



**Chester-le-Street**  
District Council

## *People and Place*

# Draft Local Government Reorganisation Transition Plan



**March 2008 (Final Draft)**

# Foreword

A new unitary council will come into being in April 2009. Chester-le-Street, as a District Council will no longer exist after next March. However the people and the places of Chester-le-Street will live on. We now need to work with the County Council, other county Districts and our partners to ensure that this new unitary council successfully continues to deliver improving services.

We want to ensure that there is as little disturbance as possible to our customers, partners and other stakeholders. We remain committed to doing this. In addition, while we have our own views about the benefits the new form of council will bring, we will do our best to help ensure that the new council will be designed to delivering improving services and that communities will be engaged in how these are run.

We know that we cannot deliver everything that we wanted to under our previous seven priorities. We have had to review our ambition. Never the less we want to do the best we can for our communities in the remaining year of the council's life and hopefully that we can ensure some sustainable difference for our communities that can be transferred into the new organisation. In order to do this we have decided to focus on one priority which we are calling '**People and Place**'.

This Transitional Plan sets out what we will be trying to do over the next year.

Linda Ebbatson, Leader of the Council

Roy Templeman, Chief Executive

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# INTRODUCTION

## BACKGROUND

1. In the 2006 Local Government White Paper *Strong and Prosperous Communities*, the Secretary of State for the Department Communities and Local Government (DCLG) invited all councils (except London Boroughs and Metropolitan Districts) to submit proposals to create unitary councils by April . In addition, Councils in shire areas were invited to submit proposals against the same timetable to become pathfinders for enhanced two-tier working. The White Paper envisions a new relationship between central and local government and local government and communities and accordingly set out a number of tests that proposals must meet in order to be approved.
2. In response to the White Paper, Durham County Council submitted a bid for a single unitary authority for County Durham and the Durham District Councils a longer-term 'pathfinder to unitary' bid by the 25 January 2007 deadline. DCLG shortlisted 16 unitary bids for consultation on 27 March, including Durham County Council's bid. The consultation period ended on 22 June and following consideration of responses submitted, DCLG announced on 25 July that several bids, including the County Council's, were to proceed to implementation.
3. Following the enactment of the Local Government (Public Involvement in Health) Bill on 30 October 2007 this decision was confirmed on 5 December 2007. The implementation order came into effect at the end of February 2008 with an election to the new Council in May 2008. The council has a duty to co-operate in setting up the new organisation. Our Corporate Plan makes it clear that we will work to ensure that there is little disturbance to our communities, partners and other stakeholders as possible. The council will need to engage to achieve both of these commitments. The legal framework in which we will be operating in the next year is set out in Appendix 1.

## PURPOSE OF THIS DOCUMENT

4. The decision to implement unitary local government within County Durham necessitates a major change programme involving Durham County Council and all Durham District Councils. An emerging governance structure for the County Durham Council change programme has been provisionally endorsed by all Councils.
5. The forthcoming changes will require radical changes to existing corporate planning arrangements in order to facilitate a successful transition to the new authority.
6. This plan outlines for the benefit of members, employees and partners the Council's arrangements to develop with partners a new unitary authority for County Durham up to April 2009 and to manage effectively the transition period.
7. The council has a strong corporate plan and in December 2007 the Executive agreed revisions to proposals within that plan. It also agreed to develop a single priority around community engagement which is has subsequently been developed under the banner of '**People and Place**'. This focuses on ensuring that the work we do now ensures a demonstrable benefit to our communities which can be sustained by and supported by the new unitary council. This document sets out the Council's key priorities for service improvement, investment and savings during this period and the key capital projects to be progressed. Issues that require the consideration and approval of the Implementation Executive are highlighted.

8. It is intended that Executive, Corporate Management Team and the Local Government Review Project Team, as well as the Joint Implementation Team and Implementation Executive for the new authority, will use this plan to monitor and manage the Council's progress during transition. This plan is a 'living document and is designed to cope with change in circumstances which may arise as a result of the process of transformation to a new organisation.

## **OBJECTIVES**

9. The objectives of this Transition Plan, are to: -
  - state the Council's aims, objectives and priorities during the transition period;
  - build on the councils learning and continue its improvement programme;
  - set out revised corporate activity and funding arrangements for transition period;
  - clarify corporate transition programme management arrangements;
  - identify how we will support and motivate and support staff through the process;
  - set out the values and principles by which the Council will operate during transition; and
  - establish terms of engagement with 'County Durham Council' Change Programme

## **SCOPE**

10. This plan is the overarching plan for Chester-le-Street District Council during the transition period, and as such sets out how services and projects will be facilitated, delivered and resourced.
11. It also establishes terms of engagement with the 'County Durham Council Change Programme' and specifies the roles and responsibilities within this programme for relevant members and officers of the Council.

## **RELATIONSHIP TO OTHER PLANS**

12. The Transition Plan is a rationalisation of the Council's Corporate Plan (incorporating the Best Value Performance Plan) 2007-2010, published in June 2007, and associated Medium Term Financial Plan, Organisational Development Strategy and Corporate Improvement Plan. As such, it represents the Council's contribution to the Districts Sustainable Community Strategy, the Local Area Agreement and the Strategic Vision for County Durham.
13. It represents the Council's contribution to the wider change programme for the new unitary authority and will be integral to the success of this programme.

