent lost through vacant dwellings BV69; and
  - % of rent arrears for current tenants GNPI29.
- 10 The results also show that levels of notices served and evictions due to rent arrears are comparatively high. Dale & Valley Homes proposes to develop specific action plans to address these issues. These plans will be developed in accordance with the Service Improvement Plan, which has been written as a direct response to the Best Value inspection of Dale & Valley Homes.

- 11 Performance against the achievement of decent homes continues to progress. The % of properties found to be non decent was found to be 30% in June 2007, although this varies every month due to properties “falling” in and out of decency. The company is confident that with the award of £27M of additional monies to meet decency accelerated improvement in decency will be achieved.

### **performance against service standards**

- 12 Dale & Valley Homes continues to monitor performance against a set of Service Standards, which were revised and redeveloped in partnership with customers in 2006. The findings of performance monitoring are attached at Annex B.
- 13 According to Dale & Valley Homes’ Business Plan the Service Standards will be revised by October 2007.

### **customer satisfaction**

- 14 A STATUS Tenants Triennial Survey was undertaken in 2006. The survey used the questionnaire format as provided by the (DCLG). The questions include a link to Best Value Performance Indicators, particularly BVPIs 74 and 75.
- 15 4400 customers received a survey with 2533 (58%) customers completing and returning their surveys.
- 16 The results of the survey demonstrated that customer satisfaction with a range of issues, including value for money, outcome of contacting Dale & Valley Homes, quality of repairs and tenant participation have increased between 2003 and 2006. A full breakdown of the survey’s results is attached at Annex C The results show a positive direction of travel:

<b>Question</b>	<b>Results 2003 (%)</b>	<b>Results 2006 (%)</b>
Very/fairly satisfied with overall service (BV74)	72	75
Very/fairly satisfied with opportunities for participation (BV75)	55	64
Home represents very/fairly good value for money	69	71
Satisfaction with outcome of contacting the housing services department	67	68
Very/fairly satisfied with your repairs service	74	77
Very/fairly good quality of overall repair	87	88
How well we keep customers informed	71	78
Was getting hold of the right person easy	70	74
How helpful did you find the staff (very/fairly)	80	83

- 17 The final results illustrate an increase since 2003 and a corresponding decrease in the number of customer expressing dissatisfaction. The data also illustrates a

9% increase in BV74 since 2003 and again a corresponding drop in the number of dissatisfied customers.

- 18 The survey also found, however, that in three instances dissatisfaction has increased. These relate to overall quality of repair work, satisfaction with quality of repair work, satisfaction with outcome of contacting Dale & Valley Homes and value for money in relation to rent.
- 19 Dale & Valley Homes have established cross service working groups to address the issues highlighted in the findings of the status survey and take remedial action to respond to slowly increasing dissatisfaction.

### **business plan**

- 20 Dale & Valley Homes has developed a Business Plan for 2007–2010 in partnership with customers and key local stakeholders to set out corporate priorities and guide service development and improvement.
- 21 Section 9 of the Business Plan outlines key performance indicators, including BVPIs and local indicators, which have been developed in partnership with customers. The performance indicators have been divided between Dale & Valley Homes' key strategic objectives which are:
  - Delivering excellent services;
  - Delivering decent homes;
  - Running the business well; and
  - Contributing to the wider community.
- 22 Performance against the Business Plan will be reported to Dale & Valley Homes' Board, customers and the Council on a quarterly basis.
- 23 The continued measurement of customer satisfaction particularly in relation to equality and diversity is a specific requirement to the Business Plan. The Business Plan also proposes to include gas servicing, complaints, tenancy enforcement, rent collection and arrears, money and debt advice and tenancy support services within all customer satisfaction surveys in the future. The company proposes to extend the Visions Management System to accommodate this.

### **hr implications**

- 24 The Council will continue to monitor the performance of Dale & Valley Homes through quarterly performance reports and through the ALMO Liaison function a monthly meeting of Council and Dale & Valley Homes' officers.

## **it implications**

- 25 Dale & Valley Homes propose to extend the Vision Management System to accommodate increased customer satisfaction surveys. Budgetary allocation has been made within Dale & Valley Homes' existing funds for this, and the involvement of the Council's IT department is envisaged to be consultation only.

## **legal implications**

- 26 The Council has a legal obligation (under the Management Agreement and Delivery Plan) to maintain monitoring arrangements in relation to the performance of Dale & Valley Homes. This is to provide an early indication of any problems experienced by the ALMO. While the first course of action must be to seek to remedy any such problems, the local authority remains statutorily responsible for the housing management function and can terminate its Management Agreement with the ALMO if things go badly wrong or if the ALMO's performance is consistently unsatisfactory. Appropriate clauses are included in the Management Agreement.

## **financial implications**

- 27 The Council pays Dale & Valley Homes a "management fee" on a monthly basis. The Management Fee is partially dependent on the company's performance in relation to its ability to let properties and ability to collect rent.
- 28 Dale & Valley Homes is currently performing well in these areas in comparison with other ALMOs and in relation to BVPIs and local indicators.

## **RECOMMENDED**

- 1 Committee note the performance of Dale & Valley Homes over the period 2006/07.
- 2 Committee highlight any performance commendations or concerns they may have for submission to Dale & Valley Homes' Board of Directors.

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<b>Officer responsible for the report</b>	<b>Author of the report</b>
Michael Laing	Marie Roe
Strategic Director for the Community	Service Development Manager
Ext 281	Ext 288

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## **HOUSING SERVICES COMMITTEE**

**5 JULY 2007**

Report of the Director of Housing Services

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

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

To seek comments from Committee regarding the 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
  - Comments from Community Services Committee on 13 June 2007
- 3 A high-level action plan has been incorporated into the service plan.

#### **human resource implications**

- 4 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**

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

### **community safety implications**

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

### **equalities implications**

- 7 Equalities implications are detailed within the Action Plan.

### **financial implications**

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

### **it implications**

- 9 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 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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<b>Officer responsible for the report</b>	<b>Author of the report</b>
Michael Laing	Alex Smith
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**Data Quality / Partnerships**

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## **Communities Department - Service Plan 2007/2008**

### **CHAIRMEN'S STATEMENT**

The activities of the Communities Department contribute to all of the Council's corporate objectives. The Department will continue to support the Council Plan by serving the needs of external customers such as public and private residents, funding bodies and local partners, community groups and the voluntary sector. In addition, the Department will support internal customers through the provision of expertise in the areas of community safety and tenancy enforcement, waste management, cultural services, leisure and strategic housing management.

This must be achieved whilst ensuring value for money which is a considerable challenge. The Department has a key role to play in facilitating efficiencies throughout the Council. This is achieved through robust financial management, maximising the use of information technology and providing professional advice to support other departments. The Department will continue to develop staff through both formal and informal training to ensure our employees maximise their potential so that they can perform their job effectively.

There have been some notable successes in the last twelve months, (see 'Review of 2006/07'). This plan sets out how the department will build upon these successes by continually striving for improvement and continually checking that we are delivering what our customers want.

**Councillor Jeff Gale**

**Councillor David Kingston**

## **DIRECTOR'S STATEMENT**

This plan sets out the activities of the Communities Department for 2007/08 and follows the corporately agreed format.

To become the best District Council in England, Wear Valley's Communities Department must provide services, both internally and externally, which encompass the concepts of economy, efficiency, effectiveness and quality as a means of achieving corporate objectives. This is achieved through articulating in this plan the targets, plans and actions to be undertaken during the period covered by the plan.

The vision for the Department is:

'Inspiring our people, improving our places'

The aims of the Department are:

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

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

<b>Objective</b>	<b>Priority</b>
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

Within this the following standards will apply:

- (i) The principles of good customer care
- (ii) Services provided objectively without personal bias or discrimination
- (iii) Due care and competence applied at all times
- (iv) Constructive relationships fostered both internally and externally
- (v) Confidentiality will be observed.

The aims of the Department's Service Plan are:

- (i) To clarify the Department's contribution to the Council Plan.
- (ii) To clarify to our customers, both internal and external, the services which we provide and the standards of service that they can expect. This is achieved through the setting and monitoring of challenging yet realistic targets.
- (iii) To make the department's performance more visible to all stakeholders so as to provide a platform for service improvement.
- (iv) To make staff aware of the wider environment in which they fulfill their duties and responsibilities and how their role contributes to achieving departmental objectives.
- (v) To give staff ownership of the processes and procedures which they operate.

The above can only be achieved by:

- (i) Measuring where we are today.
- (ii) Deciding where we want to be in the future.
- (iii) Planning on how to get there.

A key element of achieving the above is via customer surveys which will give the Department invaluable feedback in terms of service delivery and also identify areas for improvement. This will ensure that a focus of meeting the needs of the customer (either internal or external to the Council) is embedded into the culture of the Department.

The performance targets that are set are challenging and based upon the ethos of seeking continuous improvement in the efficiency and quality of service delivery and the aim of reaching top quartile performance in all areas.

Staff commitment and effective empowerment is a key to continuous improvement. The Department will continue to induct all new members of staff and produce Personal

Development Plans for all staff annually which are linked to our performance targets. Departmental Training Plans will also be produced annually and used in helping to achieve our goals. Training budgets will reflect the development needs of staff, who will be supported in attaining external/professional qualifications relevant to their post.