## CONTEXT

### Chester-le-Street District

14. Chester-le-Street District is a small District, at the heart of the Tyne & Wear City Region. Situated in the north of County Durham in the North East of England, Chester-le-Street is 68 sq km – 28 sq miles - in size, with a population of 53,200. The District lies between the cities of Newcastle (9 miles to the north), Sunderland (9 miles to the east), and Durham (7 miles to the south). At the heart of the District is the market town of Chester-le-Street, which accounts for 45% of the District's population, and is currently the focus of a major regeneration programme. The surrounding countryside is home to a number of villages – some affluent, some facing the challenges of deprivation in a rural setting.
15. The rate of economically active people is high (80%) as is the employment rate (over 75%). Both these measures outperform both the regional and national economy. In recent years local unemployment figures have fallen from 9.7% (above the national average) to 2.1%. However, set against this relatively prosperous District-wide picture, the Index of Multiple Deprivation (IMD) rankings of 2007 show that the District has pockets of deprivation – mainly in outlying villages. The District has the lowest job density (0.38) in the North East - much lower than the regional average (0.71) or the GB (0.83) figures, demonstrating that the District has less jobs within the District than there are working people who live in the District. 70% of the resident population is employed outside the district mainly in Tyneside, Sunderland and Durham City - the highest percentage of out-commuting of any authority area in County Durham. The number of VAT registrations and de-registrations show that the District has a stock of 855 businesses. The Council is still the largest single employer in the District, with a workforce of some 450 people and a gross expenditure of £38 million. Through developing our existing industrial sites (in both public and private ownership), there are good and expanding facilities, but limited opportunities for future employment sites. Beamish Museum, Durham County Cricket Club, Riverside Park and Waldridge Fell are key leisure and sporting attractions located in the district. The majority of working residents are employed in the distribution, hotels & restaurants, public administration, education & health and banking, finance & insurance sectors. Performance in education and crime reduction is also good - Chester-le-Street has higher than the Durham LEA, North East and English average levels of attaining 5 GCSE's 'A' to 'C' Grades (60.2% in 2005) and has consistently improved on these levels. Since 1999/2000, Chester-le-Street has consistently shown significantly lower rates of burglary offences, vehicle crime and robberies per 1,000 population than the North East and English average.
16. At present, Chester-le-Street is subject to a 'two-tier' local government, with [Durham County Council](#) responsible for the strategic functions and services such as education, social care and transport and Chester-le-Street District Council providing local services such as regeneration, development and building control, environmental health, licensing, benefits, street scene, housing and leisure. In addition, some functions are shared between the County and District Councils (e.g. waste management) and others are delivered across the region, with multi-agency involvement (e.g. strategic planning, economic development and tourism).
17. There are 11 Parish councils within the District.

## Chester-le- Street District Council

### Organisation








18. Chester-le-Street District Council is a 'Shire District' Council, commissioning, facilitating or providing over 200 services to the public. It comprises 34 councillors democratically elected by and accountable to residents of their ward. The Council has operated with a Executive/Leader model since 2000. Following the recent elections held in May 2007 the Council remains Labour-controlled. For further information on the Council's structure and governance, please see the Council's Constitution at [www.chester-le-street.gov.uk](http://www.chester-le-street.gov.uk).
19. The Council is a rated as 'Good' under the Audit Commission's CPA regime. It has also achieved an extremely good and positive Direction of Travel conclusion in this year's Annual Audit Letter from the Audit Commission.

### Corporate Planning Process

20. The Council has a well-established corporate planning process, which is fully integrated with its performance management framework. This is set out clearly in the council's Corporate Plan for 2007/2010. It is not set in stone and between October and December last year a review of corporate priorities and corporate plan proposals was undertaken. As a result of further progress including the transfer of the council's housing service to a Registered Housing Association in February 2008 further reviews have been undertaken.

### Corporate Values

21. The councils corporate values are set out in the corporate Plan 2007/2009 and are as follows:

- |   |  |
|---|--|
|  An authority that is customer focused, that understands the needs of communities and values resident and business engagement.   |  A culture of performance management where service plans are closely aligned to the Sustainable Community Strategy and where staff development and training is prioritised. |
|  An authority that measures added value, where services are focused on outcomes and success is measured by the impact on the quality of life of local people.                                    |  A council that is accessible to everyone, committed to equality, whilst recognising diversity.   |
|  An authority that learns from experience and the experience of others, is open to external challenge and operates comfortably in a mixed economy.   |  A council that is active both regionally and nationally.   |
|  A council that acts as 'OneTeam' where staff and elected Members work together and have a clear understanding of their role and the contribution they make to service and corporate priorities. |  |

22. Values and associated behaviours are promoted through the Council's Organisational Development Strategy, core competencies and communication strategies.