The Department has to tackle a considerable agenda:

**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

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:**

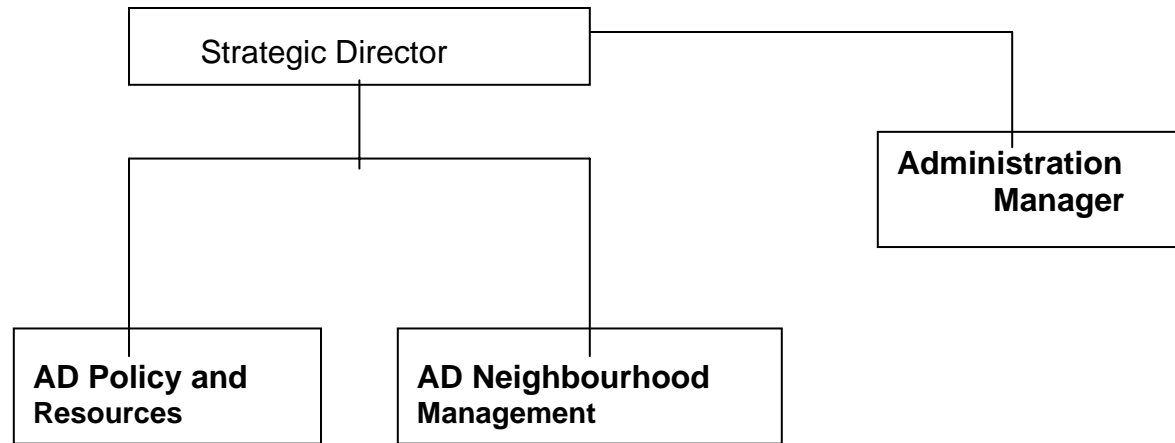
- Strengthen and develop our skills through benchmarking and training
- Use customer feedback from complaints and satisfaction surveys to improve our services
- Support Councillors to enable them to carry out their role as Community Champions
- Comprehensively report performance against previous trends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

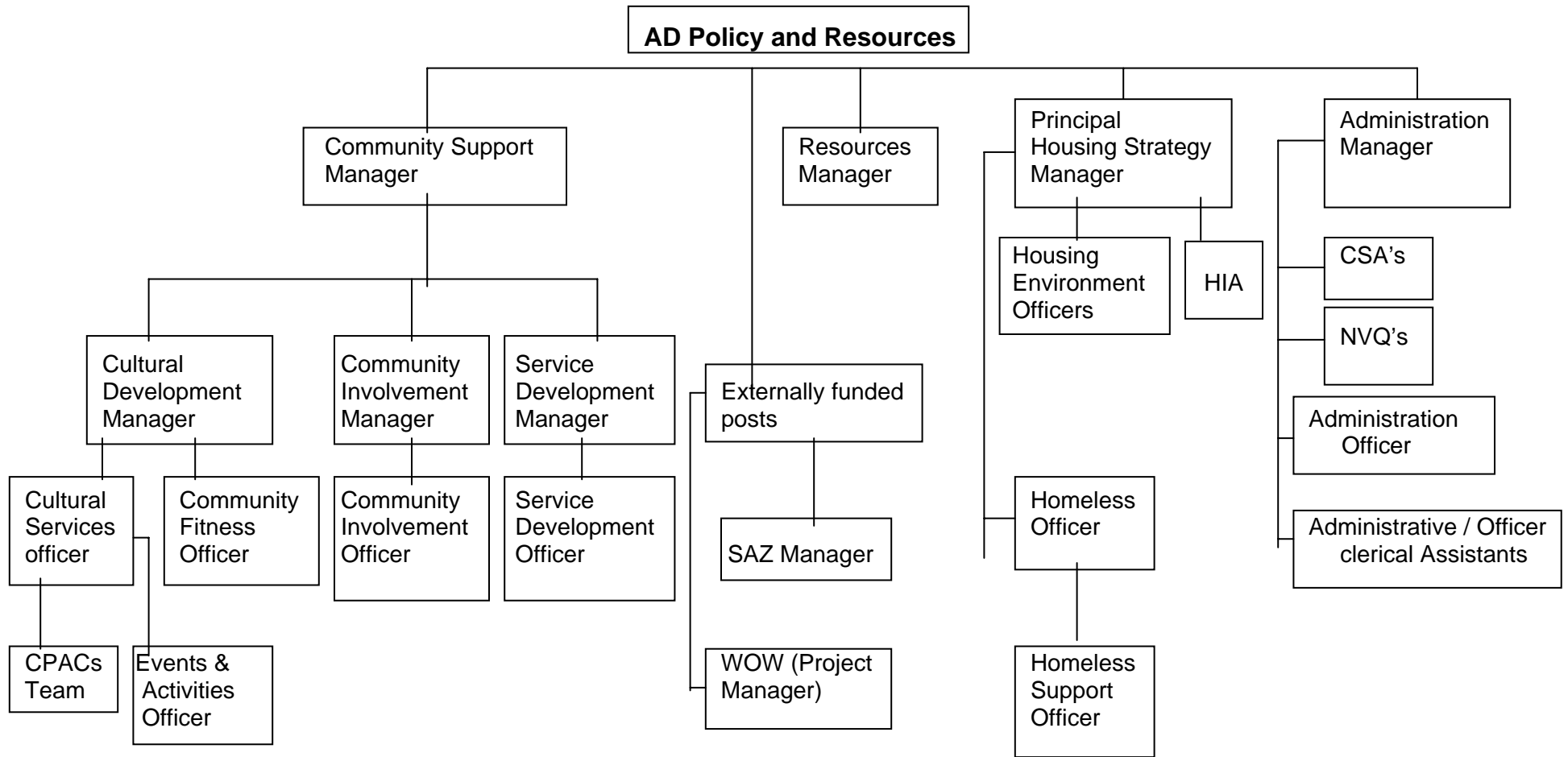
The Department's activities will contribute towards meeting our corporate objectives and support the Council's ambition to have its improvements recognised externally through the Audit Commission's assessment process.

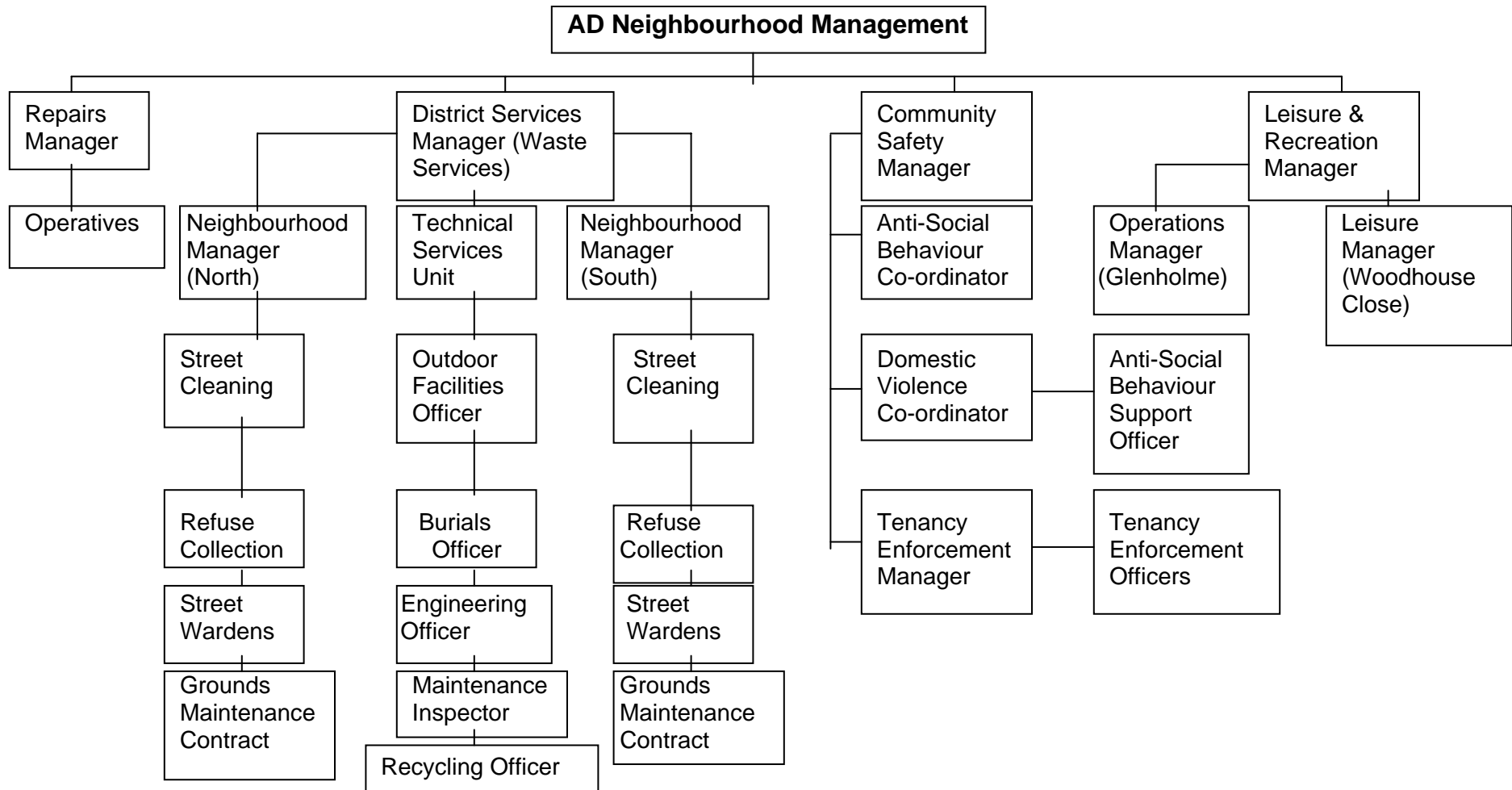
**Michael Laing**  
**Strategic Director**

## DEPARTMENT PROFILE

The Department is structured in the following diagrams:







## **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.

## **RESOURCES**

The financial resources needed to deliver the Department's 2007/08 programme of work is presented below.

<b>General Fund (GF)</b>	<b>Expenditure (£000's)</b>
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>

<b>Housing Improvement Agency (HIA)</b>	<b>(£000)</b>
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>

## **EQUALITY AND DIVERSITY**

The Department recognises its obligations under legislation to promote equality and diversity in the areas of gender, ethnicity and disability. Through investment, it will ensure that its public buildings are compliant with the Disability Discrimination Act.

A programme will be compiled to carry out impact assessments upon the Department's policies and procedures to ensure that there are no barriers to customers accessing services either implicitly or explicitly and that treatment is non-discriminatory.

## **REVIEW OF 2006/07**

### **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
  - Robbery
  - 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.
- 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



## **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 £4.1m 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

## **COUNCIL PLAN / BALANCED SCORECARD**

The Department has lead responsibility for a number of actions contained within the Council Plan. It will also contribute towards a variety of others as shown below:

<b><u>Council Plan / Balanced Scorecard</u></b>	<b><u>Target</u></b>	<b><u>Responsible Officer / Team</u></b>	<b><u>Milestones</u></b>	<b><u>Comment</u></b>
Improved recycling and composting rates	25% of household waste to be recycled in 2007/08	AD Neighbourhood Operations	Introduction of 'twin bin' recycling service	Regular performance monitoring
The number of homes meeting the DHS	Bring all Public Sector Properties up to DHS by 2012	AD Policy and Resources	% homes meeting decency	Monitoring through ALMO liaison meetings
The number of homes meeting the DHS	70% of vulnerable households by 2010	Principal Housing Strategy Manager	Progress DHS to vulnerable households in the Private Sector.	Establish a landlord accreditation scheme.
Reduced sickness absence in Wear Valley District Council	Monitor sickness and act promptly to return staff to work  Target: 7 days (Average number of sick days)	Service Managers  DMT	Reduction in sickness absence  More efficient and effective services  Motivated teams	Provide training for staff to raise awareness
Number of Community groups established and engaging with the Council or participating in the Community Empowerment Network / Increasing % of people who feel they can engage and influence decisions	Enhance partnership working by helping communities to manage assets, review participation in partnerships and sharing resources	Community Support Manager  Community Involvement Manager  Service Development Officer	Improved partnership working and increased number of community managed assets.  Strengthening involvement in neighbourhood management.	

<b><u>Council Plan / Balanced Scorecard</u></b>	<b><u>Target</u></b>	<b><u>Responsible Officer / Team</u></b>	<b><u>Milestones</u></b>	<b><u>Comment</u></b>
Number of Community groups established and engaging with the Council or participating in the Community Empowerment Network / Increasing % of people who feel they can engage and influence decisions	Develop policies and strategies for engaging with hard to reach groups in activities and ensuring they have equal access to services.	Community Involvement Manager	Contribute towards the Council's achievement of Level 2 in the Equalities Standard.  Equalities and Diversity Strategy approved and adopted	
Number of modern apprenticeships supported.	Continue to develop sport and recreation modern apprenticeship programme.	Training Manager  AD Policy and Resources	Improved job opportunities  Qualified staff to meet skills gap.	
Increasing percentage of people who feel satisfied with Wear Valley as a place to live	Use feedback from complaints, satisfaction surveys and findings from the Citizens Panel to develop and improve services	Service Development Officer  Community Involvement Manager  Complaints Officer	Customer engagement in service review, design and delivery.  Improved satisfaction and increased usage of facilities.	Quarterly reports to DMT.  Service improvement plans.
Reduce number of offenders issued with ASBO's.	Respond to all complaints of anti-social behaviour cases effectively	Tenancy Enforcement Manager  Anti-Social Behaviour Co-ordinator	Cases are responded to within agreed timescales	

<b><u>Council Plan / Balanced Scorecard</u></b>	<b><u>Target</u></b>	<b><u>Responsible Officer / Team</u></b>	<b><u>Milestones</u></b>	<b><u>Comment</u></b>
BV126, BV127a, BV127b, BV128, BV174, BV175, BV225.	Reduction in common assault by 12%	Community Safety Manager		
	Reduction in wounding by 12%	Community Safety Manager		
	Reduction in robbery by 3%	Community Safety Manager		
	Reduce repeat victims of domestic abuse by 10%	Domestic Violence Co-ordinator  Tenancy Enforcement Manager	Reduce the devastating affect of domestic abuse on victims, their families and the wider community	
	Respond appropriately to Racial Harassment and Hate Crimes.	Tenancy Enforcement Manager  Anti-Social Behaviour Co-ordinator	Updated & combined ASB & Hate Crime strategy  Hate crimes and incidents of racial harrassment responded to within agreed timescales.	
	Reduction in the number of repeat victims of racial harassment by 10%	Community Safety Manager	Reduction in the number of repeat victims of racial harassment	

<b><u>Council Plan / Balanced Scorecard</u></b>	<b><u>Target</u></b>	<b><u>Responsible Officer / Team</u></b>	<b><u>Milestones</u></b>	<b><u>Comment</u></b>
BV126, BV127a, BV127b, BV128, BV174, BV175, BV225.	<p>Reduction in theft of a vehicle by 22%</p> <p>Reduction in theft from a vehicle by 28%</p> <p>Disrupt the supply of illicit class A drugs and get more offenders into treatment and out of crime</p>	<p>Community Safety Manager</p> <p>Community Safety Manager</p> <p>Community Safety Manager</p>	<p>Reduction in crime, especially violent crime, criminal damage and anti social behaviour related to drug and alcohol dependency</p>	
BV126, BV127a, BV127b, BV128, BV174, BV175, BV225.	<p>Take robust enforcement action to tackle Anti Social Behaviour</p>	<p>Tenancy Enforcement Manager</p> <p>Anti-Social Behaviour Co-ordinator</p>	<p>Use the full range of legal tools to tackle anti-social behaviour</p> <p>Work in partnership to secure ABC's and ASBO's</p> <p>Support victims of ASB</p>	
Reduced percentage fear of crime in identified SOA's with the highest level of fear of crime.	Reduce fear of crime so we are no longer the second highest in the County	Community Safety Manager	Improvement in quality of life through a reduction in fear of crime.	Ensuring Wear Valley is an attractive and safe place to live.
Reduced percentage fear of crime in identified SOA's with the highest level of fear of crime.	Continue to work with partners to deliver safer estates	AD Policy and Resources	<p>Reduction in fear of crime</p> <p>Reduction in actual crime</p>	

<b><u>Council Plan / Balanced Scorecard</u></b>	<b><u>Target</u></b>	<b><u>Responsible Officer / Team</u></b>	<b><u>Milestones</u></b>	<b><u>Comment</u></b>
Reduced percentage fear of crime in identified SOA's with the highest level of fear of crime.	Refocus the work of the Street Warden Scheme	Street Warden Supervisors (North and South)	Successful re-application for the Warden Quality Standard	Training and re-organisation of wardens responsibilities and procedures
Reduced incidences of chronic disease e.g. cardiovascular disease.	Maintain levels of provision for cardiac rehabilitation and exercise referral.	Community Fitness Officer	Current performance carried forward  Service review implemented to sustain activity.	
Reduction in proportion of adults who are obese.	Contribute to the reduction of health inequalities within Wear Valley by working with external partners.	Community Fitness Officer	Current programme sustained.	
More people accessing exercise.	Ensure WOW has coverage across the district to enable people to start physical activity.	Project Manager - WOW	KPIs agreed with Partnerships Board and Sport England.	
An LDF which reflects the needs and aspirations of Wear Valley	Link local housing strategies to the Sub Regional Housing Strategy, the Regional Housing Strategy and the Local Development Framework (LDF).	Principal Housing Strategy Manager	The findings of the Strategic Housing Market Assessment, local Housing Needs Surveys and the LDF are used to strategically improve and develop housing services.	

<b><u>Council Plan / Balanced Scorecard</u></b>	<b><u>Target</u></b>	<b><u>Responsible Officer / Team</u></b>	<b><u>Milestones</u></b>	<b><u>Comment</u></b>
Improved Value for Money Score / Deliver Gershon efficiency Savings	Strengthen and co-ordinate our benchmarking skills and membership of benchmarking clubs to monitor VFM issues	Service Development Manager  Value for Money Officer (CDU)	Improved performance and value for money  Deliver commitments within the Annual Efficiency Statement  Database developed to monitor Value for Money  Improved PI's	
Improved organisational capacity to engage with communities and develop priorities and programmes that meet identified community need.	Develop a framework for the establishment and management of a Citizens Panel	Community Involvement Manager  Cultural Services Officer	Improved approach to co-ordinating consultation with residents.  Residents directly involved in service design, delivery and improvement.	
Year on year improving CPA score achieved at self-assessment.	Comprehensively report performance against previous trends and agree action to be taken in response to poor performance and good practice identified.	Service Development Manager	Report trend analysis monthly  Action plans developed to address poor performance  Overall PI improvement	

<b><u>Council Plan / Balanced Scorecard</u></b>	<b><u>Target</u></b>	<b><u>Responsible Officer / Team</u></b>	<b><u>Milestones</u></b>	<b><u>Comment</u></b>
Year on year improving CPA score achieved at self-assessment.	Regularly update service improvement plans to assess progress and outcomes for residents	Service Development Officer  Community Support Manager	Plan updated quarterly	
Year on year improving CPA score achieved at self-assessment.	Develop risk assessments and equalities impact assessments, which will be applied to policies and strategies.	Community Involvement Manager  Community Involvement Officer	Risk based approach embedded  The Council achieves level 2 in the Equality Standard.	Enabling the proper consideration of equalities issues in policies and strategies and service delivery.
Year on year improving CPA score achieved at self-assessment.	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>	Service Development Manager/Officer  Service Managers	Policies / plans developed	Strategies provide a tool to strategically plan community services, improving services and maximising benefits for residents.
Improved satisfaction scores from surveys conducted with all Council stakeholders.	Use feedback from complaints, satisfaction surveys and findings from the Citizens Panel to develop and improve services	Service Development Officer  Community Involvement Manager  Complaints Officer	Customer engaged in service review, design and delivery.  Quarterly reports to DMT.  Improved satisfaction and increased usage of facilities.	