## THE COUNCIL'S PRIORITIES FOR THE NEW COUNCIL

### Employees

23. Employees must be treated fairly and well through the transitions process, therefore the Council welcomes the Government's commitment to apply TUPE-like terms to the transfer to the new Authority which will provide that staff who transfer do so on terms no less favourable than those they enjoyed immediately before the transfer. The council is committed to supporting its people through a challenging, uncertain and unsettling time. It is committed to maintaining the morale of teams and motivating individuals and teams to continue to deliver improving services. The council is fully committed to implementing the county wide Recruitment Protocol.
24. The Council is committed to playing an intrinsic role in the new unitary council workstreams with the intention of seeking to establish a common and cohesive protocol towards the management of staff pre and post transfer which will:
- not cause unnecessary redundancy or recruitment to take place;
  - seek to maximise the transfer and retention of employees;
  - ensure a process that is fair and transparent, thereby creating a climate of trust and openness;
  - ensure equality of treatment and meaningful engagement with staff and unions; and
  - develop and maintain effective channels of communication to ensure employees receive timely and consistent messages
25. The Council will advocate that the Implementation Executive and subsequently the new council Executive after May 2008, consults on all aspects of the staff transfer and the human resource implications of the new Authority with the appropriate local staff representatives including consulting with Trade Unions at the earliest possible stage on facilitation arrangements in the new Authority. The Council will also actively promote a staff communications strategy and will employ a range of communications methods to ensure all employees hear the same key messages, at the same time.
26. The Organisational Development section of this plan sets out how the Council will support employee development during the transition process including a focus on staff preparation through 'One **Team Personal Profiling**'.

### Organisational design

27. The introduction of a single Council for a County represents a move away from traditional forms of local government and introduces a new concept, that of 'sub-regional government'. This is a major change in the way that democratically accountable public services are organised and presents an opportunity for positive change if innovation in organisational design is embraced and service provision devolved in line with the aspirations of the Local Government and Public Involvement In Health Act 2007.
28. The District Council believes that the two-tier local government system does have some positive benefits. Care must be taken to ensure that the very positive aspects of the two tier system, such as the autonomous local decision making and locality based

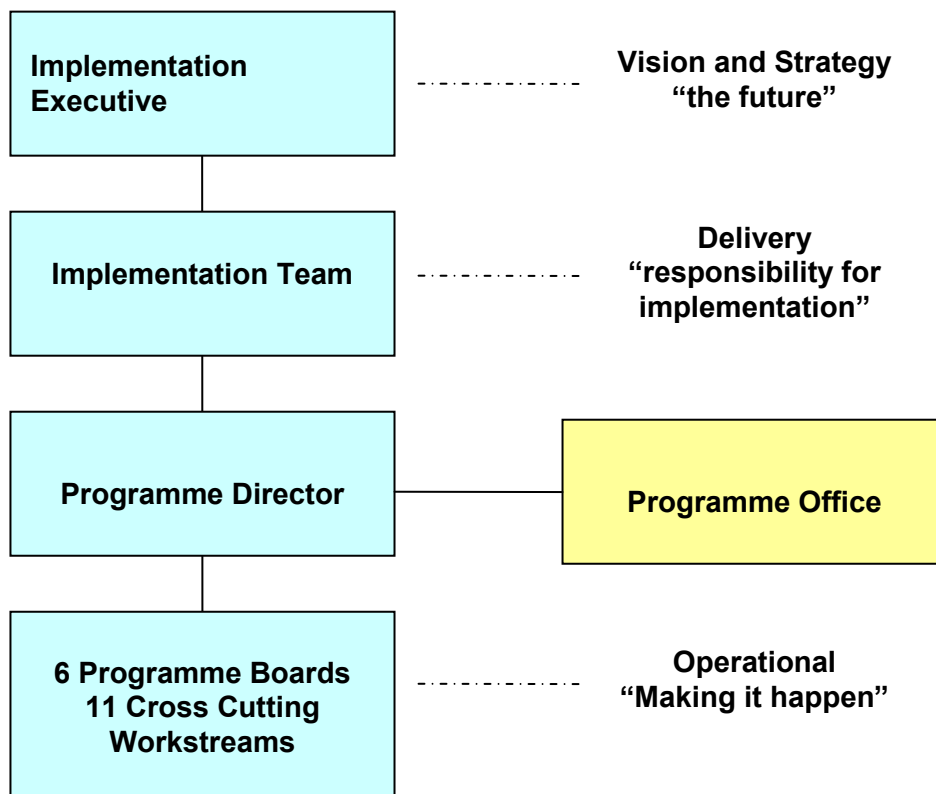


perspective of district councils, are maintained and combined with the economies of scale and strategic resource allocation that can be achieved through larger structures.

29. As a broad principle, the District Council favours a system of local government, which empowers neighbourhoods and supports locality working. In particular, it would wish to see multi-disciplinary teams working within neighbourhoods, empowered community partnerships and trusts capable of commissioning services in areas of need, supported with enhanced access to services.
30. The Council welcomes the opportunity for inclusion in the change management process and will work positively during the transition phase to the best of its abilities and within the resources it has. The next year will be a difficult period. It is an uncertain period for members and staff alike. The council has already experienced a reduction in staff as people in the organisation look to secure certainty about their futures outside of the county. Staff turnover is currently high at 12%. Not only are staff moving on but there is a loss of talent to the County as a result. In operational terms it will be more difficult to deliver what we have set out to do.

### THE COUNTY DURHAM COUNCIL PROGRAMME

31. A 'County Durham Council' change programme structure has been developed by the Durham County and District Councils' Senior Officer Group (SOG) and provisionally endorsed by all authorities to commence once legislative orders have been placed.
32. The vision of the programme is to create "a new unitary Council committed to developing a prosperous, safe and sustainable future for County Durham, listening to, and working with, local people, leading and shaping our communities and working in partnership to ensure quality, cost-effective services".
33. The following governance model for the programme has been agreed.



The programme will be managed through an Implementation Executive of Elected Members and a Senior Officers Group (SOG) or Joint Implementation Team (JIT) comprising the Chief Executive and Directors of the County Council, the Chief Executives of the Durham District Councils and the Programme Director.

34. The day-to-day management of the programme is the responsibility of the Programme Director, who will be supported by the Programme Manager and a small programme office.
35. The six programme Boards will be facilitated by a leader at Chief Executive level supported by key County and Council officers and a 'Business Manager' There will be members attached to each Board. The six boards cover the following areas:
  - Children and Young People's ;
  - Adults, Wellbeing and Health ;
  - Environment and Neighbourhoods (Infrastructure ;
  - Corporate Support;
  - Place Shaping; and
  - Internal Challenge
36. There are 11 cross cutting workstreams with workstream leads drawn from the County and District Councils, as appropriate. Agreed workstreams are :
  - Finance;
  - Asset and Property;
  - Procurement;
  - IT;
  - Legal Services;
  - Policy and Partnerships;
  - People/OD;
  - Communications;
  - Customer Access;
  - Equality and Cohesion; and
  - Information and Knowledge Management.

## **THE COUNCIL'S COMMITMENT TO THE CHANGE PROGRAMME**

37. The Council has to be pragmatic in what it can commit to in view of currently diminishing human resources. What we can and will do to support the development of the new council is set out below. We want to help facilitate the development of the new authority and at the same time to deliver on existing commitments and local priorities during the transition period.
38. The Council are represented on the Implementation Executive and the Joint Implementation Team and offer the change programme as much support and cooperation as it can. It will comply with all protocols to be agreed in respect of the change programme. It will release appropriate resources to support the programme workstreams wherever and when ever it can. It will comply fully with its duty to co-operate.
39. Project and service design and investment/disinvestment decisions will be developed alongside and complement the vision and objectives of the County Durham Council change programme and the vision for the new authority.

40. The Council commits to no growth in its overall revenue budget beyond the 2008/2009 budget during the transition period; prudent use of its reserves and capital expenditure grounded in existing policy commitments. Expenditure, contracting and disposals will be in accordance with the provisions of section 24 of the Local Government and Public Involvement in Health Act 2007 and the appropriate directions.
41. The Council will continue to follow as far as practicable the principles laid out in the existing Medium Term Financial Plan or in line with any revisions outlined in the financial plan element of this document. Flexible approaches to some savings will need to be adopted to deal with capacity and capability issues associated with the delivery of this plan.
42. It will be necessary to re-examine existing staffing levels and structures in relevant sections and to consider the appropriateness of existing officer delegations in order to ensure that :
  - Resources are aligned to the tasks of managing the transition and participating in the development of a new County Durham Council
  - Staffing levels and structures can be amended relatively quickly as circumstances change in the lead-up to April 2009.
43. Consideration will be given to undertaking appropriate workforce analyses when details of this Council's transition and the development of the new council become clearer and the constitutional implications of existing establishment and staffing decision-making processes need to be examined to determine if they can be made more flexible and less bureaucratic whilst maintaining the highest standards of probity.
44. In order to ensure that all affected employees are supported throughout this change process, employees' development needs are reassessed and incorporated into the Council's Training Plan. The focus of the Plan will be to assist our workforce in taking up opportunities in the new unitary council.
45. The Council has developed internal programme management arrangements to deliver this plan that are complementary to those of the County Durham Council change programme. These are set out below.

## **INTERNAL ARRANGEMENTS**

46. The Council will strive hard to ensure that service standards are maintained, that priority commitments (e.g. those outlined in the Corporate Plan and capital programmes) are honoured where practicable, and that employees are fully supported through the change process, so that the legacy of Chester-le-Street District Council is positive. The council will maintain and enhance, where possible, current arrangements for health and safety and corporate governance.
47. The Council has a number of priority objectives for its communities, which will continue to be pursued within the constraints imposed by the Local Government and Public Involvement in Health Act 2007 and those locally determined. These are outlined in subsequent sections.
48. The Council will also try hard to ensure that it plays a full part in the development of the new authority so that the needs of local communities continue to be met, the Council's

good practice and learning is fully utilised, the profile and skills of employees are raised and their interests protected. The council has established a Local Government Reorganisation Project Team (LGRPT) to support the transition through the Implementation Executive and the Joint Implementation Team. The key objectives of this team include supporting and co-ordinating the council's contribution to reorganisation, motivating with staff and ensuring a communications strategy is implemented. In relation to the latter key Team members have been assigned specific responsibility for Leisure, Environmental Services, and services operating out of the Civic Centre. Its activities are supported by an intranet site and a 'blog' site which allows the workforce to raise issues and have their questions answered.

## Transition Plan

49. This plan sets out activities that will ensure that both of these responsibilities are executed effectively. The progress against the plan will be monitored through the Programme Board and reported as part of the council's quarterly Corporate Performance Report to the Executive and scrutiny.

## Programme Management arrangements

50. The Transition Programme will be coordinated by the Director of Corporate Services as lead officer for the LGRPT. The LGRPT will provide programme and projects support. The LGRPT will have human resources, financial, communications and legal support. It includes union representation.
51. The Chief Executive has been appointed as a member of the Countywide Internal Challenge Programme Board.
52. The Councils Corporate Management Team will act as the Local Programme Board and has agreed leads and project officers to develop internal arrangements linked to the County Durham Council Change Programme workstreams. These are set out below.