## **CUSTOMERS AND CONSULTATION**

The Department is committed to identifying customer needs and addressing these. This section contains details of how services engaged with customers in 2006/07.

We have actively involved our communities in the development, design and delivery of our services. We have worked in partnership with:

- 2D and the Community Network to engage local community groups and hard to reach groups (including young people) with sports and leisure services and arts development;
- Local schools, education service providers and other agencies and groups to deliver a programme of awareness raising on recycling, arts and sports diversionary activities; and
- Customers, to improve community services, engaging with residents in a variety of ways, including events, publications, focus groups and workshops, surveys and complaints monitoring.

Our engagement, involvement and consultation with customers and other key local stakeholders has achieved the following outcomes:

- Improvements in partnership working with key service providers to “join up” service delivery and improve quality of life i.e. the cross referral of patients with cardiovascular illnesses to Wear Valley health improvement programmes and NHS pain management programmes;
- Improvement of Council facilities to meet the diverse needs and aspirations of customers, maximising access to Council facilities i.e. transfer of assets to community groups for management (Millfield football ground) upgrading of equipment and development of clubs (including a disabled sports clubs) to encourage use of facilities;
- Developed a suite of comprehensive policies and strategies for the Communities department, which propose key service improvements and further opportunities for customer involvement, including hard to reach groups;
- Increased the involvement of young people in sports, leisure and arts facilities, who go on to achieve higher level qualifications i.e. coaching qualifications; and
- Continue to provide modern apprenticeships to young people across the district in a variety of services to encourage work based learning and to diversify the workforce.

Planned consultation for the coming year is shown below:

<u>Action Plan reference</u>	<u>Area of Consultation</u>	<u>Responsible Officer</u>	<u>Timeline</u>	<u>Use and Resource Implications</u>
1.2	Sport and recreation modern apprenticeship programme	Training Officer		Improved job opportunities Qualified staff to meet skills gap.
1.4	Shared responsibility contracts for young people at risk.	Training Officer	<ul style="list-style-type: none"> <li>• 2007/08</li> <li>• 2008/09</li> <li>• 2009/10</li> </ul>	Implementation of shared responsibility contracts as appropriate
1.12	Identifying services, which contribute to the health agenda	<ul style="list-style-type: none"> <li>• Leisure Manager</li> <li>• Operations Manager</li> </ul>	April 2007	Staff in place to run programmes, e.g., swimming teachers, exercise to music teachers.
1.13	Community facility model in Bishop Auckland.	<ul style="list-style-type: none"> <li>• SAZ Manager</li> <li>• CMT</li> </ul>	June 2007	<ul style="list-style-type: none"> <li>▪ Options study produced.</li> <li>▪ Secure Committee approval for preferred option.</li> <li>▪ Prepare regular updates for Committee and continually monitor financial implications ensuring customer involvement from both existing users and potential users; young people from across the district and the private sector and voluntary sector.</li> <li>▪ Impact assessments on other facilities in the district</li> </ul>
1.17	Leisure provision across the district in response to the Annual Audit Letter 2007.	AD Neighbourhood Management	From July 2007	

<b><u>Action Plan reference</u></b>	<b><u>Area of Consultation</u></b>	<b><u>Responsible Officer</u></b>	<b><u>Timeline</u></b>	<b><u>Use and Resource Implications</u></b>
2.1	Service Standards	<ul style="list-style-type: none"> <li>• Community Involvement Manager</li> <li>• Service Development Officer</li> <li>• Service Managers</li> </ul>	From Sept 2007	Develop a clear and widely publicised set of quality standards for the delivery of community services.
2.3	Website and service leaflets	<ul style="list-style-type: none"> <li>▪ Service Development Officer</li> <li>▪ Community Involvement Manager</li> </ul>	From June 2007	Ensure staff and customers are provided with useful and appropriate information about community services.
2.10	Partnership working - helping communities to manage assets, review participation in partnerships and sharing resources	<ul style="list-style-type: none"> <li>▪ Community Support Manager</li> <li>▪ Community Involvement Manager</li> <li>▪ Service Development Officer</li> </ul>	March 2008	<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>
2.11	Policies and strategies for engaging with hard to reach groups in activities and ensuring they have equal access to services.	Community Involvement Manager	From June 2007	<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>

<b><u>Action Plan reference</u></b>	<b><u>Area of Consultation</u></b>	<b><u>Responsible Officer</u></b>	<b><u>Timeline</u></b>	<b><u>Use and Resource Implications</u></b>
3.6	Affordable Housing Strategy	<ul style="list-style-type: none"> <li>Principal Housing Strategy Manager</li> <li>Service Development Officer</li> </ul>	April 2008	Ensure population has access to affordable housing.
3.28	Open Space Strategy to deliver sustainable improvements in the quality of public open space.	AD Policy and Resources	September 2007	<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>
3.33	Strategic aims and objectives for the development and management of local landscapes/neighbourhoods	<ul style="list-style-type: none"> <li>AD Policy and Resources</li> <li>Community Support Manager</li> <li>Community Involvement Manager</li> <li>Neighbourhood Managers / CDU</li> </ul>	From September 2007	<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>
3.35	Local Waste Management Plan (collection)	<ul style="list-style-type: none"> <li>AD Neighbourhood Operations</li> <li>District Services Manager</li> </ul>	From June 2007	<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>

## SERVICE BASED ACTION PLANS

Service improvement, can only be made by identifying specific actions and officers responsible for ensuring, they are implemented. All of the activities support the Council Plan by contributing towards meeting corporate objectives or exemplifying the Council as a centre of management and organizational excellence. The detailed plans are shown below:

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>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
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>
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>

ACTION (WHAT)	OUTCOME/ MEASURE	RESPONSIBLE PERSON (Who)	RESOURCES	TIMESCALE (WHEN)	LINKS
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>• <i>Cultural Service Officer</i></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>
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>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
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>• Sports Club Development Officer</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
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>	Ongoing - 2009	<ul style="list-style-type: none"> <li>▪ Inspection Report – Leisure 2002</li> <li>▪ C1, H1, H2 - 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>
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
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>
1.17 We will review leisure provision across the district in response to the Annual Audit Letter 2007.	Council agrees strategy in December 2007.	Strategic Director AD Neighbourhood Management	<ul style="list-style-type: none"> <li>▪ Cultural Services Officer</li> <li>▪ Service Development Officer</li> </ul>	Members seminar July 2007 Approval as part of the budget cycle.	<ul style="list-style-type: none"> <li>▪ H1 - Corporate Plan</li> <li>▪ Annual Audit Letter 2007</li> </ul>

<b>SERVICE OBJECTIVE</b>	<b>2. 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	
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>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
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
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>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
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>
2.9 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
2.10 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>
2.11 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>
2.12 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>
2.13 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
3.3 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>
3.4 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>
3.5 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>
3.6 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>
3.7 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>
3.8 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>
3.9 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>
3.10 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>
3.11 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>
3.12 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>
3.13 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 harassment 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>
3.14 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
3.15 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
3.16 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
3.17 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
3.18 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>
3.19 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
3.20 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
3.21 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>• The 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>
3.22 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
3.23 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>
3.24 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>
3.25 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>
3.26 We will deliver services that contribute to a reduction in the fear of crime	A reduction in levels of fear of crime among residents	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>
3.27 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>
3.28 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>
3.29 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>
3.30 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
3.31 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
3.32 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>
3.33 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>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
3.34 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>
3.35 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>
3.36 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>• 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
3.37 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
3.38 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



<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 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>
3.40 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>

<b>SERVICE OBJECTIVE</b>	<b>4. STRATEGY AND PLANS: Shaping up the strategy and plans which people feel part of, value and believe will work</b>				
<b>PRIORITY</b>	<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 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
4.2 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
4.3 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>

<b>ACTION (WHAT)</b>	<b>OUTCOME/ MEASURE</b>	<b>RESPONSIBLE PERSON (Who)</b>	<b>RESOURCES</b>	<b>TIMESCALE (WHEN)</b>	<b>LINKS</b>
4.4 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
4.5 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	
4.6 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>• Training Officer</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
4.7 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
4.8 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

ACTION (WHAT)	OUTCOME/ MEASURE	RESPONSIBLE PERSON (Who)	RESOURCES	TIMESCALE (WHEN)	LINKS
4.9 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	