Workstream Area	Management Team Lead	Cross County lead
Finance	Ian Herberson	No lead
Asset/Property	Leila Dawson	No lead
Procurement	TBA	No lead
IT	Graeme Clark	No lead
Legal and Democratic	Chris Potter/Colin Turnbull	No lead
Policy and Partnerships	Ian Forster	Ian Forster
People and OD	Ian Forster/Lynda Clifford	No lead
Communications	Craig Etherington/Henk Gertseema	No lead
Customers Access	Craig Etherington	Craig Etherington
Equality and Cohesion	July Underwood	Julie Underwood
Information Management	Graeme Cark	No lead

53. Leads will develop teams and internal arrangements as appropriate on a time-limited basis. Work will be co-ordinated through the LGRPT.
54. Programme updates will be a standing item on Corporate Management Team agendas. Progress will be reported to Executive and Scrutiny through the Corporate Performance Report

## **Rationalisation of partnerships, policy development and service improvement arrangements**

55. It is clear that the implementation of the Transition Plan within the allotted timescale will be challenging. This work will involve some element of rationalisation and 'mopping up', as some initiatives, programmes and projects will no longer be relevant or deliverable within the transition period.
56. The Council's partnerships will be reviewed in line with the new corporate priority, and revised accordingly.
57. Policy development and mid to long-term service improvement initiatives in particular will be curtailed. This Transition Plan will be kept under review.
58. The council will build on what it has learned through its improvement programme. It will build on its successful Action Learning Set and Continuous Process Improvement programme to contribute to the new organisation while managing 'business as usual'. Relevant Strategic Working Groups, the purpose of which has been largely to progress the Improvement Programme, will be re-focussed, with their focus to be upon bringing forward projects through the transition programme.
59. The Corporate Support Team has been merged with Corporate Management Team to meet once a month as an extended Corporate Management Team.
60. The new focus of the council will necessitate a review of the structure of the workload of the Council's Overview and Scrutiny Panels with a view to focussing on the council's single priority of '**People and Place.**' This issue will be the subject of engagement with members of Overview and Scrutiny Panels and via the countywide change programme.

## **Business as usual**

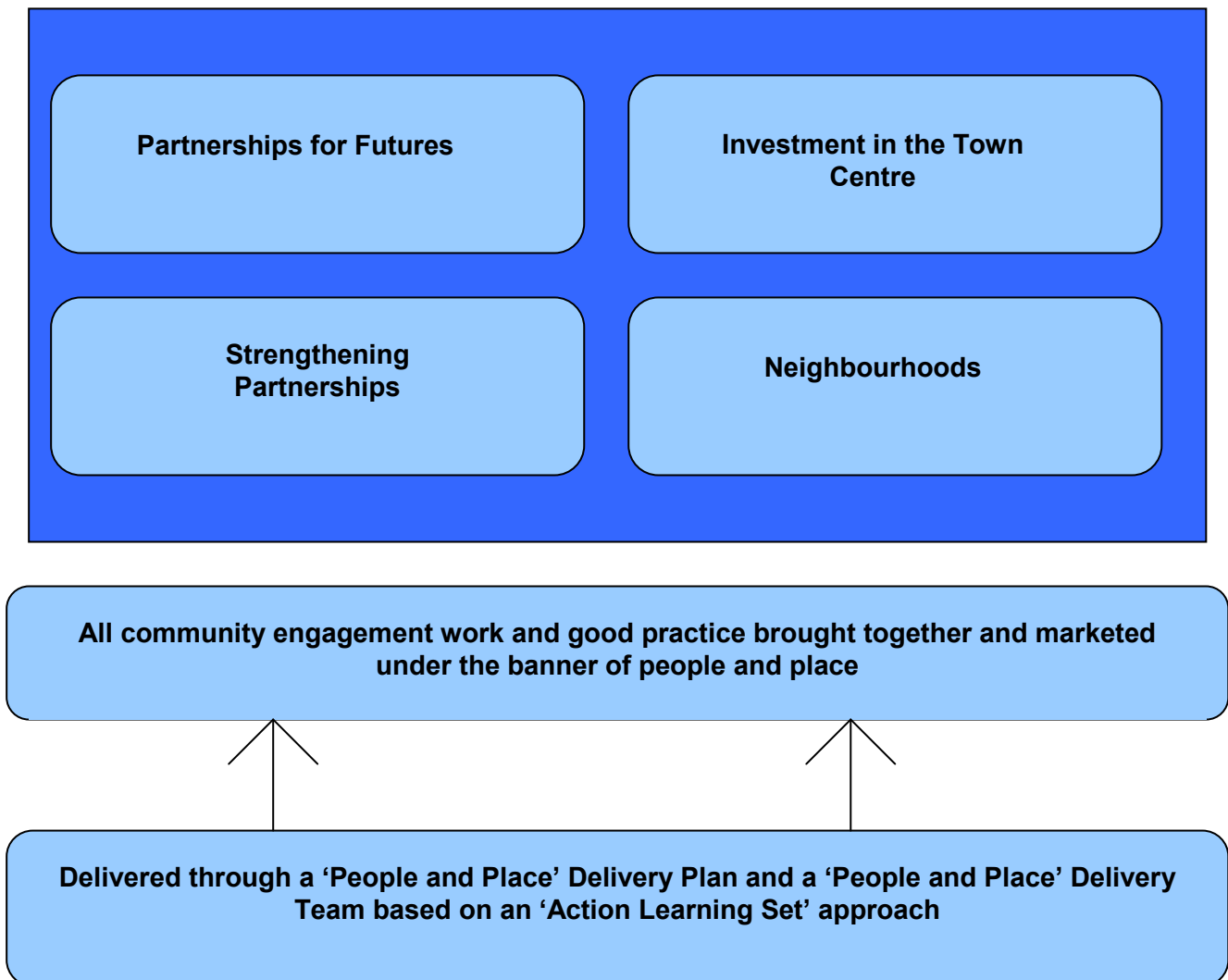
61. Outside of this transition programme, business as usual will continue. While a drop in performance due to reduced capacity cannot be ruled out, service standards must be preserved as far as practicable against a background of increased employee turnover, a commitment to not filling senior posts, a possible drop in morale and the ongoing development of new delivery arrangements. Performance will be closely monitored for early warning signs of deterioration, and exception reports presented to Corporate Management Team, Executive and Scrutiny as outlined above. The Business Continuity Plan will be reviewed to determine whether it is fit-for-purpose from a LGR perspective and revised as appropriate. The council will operate on the basis that it has a continued responsibility towards continual improvement and delivery of value for money and will progress accordingly.
62. During 2008/ 2009 the council will have to collate information against a new national indicator set. The council's key performance indicators will therefore shift from the 74 Best Value Performance Indicators to a larger set of new national indicators. Currently how and when these will be collected and reported is unknown. It is clear that the reporting of indicators will not be in the life time of this Council. They will not benefit this council yet they will be a statutory duty for the council to undertake. It is likely that a 'Place Survey' will need to be undertaken later this year from which a significant amount of indicators will be drawn. Discussions are currently underway to jointly procure this and to performance manage the new indicator set on a county basis through the Policy and Partnerships workstream led by the Director of Corporate Services.

# KEY PRIORITIES AND ACTIVITY TO APRIL 2009

## Corporate Priorities and Associated Activity

63. The council wants to ensure that in its last year its work delivers demonstrable change for communities which can be sustained and supported into the life of the new council. It wants to ensure that the priorities of the District are firmly on the agenda for the new unitary council.... our community voice. The council has reviewed its priorities against what it has learned and heard. The Executive have agreed that Partnership related community engagement will be the council's single priority for the coming year and proposals to support this are currently being developed. The approach was confirmed at the Council meeting on 28<sup>th</sup> February 2008 which set the council's budget for 2008/2009.
64. This priority will be promoted under the branding of **'People and Place'** and can be visually described as follows:

### ***People and Place***



65. **'People and Place'** will comprise of four key elements:

- **Partnerships for Future** – building on existing relationships between appropriate agencies to develop young people with the right skills to secure jobs that are available within the District, thus sustaining employment opportunities;
- **Investing in the Town Centre**– Building on the investment already made in Chester-le-Street Town Centre to maximise its sustainable benefit;
- **Strengthening Partnerships** - focusing partnership improvement activity ( including partnerships with people) towards those which will sustain community engagement, including arts and culture, through into the new unitary arrangements; and
- **Neighbourhoods**– undertaking village planning work and local charters where there is capacity at the local level both within the council and within communities to secure sustainable change

66. To promote this, and to maximise the council's overall commitment to community engagement, activity around the above and throughout our community engagement work will be marketed under the branding of **'People and Place'**.

67. A **'People and Place'** Delivery Plan will be developed and implemented by a **'People and Place'** Delivery Team. This will engage all key personnel associated with the activity around the key strands of the four priority areas. There will be a focus on the engagement of the front line councillor in this process and will involve the redesign of the scrutiny function to deliver this. The **People and Place** Delivery Plan will be developed through an Action Learning Set Approach and each of the four Priority Action Learning Sets will produce a Delivery Plan by the end of April 2008. The overall process is set out in Appendix 2. This will be managed and co-ordinated by a small team under the guidance of the Director of Corporate Services. Appropriate resources have been made available through the 2008/2009 budget process and there will be a continued focus during the year to redirect resources to achieve the delivery plan.

68. The Council has reviewed the commitments made in the 2008/2009 Corporate Plan, Medium Term Financial Plan and associated documents and has determined, in light of key objectives and resource constraints, which planned activities and projects will be progressed during the transition period. These are set out under Portfolio responsibility in Appendix 3. This plan makes clear the links between work to be undertaken during the transition period and priorities and investment decisions previously made by the Council. The councils refocused improvement plan is set out in Appendix 4.

### **Supporting the Development of the new Authority**

69. The activity outlined in this Plan is consistent with the vision and programme management arrangements for the new authority. Investment in corporate governance and infrastructure in particular will be closely aligned to workstream development
70. Corporate health and governance issues for progression during the transition period include Organisational Development, meeting Equality legislation requirements through DIA's, the reduction of sickness absence and the implementation of the corporate governance action plan.

## **Capital Programme and Associated developments**

71. The Council has in place a capital programme aligned with its key objectives.
72. Key priority capital-related commitments are set out in Appendix 5:

## **Key projects for consultation with the Transitional Authority**

73. The council will consult the transitional authority on relevant key schemes not set out within the transitional or which have been developed through the 2008/2009 budget process. .