## **PERFORMANCE INDICATORS AND TARGETS**

<b>BVPI</b>	<b>Description</b>	<b>Link to Corporate Objective</b>	<b>Responsible Officer</b>	<b>Previous year performance + Quartile</b>	<b>2007/08 Target</b>	<b>2008/09 Target</b>	<b>Targeted Quartile Performance by 2008/09</b>
126	Domestic burglaries per 1,000 households (No.)	Crime	Community Safety Manager	9.89 (Q4)	7	7	Q2
127a	Violent crime per year, 1,000 population in the LA area	Crime	Community Safety Manager	16.74 (Q3)	16.5	16	Q3
127b	Robberies per 1,000 population (No.)	Crime	Community Safety Manager	0.21 (Q2)	0.05	0.05	Q1
128	Vehicle crimes per 1,000 population (No.)	Crime	Community Safety Manager	9.67 (Q3)	9	8	Q2
174	The number of racial incidents recorded by the authority per 100,000 population	Crime	Community Safety Manager	3.22 (Q2)	0	0	TBC.
175	The percentage of racial incidents that resulted in further action	Crime	Community Safety Manager	100 (Q1)	100	100	Q1
225	Domestic Violence - % of questions from a checklist to which a local authority can answer yes	Crime	Domestic Violence Co-ordinator	90.1 (Q1)	90.1	90.1	Q1
64	Number of private sector dwellings that are returned into occupation or demolished during 2007/8 as a direct result of action by the local authority	Environment	Principal Housing Strategy Manager	26 (Q2)	35	40	Q2
82a(i)	Percentage of the total tonnage of household waste a risings which have been recycled	Environment	District Services Manager	15.77 (Q3)	25	26	Q2
82a(ii)	Total tonnage of household waste a risings which have been sent by the Authority for recycling	Environment	District Services Manager	4120.89 (Q4)	4900	4960	Q4
82b(i)	The Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	Environment	District Services Manager	10.62 (Q2)	8	8.5	Q2

<b>BVPI</b>	<b>Description</b>	<b>Link to Corporate Objective</b>	<b>Responsible Officer</b>	<b>Previous year performance + Quartile</b>	<b>2007/08 Target</b>	<b>2008/09 Target</b>	<b>Targeted Quartile Performance by 2008/09</b>
82b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	Environment	District Services Manager	2776.69 (Q3)	2111.71	2122.27	Q3
82d(i)	Percentage of household waste land filled	Environment	District Services Manager	73.61	76.12	75.62	N/A
82d(ii)	Tonnage of household waste land filled	Environment	District Services Manager	19,240.21	22845	22730	N/A
84a	Number of kilograms of household waste collected per head	Environment	District Services Manager	422.26 (Q4)	400	400	Q2
84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	Environment	District Services Manager	-8.964 (Q1)	0	0	Q4
86	Cost of waste collection per household	Environment	District Services Manager	51.34 (Q3)	50	45	Q2
89	Percentage of people satisfied with cleanliness standards	Environment	District Services Manager	70 (Q1)	N/A	N/A	N/A
90a	Percentage of people expressing satisfaction with household waste collection	Environment	District Services Manager	84 (Q1)	N/A	N/A	N/A
90b	Percentage of people expressing satisfaction with waste recycling	Environment	District Services Manager	69 (Q2)	N/A	N/A	N/A
91a	Percentage of population resident in the authority's area which are served by a kerbside collection of recyclables	Environment	District Services Manager	100 (Q1)	100	100	Q1

<b>BVPI</b>	<b>Description</b>	<b>Link to Corporate Objective</b>	<b>Responsible Officer</b>	<b>Previous year performance</b>	<b>2007/08 Target</b>	<b>2008/09 Target</b>	<b>Targeted Quartile Performance by 2008/09</b>
91b	Percentage of population resident in the authority's area which are served by a kerbside collection of at least two recyclables	Environment	District Services Manager	100 (Q1)	100	100	Q1
119a	Percentage of residents satisfied with sports and leisure facilities	Environment	Leisure & Recreation Manager	58 (Q3)	N/A	N/A	N/A
119c	Percentage of residents satisfied with museums and galleries	Environment / Lifelong Learning	Cultural Development Manager	27 (Q4)	N/A	N/A	N/A
119d	Percentage of residents satisfied with theatres and concert halls	Environment / Lifelong Learning	Cultural Development Manager	27 (Q4)	N/A	N/A	N/A
119e	Percentage of residents satisfied with parks and open spaces	Environment	AD Policy and Resources	63 (Q4)	N/A	N/A	N/A
184a	The proportion of LA homes which were non-decent at the beginning of the year	Environment	AD Policy and Resources	38.6 (Q3)	52	31	Q3
184b	The percentage change in proportion of non-decent LA homes in the year	Environment	AD Policy and Resources	21.4 (Q2)	21	41	Q1
202	The number of people sleeping rough on a single night within the area of the local authority	Environment	Homeless Officer	2 (Q3)	0	0	Q1
218a	Abandoned vehicles- investigation	Environment	Street Warden Supervisors	94 (Q2)	95	96	Q2
218b	Abandoned vehicles - removal	Environment	Street Warden Supervisors	71 (Q3)	64	65	Q3

<b>BVPI</b>	<b>Description</b>	<b>Link to Corporate Objective</b>	<b>Responsible Officer</b>	<b>Previous year performance</b>	<b>2007/08 Target</b>	<b>2008/09 Target</b>	<b>Targeted Quartile Performance by 2008/09</b>
183a	The average length of stay in B&B accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	Health	Homeless Officer	0 (Q1)	0	0	Q1
183b	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	Health	Homeless Officer	2 (Q2)	0	0	Q1
203	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.	Health	Homeless Officer	800 (Q4)	0	0	Q2
119a	Percentage of residents satisfied with sports and leisure facilities	Health	Leisure & Recreation Manager	58 (Q3)	N/A	N/A	N/A
164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing?	Population	Community Support Manager	Yes	Yes	Yes	N/A
213	Housing advice service - preventing homelessness	Population	Homeless Officer	7 (Q1)	0	0	Q4
214	Repeated homelessness	Population	Homeless Officer	2 (Q3)	0	0	Q1



## **USE OF RESOURCES**

### **Value for Money**

<b>Service</b>	<b>Cost Driver</b>	<b>Cost Performance</b>	<b>Performance Measure</b>	<b>Last year's performance</b>	<b>Target performance</b>	<b>Customer satisfaction</b>	<b>Target performance</b>
Waste collection	Volume collected	Per household	BV86	£51.34	£50.00	84%	90%
Recycling	Volume recycled	Per household	LPI	£7.32	£8.00	69%	75%
Street Cleansing	Service delivery	Per household	LPI	£29.32	£30.00	70%	75%
Anti-Social Behaviour	Volume of cases	Per case	LPI	N/A	£0.59	N/A	75%
CPAC	Usage	Per head	LPI	£8.39	£7.62	N/A	75%
CPAC	Usage	Population	LPI	17.3%	19.4%	N/A	75%
WOW	Usage	Per head	LPI	£24	£48	N/A	75%
WOW	Usage	Population	LPI	6%	7.5%	N/A	75%
WOW Legacy	Usage	Per head	LPI	£3.67	£1.87	N/A	75%
WOW Legacy	Usage	Population	LPI	4%	7%	N/A	75%
Sports Club Development	Usage	Per head	LPI	£4.96	£4.92	N/A	75%
Sports Club Development	Usage	Population	LPI	11.5%	11.6%	N/A	75%
Wear Walking for Health	Usage	Per head	LPI	£5.90	£5.80	N/A	75%
Wear Walking for Health	Usage	Population	LPI	0.3%	0.4%	N/A	75%

<b>Service</b>	<b>Cost Driver</b>	<b>Cost Performance</b>	<b>Performance Measure</b>	<b>Last year's performance</b>	<b>Target performance</b>	<b>Customer satisfaction</b>	<b>Target performance</b>
Exercise Referrals / Rehabilitation	Usage	Per head	LPI	£128	N/A	75%	75%
Exercise Referrals / Rehabilitation	Usage	Population	LPI	1.2%	1.25%	75%	75%
Woodhouse Close Leisure Centre	Usage	Per head	LPI	£5.39	£5.30	56%	60%
Woodhouse Close Leisure Centre	Income	Usage	LPI	£367,690	£377,190		
Woodhouse Close Leisure Centre	Subsidy	Per head	LPI	£2.07	£2	56%	60%
Glenholme Leisure Centre	Usage	Per head	LPI	£2.99	£2.95	56%	60%
Glenholme Leisure Centre	Income	Usage	LPI	£258,150	£267,450		
Glenholme Leisure Centre	Subsidy	Per head	LPI	£1.96	£1.90	56%	60%
Arts development	Population	Per head	LPI	£6.62	£6.62	N/A	75%
Grounds maintenance	Expenditure	Per head	LPI	£20.76	£20.23	63%	

## **Procurement**

<b>Contract description</b>	<b>Supplier</b>	<b>Responsible Officer</b>	<b>Contract Start Date</b>	<b>Contract End Date</b>	<b>Extension period</b>	<b>Contract type</b>	<b>Review date</b>	<b>Comments</b>
Grounds maintenance	Sones Environmental Ltd	AD Policy and Resources	1 April 2002	31 March 2008	1 year	Partnering PPC 2000	2007	New contract to commence April 2008 based on existing partnering contract.
Recycling contract	Foreman Recycling Ltd	AD Neighbourhood Management	1 April 2002	None	N/A	SLA	2007	Linked to introduction of twin bin service.

## **Assets**

The table below gives information relating to assets used by the Department.