## **ORGANISATIONAL DEVELOPMENT STRATEGY**

### **Capacity**

74. To ensure that transition projects, LGR implementation milestones and service delivery standards are met the Directorate of Corporate Services will support service departments with effective and timely guidance. Appropriate additional resources such as doing things differently, use of agency workers, interim managers, consultancy and temporary employees will be secured where possible and as and when required, and temporary additional duties and responsibilities assigned as necessary. Capacity within the organisation will be kept under review to ensure the council is able to deliver what is expected of it in terms of both **'People and Place'** and contribution to the new unitary council development.
75. It is also important that 'key worker' knowledge is retained during the transition period, therefore flexible-working policies will be promoted and encouraged.

### **Training and Development**

#### ***Top Team Development***

76. Providing positive leadership through the transition to a unitary authority is a significant and key challenge that will have a major impact on employee morale and retention. To facilitate this support will be provided for Corporate Management Team and Executive through regular informal briefings and other initiatives where appropriate

#### ***Competency Framework***

77. It is likely that common standards (competencies) will be used by the new authority to enable fair and transparent recruitment and selection through skills matching. The Council has established key competency frameworks which will continue to be implemented. These will be reviewed during the transitional period where necessary.



### ***Career Transition***

78. In an effort to support employees to secure future career opportunities, the councils Training and Development Plan will be designed to assist career transition. This will be aimed at building confidence and understanding of competency based recruitment processes. This will include development of '**One Team Personal Profiles**' for all staff. These profiles will aim to provide :
- an understanding of the council's improvement journey;
  - an understanding of how individuals have contributed to our achievements;
  - how individuals have contributed to service based improvement;
  - what are individuals needs in the transitional period; and
  - How these needs might be met.
79. This will build on the outcomes from the council's Personal Development Plan Programme. Personal profiles will be used to assist individuals develop CV's and will be focussed as well on potential future interviews and assessment centres. Workforce plans will be developed accordingly and The PDP process will be used to understand individuals' ambitions

### ***Professional Development***

80. It is important that employees are able to demonstrate compliance with professional standards to ensure they are best positioned for job matching. Relevant employees will be encouraged and supported to identify training required to fill any potential gaps. This may require a re-write of appropriate job descriptions and person specifications to comply with the minimum entry-level requirements of some professions. Personal Development Planning ought to focus on opportunities the new organisation.

### ***Talent Management***

81. During the transition period the Council considers it important to address the career aspirations and talents of employees who wish to remain with the new authority but who require further training to enable them to access better opportunities. On this basis, the Human Resources Team will assist Directors and Heads of Service to identify such employees, and agree and compile appropriate development plans through the Personal Development Planning process.

### ***Change Management Training***

82. A detailed LGR focused change management programme will be delivered to all managers as implementation progresses. This will form a key part of the Training and development Plan and will be delivered in part by Aware UK.

## Communications Strategy

83. The council has agreed a Communications Strategy This will need to be regularly reviewed throughout the process and delivered via the following mechanisms:
- Corporate /Director Briefings
  - Understanding Unitary (LGRPT newsletter)
  - Members Update/Team Talk (Elected member/staff newsletter)
  - LGRPT and directorate facilitators
  - Interactive Methods e.g. LGRPT Intranet site, including a 'blog' site.
  - Trade Union Consultation and Involvement Framework
  - Team Brief
  - Team Meetings
84. To ensure swift communication takes place, it may be necessary at times to deploy the above mechanisms at short notice. Internal/external communications strategies will be aligned and coordinated to ensure employees receive information from the appropriate source at an appropriate time.

## BUDGET SUMMARY 2008/2009

85. The council approved the 2008/2009 budget for Chester-le-Street on 28<sup>th</sup> February 2008.

### General Fund Revenue Account

86. General Fund Revenue account for 2008/2009 can be summarised as follows:

	£m	Comments
<b>Budget Requirement</b>	9.419	
<b>Use of Earmarked Reserves</b>	0.669	Includes the use of the HRA Balance in 08/09
<b>Use of Externally Funded Earmarked Reserves</b>	0.503	
<b>Net Budget Requirement</b>	8.247	
<b>External Support</b>	5.121	
<b>Collection Fund Surplus</b>	0.030	
<b>Council Tax Demand</b>	3.096	Equates to a band D tax of £181.17 representing an increase in 08/09 of <b>2.9%</b>

87. There has been a significant redirection of resources to help fund the **'People and Place'** priority and respond to Local Government reorganisation. This totals £469k and are as follows:-
- Investment in Town Centre £50k
  - Partnerships for Futures £80K
  - Strengthening Partnerships £50k
  - Neighbourhoods £70k

A contingency, of £219K to help meet potential costs of the councils contribution to Local Government Reorganisation has been included in the General Fund Revenue Account. The

above all relates to one-off non-recurring expenditure and will not therefore cause a funding gap problem for the new authority.

88. The use of the HRA Balance in 2008/09 and over the next 5 years is being used to help in providing a cost position following Housing Transfer which has the effect of removing an obligation on the new Council in relation to the first 5 years post transfer. Pay inflation has been set at 2.5%. Gas inflation has been set at 15% and electric at 22%

### Housing Revenue Account

89. This account is no longer required as the council has transferred its housing service to Cestria, A registered housing association.

### Capital Programme

90. The programme will be funded from the capital receipts due as per the major disposals programme. A prudent but realistic forecast of £1.2 million is due to accrue before the end of March 2009 on top of which £0.45 million is expected from the cost neutral repayment of Cestria set-up costs (from CLS DC Year 1 share of VAT Shelter). The Capital Programme bids for 2008/2009 are set out in Appendix 5.
91. The resources available of £1.65 million are insufficient to address the capital programme proposals. The Executive have delegated authority to agree the prioritised capital programme recommendation from the Capital Working Group to be contained within available resources. However, Council notes that if expenditure proposals are to exceed capital resources available, then consideration should be given to prudential borrowing but that in this eventuality the Head of Corporate Finance will need to advise on affordability and such a proposal would need to be agreed by the Implementation Executive or the new County Council.