<b>Asset</b>	<b>Value (£)</b>	<b>Service provided by asset</b>	<b>Link to corporate objective</b>	<b>Replacement strategy</b>
Common Rooms	2,599,500	Community focus	Population	Ensure DDA compliant and maintain to acceptable standards
Community Facilities	321,680	Community focus	Population	Ensure DDA compliant and maintain to acceptable standards
Former Common Rooms / Community Centres	331,563	Community focus	Population	Ensure DDA compliant consider community transfer where appropriate
Depot, Queen Street and Croft Street	180,945	Repairs / storage for Council vehicles and stores for maintenance supplies.	Environment	Consider future use of depot and potential re-location
Woodhouse Close Leisure Complex	3,800,000	Public leisure access	Health	Ensure DDA compliant; maintain to acceptable standards and consider potential joint provision
Glenholme Leisure Complex	2,190,000	Public leisure access	Health	Ensure DDA compliant and maintain to acceptable standards
Peases West Athletic Facilities and Changing Rooms	205,000	Public leisure access	Health	Ensure DDA compliant and maintain to acceptable standards
Tow Law Sports Pavilion	145,000	Public leisure access	Health	Ensure DDA compliant and maintain to acceptable standards
Miscellaneous Investments	301,575			Ensure DDA compliant and maintain to acceptable standards
Escomb Amenity Hall	6,938	Community focus	Health	Ensure DDA compliant and maintain to acceptable standards

<b>Asset</b>	<b>Value (£)</b>	<b>Service provided by asset</b>	<b>Link to corporate objective</b>	<b>Replacement strategy</b>
Elite Hall, Crook	72,750	Community focus	Health Lifelong Learning	Working with Groundwork West Durham, Jack Drum Arts, Crook Choral & Music Society, Crook Writers Group and others.
Town Hall, Bishop Auckland	197,000	Community focus	Population	Ensure DDA compliant and maintain to acceptable standards
Old Bank Chambers	147,750	Tenancy Enforcement and Private Sector Housing Teams; cashiering function for public	Crime Population	Future to be reviewed with possible re-location
Office, 64a Proudfoot Drive, Bishop Auckland	54,320	Headquarters for Street Wardens / ASB team	Crime	Ensure DDA compliant and maintain to acceptable standards
Civic Centre, Crook	1,139,020	Council headquarters	All	Ensure DDA compliant and maintain to acceptable standards
Office, Units 5/6, 2 <sup>nd</sup> floor, Royal Corner	83,420	HR functions as well as let to external bodies	All	Ensure DDA compliant and maintain to acceptable standards
Town Hall, Stanhope	67,900	Council office	Population	Ensure DDA compliant and maintain to acceptable standards
Rosedale Community Centre	170,000	Office investment	Population	Ensure DDA compliant and maintain to acceptable standards
Leeholme Leisure Complex and Coundon Cricket Club	690,500	Public leisure access	Health	Owned by Charitable Trust
Public Conveniences	409,631	Community focus	Health	Ensure DDA compliant and maintain to acceptable standards

<b>Asset</b>	<b>Value (£)</b>	<b>Service provided by asset</b>	<b>Link to corporate objective</b>	<b>Replacement strategy</b>
High Street Shops, Newgate Street, Bishop Auckland	1,541,525	Retail investment	Economy	Ensure DDA compliant and maintain to acceptable standards
Neighbourhood Shops, Proudfoot Drive, Bishop Auckland	81,723	Retail investment	Economy	Ensure DDA compliant and maintain to acceptable standards
Vacant Retail Premises, Crook	14,250	Retail investment	Economy	Ensure DDA compliant and maintain to acceptable standards
Lock-up Shops, Crook	38,760	Retail investment	Economy	Ensure DDA compliant and maintain to acceptable standards
Retail Investment, St Helens Auckland	17,575	Retail investment	Economy	Ensure DDA compliant and maintain to acceptable standards
Millfield Football Ground	42,750	Public leisure access	Health	Ensure DDA compliant and maintain to acceptable standards
Cricket Club, Crook	3,700	Public leisure access	Health	Ensure DDA compliant and maintain to acceptable standards
Willington Football Ground	17,528	Public leisure access	Health	Ensure DDA compliant and maintain to acceptable standards
Land, adjacent to Wear Terrace, Bishop Auckland	Not known	Land investment	Economy	Ensure DDA compliant and maintain to acceptable standards

## **Capital Programme**

<b>Scheme Description</b>	<b>Value (£)</b>	<b>Responsible Officer</b>	<b>Link to Corporate Objective</b>	<b>Outcomes / Outputs</b>
Demolition of Housing Stock	100	AD Neighbourhood Management	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	Remove unwanted properties and reduce vandalism and security costs.
Asbestos Surveys	30	AD Neighbourhood Management	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	To identify any potential problems with asbestos containing materials within Council owned properties.
Major Repairs Allowance (MRA) (Dale & Valley Homes)	2,675	AD Neighbourhood Management	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	To achieve the DHS.
Structural Repairs	77	AD Neighbourhood Management	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	Replacement of defective ground floors and other replacement work to Council properties.
Electrical Upgrades	285	AD Neighbourhood Management	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	Replacement of defective electrical systems to Council owned properties.
Disabled Adaptations	189	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	Bring Council owned assets up to meet DDA requirements.
Major and minor grants	100	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	To enable vulnerable residents to access grants to improve properties.
Disabled Facilities Grants (Private)	234	Principal Housing Strategy Manager	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	To enable vulnerable and disabled residents to access grants to improve properties.
Dene Valley Renewal	100	AD Policy and Resources	<ul style="list-style-type: none"> <li>• Environment</li> <li>• Economy</li> </ul>	To improve the condition of properties within the Dene Valley area.
Replacement Refuse Vehicles	135	AD Neighbourhood Management	Environment	Replace obsolete refuse vehicles.

<b>Scheme Description</b>	<b>Value (£)</b>	<b>Responsible Officer</b>	<b>Link to Corporate Objective</b>	<b>Outcomes / Outputs</b>
Replacement Grounds Maintenance Plant	180	AD Policy and Resources	Environment	Replace obsolete grounds maintenance plant.
Replacement Street Cleansing Fleet	115		Environment	Replace obsolete street cleansing fleet.
Twin bins and Recycling service	560	District Services Manager	Environment	To deliver additional recycling wheeled bins to residents.
Leisure Centre Improvements	50	Leisure and Recreation Manager	Health	To make improvements to Glenholme and Woodhouse Close leisure centres.
Stock Condition update	144	AD Policy and Resources	<ul style="list-style-type: none"> <li>• Population</li> <li>• Environment</li> </ul>	To undertake a survey to ensure investment is directed towards achieving the DHS.



**Asset Management PI's**

<b>PI Reference</b>	<b>Description</b>	<b>Last year's performance</b>	<b>Target 2007/08</b>	<b>Target 2008/09</b>	<b>Target 2009/10</b>
Running Costs per square metre	Woodhouse Close Leisure Centre	£44.06	£46.00	£46.00	£46.00
Running Costs per square metre	Glenholme Leisure Centre	£48.39	£50.00	£50.00	£50.00
Running Costs per square metre	Queens Street Depot	£13.14	£14.00	£14.00	£14.00

## **RISK**

### **Council Plan Risks**

<b>Council Plan Action</b>	<b>Responsible Officer</b>	<b>Risks</b>	<b>Risk Management Action</b>
ALMO Governance	Strategic Director	Creation of new ALMO creates governance and performance implications.	Examine performance and governance implications of new ALMO
Reduce sickness absence	Service Managers	Negative affect on service delivery.	Ensure all staff receive training and understand the sickness absence procedure
Improved recycling and composting rates	District Waste Manager	<ul style="list-style-type: none"> <li>Capacity to manage additional waste.</li> <li>Lack of co-operation from customers.</li> </ul>	<ul style="list-style-type: none"> <li>Work with partners to improve efficiency in waste management.</li> <li>Raise awareness of customers through literature and campaigns.</li> </ul>
The number of homes meeting the DHS	AD Policy and Resources	<ul style="list-style-type: none"> <li>Capital programme does not deliver decent homes on target.</li> </ul>	<ul style="list-style-type: none"> <li>Continued use of Delivery Plan and ALMO Liaison function to monitor performance</li> </ul>
Number of Community groups established and engaging with the Council or participating in the Community Empowerment Network / Increasing % of people who feel they can engage and influence decisions	Community Support Manager	<ul style="list-style-type: none"> <li>Council unable to manage community groups and use findings of consultation constructively and across all service areas.</li> <li>Negative perceptions of Council.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Citizens Panel.</li> <li>Ensure systems are in place to collect, use and feedback information to customers and partners.</li> </ul>
Increasing percentage of people who feel satisfied with Wear Valley as a place to live	Service Managers	<ul style="list-style-type: none"> <li>Dissatisfaction with community focused services as a result of under performing services.</li> </ul>	Undertake regular satisfaction research and use findings to inform service development and improvement .

<b>Council Plan Action</b>	<b>Responsible Officer</b>	<b>Risks</b>	<b>Risk Management Action</b>
BV126, BV127a, BV127b, BV128 BV174, BV175, BV225.	Community Safety Manager	<ul style="list-style-type: none"> <li>• Rising crime rates and fear of areas impacting on the sustainability of areas</li> <li>• Increased fear of crime</li> </ul>	Working with organisations and local partners to reduce crime and tackle fear of crime Enact the Community Safety Strategy.
Reduced incidences of chronic disease e.g. cardiovascular disease.	Cultural Development Manager	Impact of poor housing, benefit provision and social care provision on health	<ul style="list-style-type: none"> <li>• Raise awareness of health issues</li> <li>• Ensure services are accessible for all customers.</li> <li>• Continue to provide healthy living and leisure services.</li> <li>• Achieve decent homes in the public and private sector.</li> </ul>
Reduction in proportion of adults who are obese.	Cultural Development Manager	Services are not diverse enough to meet individual health need.	<ul style="list-style-type: none"> <li>• Raise awareness of health issues</li> <li>• Ensure services are accessible for all customers.</li> <li>• Continue to provide healthy living and leisure services.</li> </ul>
An LDF which reflects the needs and aspirations of Wear Valley	Principal Housing Strategy Manager	Evidence base is inaccurate, therefore actions do not address needs	<p>LDF is developed in consultation with and using evidence from various stakeholders.</p> <p>Undertake a Housing Needs Survey and a Housing Market Assessment.</p>
Improved Value for Money Score / Deliver Gershon efficiency Savings	AD Policy and Resources	<ul style="list-style-type: none"> <li>• Waste of resources</li> <li>• Impact on CPA rating</li> <li>• Providing services that do not reflect value for money for our customers</li> <li>• Spend does not reflect corporate/community priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Establish VFM monitoring in performance management frameworks e.g. benchmarking</li> <li>• Channels for assessing and implementing efficiency savings are in place.</li> <li>• Enable staff to monitor outcomes in relation to spend, priorities and customer satisfaction.</li> </ul>

<b>Council Plan Action</b>	<b>Responsible Officer</b>	<b>Risks</b>	<b>Risk Management Action</b>
Improved organisational capacity to engage with communities and develop priorities and programmes that meet identified community need.	Community Support Manager	<ul style="list-style-type: none"> <li>• Services are not delivered in the best interests of service users.</li> <li>• Basis for decision making is not accurate, therefore actions do not address needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a Citizens Panel</li> <li>• Community Involvement Team in post</li> <li>• Undertake annual self assessment as part of performance management.</li> </ul>
Year on year improving CPA score achieved at self-assessment.	Service Managers	CPA score is not re-categorised to good.	<ul style="list-style-type: none"> <li>• Continue to liase with external / internal audit to target areas of improvement</li> <li>• Examination of KLOE's</li> </ul>
Improved satisfaction scores from surveys conducted with all Council stakeholders.	Service Managers	Resources only focussed on data collection and not data use.	Ensure follow up to results and findings.

## **Departmental Risks**

<b>Risk Heading</b>	<b>Responsible Officer</b>	<b>Risks</b>	<b>Risk Management Action</b>
Community facility model in Bishop Auckland.	<ul style="list-style-type: none"> <li>• SAZ Manager</li> <li>• CMT</li> </ul>	<ul style="list-style-type: none"> <li>• Contract management – design / suitability</li> <li>• Size of investment</li> <li>• Public consultation</li> </ul>	
Future of under used Council owned and land community buildings across the district	Community Support Manager	Insufficient / inaccurate information informing decision making	
Mainstreaming externally funded posts.	SAZ Manager	<ul style="list-style-type: none"> <li>• Failure to collate sufficient evidence to evaluate need</li> <li>• Financial / Legal / HR / IT implications of mainstreaming</li> </ul>	
Developing strategic capacity and functionality	<ul style="list-style-type: none"> <li>• Training Officer</li> <li>• Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Services work in silos, instead of cross working and sharing best practice</li> <li>• No training officer post</li> </ul>	Encourage managers and staff to utilise departmental communication channels e.g. team meetings, SMT and DMT.
Monitoring sickness and acting promptly to return staff to work	<ul style="list-style-type: none"> <li>• Service Managers</li> <li>• DMT</li> </ul>	Failure to act promptly in cases of long term sickness.	Ensure all staff are trained and understand the sickness absence procedure.
Developing policies and strategies for engaging with hard to reach groups in activities and ensuring they have equal access to services.	Community Involvement Manager	Customers do not receive equal access to services - weakens customer satisfaction and corporate development	

<b>Risk Heading</b>	<b>Responsible Officer</b>	<b>Risks</b>	<b>Risk Management Action</b>
Using feedback from complaints, satisfaction surveys and findings from the Citizens Panel to develop and improve services	<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>• Failure to do so impacts on customer satisfaction / Council reputation.</li> <li>• Citizen Panel not yet developed.</li> </ul>	
Updating the Housing Needs Survey (HNS)	Principal Housing Strategy Manager	Updated HNS does not correspond with a sub regional strategic housing market assessment	Undertake an interim Housing Needs Survey in accordance with Strategic Housing Market Assessment Guidance.
Identifying and tackling low demand in housing	Principal Housing Strategy Manager	PHSM on long term leave – capacity / skills / organisational capacity of private sector team to deliver action.	
Implementation of the English Partnerships Coalfield Study	Strategic Director	Sustainability of an area is affected.	Involvement of key partners in study development and action. Application of sustainability index to coalfield areas.
Progress DHS to vulnerable households in the Private Sector.	Principal Housing Strategy Manager	Difficulties in achieving decency within the private sector	Undertaking of a private sector stock condition survey Engagement with private sector landlords Continuation of home improvement grants
Bringing all Public Sector Properties up to DHS	AD Policy and Resources	Failure to achieve Decent Homes targets.	Monitoring through ALMO liaison meetings with Dale & Valley Homes.
Implementing the measures of the Respect Standard for Housing Management	Tenancy Enforcement Manager	Lack of understanding amongst staff, customers etc. of the requirements of the standard.	Staff receive training and understand the standard. The standard, and actions to achieve it, are communicated to customers.
Refocusing the work of the Street Warden Scheme	Street Warden Supervisors (North and South)	Uncertainty about the responsibilities of the wardens.	Ensure clear information is publicised to customers and training is delivered to wardens and other staff.

<b>Risk Heading</b>	<b>Responsible Officer</b>	<b>Risks</b>	<b>Risk Management Action</b>
Implementing a joined up approach towards all service contracts	AD Policy and Resources	Reduction in service quality Services not responsive to local need	Effective service planning with service provider Development of Service Standards to guide service delivery.
Developing 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>• Service Development Officer</li> <li>• Community Support Manager</li> </ul>	Framework not embedded in the department Services are not responsive to customer consultation	Local Performance Indicators to be developed and reported with progress against the Service Plan.  Citizens Panel to be established.  Performance Management Framework to be revised.  Service development practices to be embedded.
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>	<ul style="list-style-type: none"> <li>• Service Development Manager/Officer</li> <li>• Service Managers</li> </ul>	Strategies, policies and plans are not SMART.	Ensure that these documents are consulted on with relevant stakeholders and are SMART.

## **Statement of Internal Control**

### **1. Fulfilment Of Corporate Responsibilities**

<b>Reference</b>	<b>Area of Responsibility</b>	<b>Confirmation (Yes / No)</b>	<b>Evidence</b>	<b>Exceptions &amp; Action Plan</b>
1.1.	<ul style="list-style-type: none"> <li>Key controls over systems and arrangements are in place to ensure Council assets are safeguarded from error or irregularity</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Segregation of duties</li> <li>Up to date procedures</li> <li>Regular bank reconciliation</li> <li>Asset Management plan</li> <li>Budget monitoring</li> </ul>	
1.1	<ul style="list-style-type: none"> <li>Key controls are kept under review and action taken to address internal control weaknesses identified.</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Internal audit reviews</li> <li>Team meetings</li> <li>Action plans</li> </ul>	
1.2	<ul style="list-style-type: none"> <li>All resources are deployed in the achievement of Council corporate objectives</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Budget process</li> <li>Service planning</li> <li>Service plan review</li> </ul>	
1.2	<ul style="list-style-type: none"> <li>The use of resources is kept under review and action taken to address any instances of ineffective, inefficient and uneconomic use.</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Budgetary control</li> <li>Benchmarking to assess value for money</li> <li>Performance management</li> </ul>	
1.3	<p>The departmental service plan contributes to the Council's wider business priorities and is reflective of existing policies and strategies. This can be demonstrated by:</p> <ul style="list-style-type: none"> <li>Key performance targets and indicators</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Benefits service business plan</li> </ul>	
	<ul style="list-style-type: none"> <li>Budget setting and allocation of resources</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Evaluation of budget bids</li> </ul>	
	<ul style="list-style-type: none"> <li>Identifiable improvements in service, including achievement of explicit outputs and/or milestones</li> </ul>	Yes	<ul style="list-style-type: none"> <li>PI's in top quartile</li> <li>Customer survey results</li> <li>Actions contained within Service plans</li> </ul>	



Reference	Area of Responsibility	Confirmation (Yes / No)	Evidence	Exceptions & Action Plan
	<ul style="list-style-type: none"> <li>Action plans prepared to assist with achievement of objectives, further improvements in service delivery and performance, or to overcome service delivery and performance failures.</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Departmental service plan</li> <li>Action plans e.g. performance standards compliance etc.</li> </ul>	
1.4	<p>With regard to business risk management:</p> <ul style="list-style-type: none"> <li>Business risks are identified and assessed arising from new initiatives</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Option appraisal</li> <li>Use of risk matrix</li> </ul>	
	<ul style="list-style-type: none"> <li>Action is taken to manage and review business risks that are within my department</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Regular risk management update to members</li> </ul>	
	<ul style="list-style-type: none"> <li>These business risks are included in the Department's Risk Register</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Regular risk management update to members</li> </ul>	
1.5	<p>All staff have access to, are familiar with and work in accordance with the following and that action is taken where non-compliance is identified:</p> <ul style="list-style-type: none"> <li>The Council's Financial Regulations and Procedures</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Financial regulations available on lotus notes database</li> </ul>	
	<ul style="list-style-type: none"> <li>Employee Code of Conduct</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Report writing protocol</li> <li>Staff training</li> </ul>	
	<ul style="list-style-type: none"> <li>Standing Orders Relating To Contracts</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Standing orders available on lotus notes database</li> </ul>	
	<ul style="list-style-type: none"> <li>General Scheme of Delegation</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Report writing protocol</li> <li>Staff training</li> </ul>	
1.6	<p>Decisions are taken and the activities of the department are done with due regard for:</p> <ul style="list-style-type: none"> <li>The Councils' corporate objectives</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Integration of service plan with council plan</li> </ul>	

Reference	Area of Responsibility	Confirmation (Yes / No)	Evidence	Exceptions & Action Plan
	<ul style="list-style-type: none"> <li>Value for money and service improvement</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Benchmarking of activities</li> </ul>	
	<ul style="list-style-type: none"> <li>Legality</li> <li>Financial implications</li> <li>Staffing &amp; other resource implications</li> <li>Equal opportunities implications</li> <li>Community safety implications</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Report writing protocol</li> <li>Ongoing liaison with HR function</li> </ul>	
	<ul style="list-style-type: none"> <li>Health &amp; Safety improvement implications</li> </ul>	Yes	<ul style="list-style-type: none"> <li>H &amp; S standing item on team meeting agenda</li> </ul>	
	<ul style="list-style-type: none"> <li>Asset Management implications</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Asset Management Plan</li> </ul>	
	<ul style="list-style-type: none"> <li>Anti-Fraud &amp; Corruption implications</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Anti-fraud and Corruption Strategy</li> </ul>	
	<ul style="list-style-type: none"> <li>Business risk.</li> </ul>	Yes	<ul style="list-style-type: none"> <li>Risk management strategy</li> </ul>	

## 2. Accounts - Financial and Legal Implications

Reference	Accounts - Financial and Legal Implications	Confirmed (Yes / No)	Evidence	Exceptions & Action Plan
2.1	There are no instances of non-compliance with laws or regulations that are likely to have a significant effect on the finances or operations of the Council.	Yes	<ul style="list-style-type: none"> <li>Report writing protocol</li> <li>Unqualified accounts</li> <li>Annual audit letter</li> </ul>	
2.2	There are no pending claims, proceedings or litigation that are likely to have a significant effect on the finances or operations of the Council.	Yes	<ul style="list-style-type: none"> <li>No ongoing litigation</li> </ul>	
2.3	There are no other significant transactions with related parties other than those already disclosed.	Yes	<ul style="list-style-type: none"> <li>None</li> </ul>	

Reference	Accounts - Financial and Legal Implications	Confirmed (Yes / No)	Evidence	Exceptions & Action Plan
2.4	There are no instances of known error, irregularity, including fraud, which are likely to have a significant effect on the finances or operations of the Council.	Yes	<ul style="list-style-type: none"> <li>No known instances</li> </ul>	

## **DATA QUALITY**

<b>Source</b>	<b>Responsible Officer</b>	<b>Data Quality Issue</b>
IBS	AD Neighbourhood Management (Dale & Valley Homes)	Repairs management – accuracy of performance indicators. Verified through sample checking.
Lotus Notes	Repairs Manager	Gas servicing – accuracy of performance indicators. Verified through sample checking.
Recycling data	District Services Manager	Accuracy of tonnage figures. Verified by external partners.
Sport England	Leisure & Recreation Manager	Accuracy of data provided to Sport England.
Arts Council	Cultural Development Manager	Accuracy of data provided to Arts Council.
WOW	WOW Project Manager	Accuracy of data provided to Sport England.
Street Wardens	District Services Manager	Accreditation
CPAC	Cultural Development Manager	Accuracy of data provided to Sport England.
Community Safety	Community Safety Manager	Accuracy of data provided to partners e.g. Police.
Grounds Maintenance	District Services Manager	Accuracy of data provided to SONES
Agresso Financial System	Resources Manager	Accounts are accurate. Verified through budget monitoring, reconciliations and work of external audit.
All systems (electronic and manual)	Senior Internal Auditor, Resource Management Department	Records are accurate. Samples verified during audit process.

## **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**

<b>Name of Partnership</b>	<b>Purpose / Outputs</b>	<b>Authority financial contribution (£'s)</b>	<b>Contribution to Objectives</b>	<b>Specifying / monitoring arrangements</b>
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).	Officer Time	<ul style="list-style-type: none"><li>• Health</li><li>• Economy</li></ul>	Reports to the County Durham Strategic Cultural Officer group and the Arts Council of England, North East.
Elements	County Durham Drama Initiative co-ordinated by Durham County Council.	Officer Time	<ul style="list-style-type: none"><li>• Health</li><li>• Economy</li></ul>	Durham County Council report to Arts Council of England and Elements meetings regarding budget.

## **CPAC**

<b>Name of Partnership</b>	<b>Purpose / Outputs</b>	<b>Authority financial contribution (£'s)</b>	<b>Contribution to Objectives</b>	<b>Specifying / monitoring arrangements</b>
Durham Sport	Co-ordinate the approach to sports development across the county.	Officer Time	Health	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Business Plan</li> </ul>
Positive Futures Steering Group	Multi-agency partnership to ensure the delivery of projects across Wear Valley & Teesdale.	Officer Time	<ul style="list-style-type: none"> <li>• Crime</li> <li>• Health</li> <li>• Population</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report for Crime Concern</li> <li>• Annual report for County</li> <li>• National database reporting</li> </ul>
Youth Improvement Programme (YIP) Steering Group	Multi-agency approach to ensure effective use of resources & non duplication of provision.	Officer Time	<ul style="list-style-type: none"> <li>• Crime</li> <li>• Population</li> </ul>	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.	Officer Time	<ul style="list-style-type: none"> <li>• Crime</li> <li>• Health</li> <li>• Population</li> </ul>	<ul style="list-style-type: none"> <li>• Financial reporting / monitoring on national database</li> <li>• Annual Report</li> </ul>

## **EXERCISE REFERRAL/CARDIAC REHABILITATION**

<b>Name of Partnership</b>	<b>Purpose / Outputs</b>	<b>Authority financial contribution (£'s)</b>	<b>Contribution to Objectives</b>	<b>Specifying / monitoring arrangements</b>
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>	Officer Time	Health	<ul style="list-style-type: none"> <li>• Exercise Referral: Quarterly reports prepared for PCT and WVDC.</li> <li>• Angina Programme: Evaluated on course by course basis by WVDC and Primary Care Trust.</li> </ul>
County Durham & Darlington NHS Acute Trust	To continue to deliver Cardiac Rehabilitation Phase 3 programme.	Officer Time	Health	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)	Officer Time	Health	Exercise Referral: Quarterly reports prepared for PCT.

## **SPORTS CLUB DEVELOPMENT**

<b>Name of Partnership</b>	<b>Purpose / Outputs</b>	<b>Authority financial contribution (£'s)</b>	<b>Contribution to Objectives</b>	<b>Specifying / monitoring arrangements</b>
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>	£9,000	Health	<ul style="list-style-type: none"> <li>• Volunteers and agencies registered and information recorded on database.</li> <li>• CVS interviews recorded and filed.</li> <li>• Council KPI monitoring</li> <li>• Sport England KPI's</li> <li>• 2D KRA's</li> </ul>
Durham Sport Partnership	Co-ordination of service delivery/best practice sharing regarding club development (i.e. volunteering, accreditation, coach education, child protection).	Officer Time	Health	
Wear Valley & Teesdale School Sports Partnership	Provision and co-ordination of school/club links.	Officer Time	Health	Annual club questionnaire



## **TENANCY ENFORCEMENT**

<b>Name of Partnership</b>	<b>Purpose / Outputs</b>	<b>Authority financial contribution (£'s)</b>	<b>Contribution to Objectives</b>	<b>Specifying / monitoring arrangements</b>
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.	Officer Time	Crime	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.	Officer Time	Crime	Monthly panel

<b>Name of Partnership</b>	<b>Purpose / Outputs</b>	<b>Authority financial contribution (£'s)</b>	<b>Contribution to Objectives</b>	<b>Specifying / monitoring arrangements</b>
Multi Agency Public Protection Arrangements (MAPPA's)	To share information on individuals deemed to pose a serious risk to public safety.	Officer Time	Crime	<ul style="list-style-type: none"> <li>• Case conferences</li> <li>• Consultation on delivery of services.</li> </ul>
Durham Constabulary	To share information relating to criminal and anti-social behaviour.	Officer Time	Crime	<ul style="list-style-type: none"> <li>• Formally through tasking &amp; co-ordinating meetings every 2 weeks.</li> <li>• Informally through daily contact with Police and PCSO's (Police Community Support Officers).</li> </ul>

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

<b>Name of Partnership</b>	<b>Purpose / Outputs</b>	<b>Authority financial contribution (£'s)</b>	<b>Contribution to Objectives</b>	<b>Specifying / monitoring arrangements</b>
Durham County Council Waste Management	To oversee strategic approach to countywide waste management issues.	Officer Time	Environment	<ul style="list-style-type: none"> <li>• Group meetings</li> <li>• Waste Management strategy</li> <li>• Waste data flow</li> </ul>
Waste and Resources Action Programme (WRAP)	The Recycle Now Home Composting Campaign in conjunction with the other Durham districts and the county	Officer Time	Environment	Monitor sales of compost bins

## **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	<ul style="list-style-type: none"><li>• Strategic Director</li><li>• Service Managers</li><li>• All staff</li></ul>
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	<ul style="list-style-type: none"><li>• Strategic Director</li><li>• Service Managers</li><li>• All staff</li></ul>
PDP's	Line Managers	Annually	All staff
External Funding	Appropriate Funders	In line with funding requirements	Lead officer