### Externally Funded Schemes

92. The following schemes are in addition to the Council funded schemes set out in Appendix 5.

SHIP 3	DFG	75,000
SHIP 3	Group Repair Scheme	56,000
SHIP 2	Various projects	700,000
SHIP Safety Net funding	Heart of the Village Sacriston	150,000
SHIP Safety Net funding	Heart of the Village Pelton Fell	350,000
Developers Contribution	HOV Pelton Fell Community Centre	500,000
Developers Contribution	HOV Pelton Fell MUGA	238,000
Big Lottery Fund	Provision of 4/5 Play Areas	200,000
S.106 Agreement	A693 Roundabout	925,000

## RISK MANAGEMENT

93. Risk management arrangements within the council have been continually developed over the last few years with an increased focus on the strategic risks facing the authority. Last years corporate plan identified 20 strategic risks
94. The decision to proceed with the move to a single unitary authority for County Durham and the development of this Transitional Plan will require a further review of the major risks facing the authority in the remaining period up to April 2009. The council will review its Strategic Risks in a joint exercise involving Members and Officers. This will be undertaken once the '**People and Place**' delivery plan has been produced. The Transition Plan will be updated with the agreed strategic risks once this exercise is complete. This Strategic Risk management exercise will take place in Mid May 2008.
95. Regular review of progress will be a key feature of the project management approach adopted and this will need to be informed by other risk issues that could affect the overall successful delivery of the expected outcomes.

## ENVIRONMENTAL FOOTPRINT

96. During the transition period the council will respond to the challenges of climate change where it can. It will be committed to improving its environmental footprint and that of its communities. Appendix 6 sets out some key achievements on these issues.



## Appendix 1: Legal Framework Guidance

To be completed as soon as full picture is understood.

### **LOCAL GOVERNMENT REORGANISATION – STATUTORY CONTROLS ON DISPOSALS, CONTRACTS & RESERVES – “WORKING TOGETHER TO CONTINUE TO DELIVER”**

To ensure an orderly implementation, a new consent regime applies (as from 4 March 2008) to prevent the District Council (and all other Durham District Councils) from entering into certain contracts and restricting the Council’s ability to include an amount in its financial reserves.

#### **Contracts affected**

The types of contract affected are listed in section 24 of the Local Government and Public Involvement in Health Act 2007, namely:-

- (1) contracts to dispose of land (freehold or leasehold interests) where what is to be received exceeds £100,000;
- (2) any capital contract (i.e. capital expenditure/finance) where what is to be paid exceeds £1,000,000 (or which includes a provision which allows the Council to vary the amount to be paid)
- (3) any non-capital contract exceeding £100,000 where it extends beyond 1 April 2009 (or any such contract which has a provision allowing for extension beyond that date).

For all practical purposes, all such contracts are caught *in terms of value* irrespective of their apparent face value because Parliament has created an artificial legal definition which adds the cumulative value of all such previous contracts of ‘the same or a similar description of matter’ entered into on and since 1 January **2007**.

#### **Consent – General or specific consent?**

In simple terms, prior consent is required to be obtained. The nature of the consent required depends upon what the District Council proposes.

To make matters easier certain transactions have been given consent already through a ‘general consent’ so specific consent does not need to be applied for if those matters come solely within the terms of the general consent).

### *General consents issued by the Secretary of State*

Land disposal contracts - No specific 'section 24 consent' is required where the District Council is required by any enactment of Parliament to enter into a contract for land disposal (because the Secretary of State has issued a general consent)

### *General consents issued by the Implementation Executive for County Durham*

The guidance from the Secretary of State recommends that the Implementation Executive should give general consents for routine transactions to allow these to continue unhindered.

The County Council through the Implementation Executive (at the IE's Meeting on 7 March 2008) issued the following general consents, namely:-

- (a) the disposals of land and entry into capital and revenue contracts identified in the District Councils' budgets for 2008/2009;
- (b) the completion of all disposals of land to which a District Council was contractually committed prior to 4 March 2008;
- (c) all disposals of land approved in District Council budgets prior to 2008/2009 where no contractual commitment currently exists and
- (d) all disposals of land where the value of the land concerned is less than £250,000. (For the avoidance of doubt this figure is not to be treated as cumulative with previous transactions referred to in Section 27(1) of the 2007 Act).

In addition, a general consent was given by the Implementation Executive to District Councils to enter into contracts under legislation relating to emergencies and civil contingencies and that the use of such powers be reported to the Implementation Executive or, in the case of contracts entered into after the 1 May 2008, the Executive of the newly elected Council

### *Specific consents*

Delegated power has been given by the Implementation Executive to the County Treasurer to:-

- (i) approve (in consultation with the Corporate Services Programme Board) any other disposal of land, capital or revenue contract proposed to be carried out or entered into by a District Council and which is not covered by the general consent in paragraphs (a) – (d) above;
- (ii) approve, on referral from the appropriate District Council Section 151 officer, the entering into of any contract by a District Council which falls due for renewal before the 31 March 2009;

Application for specific consents need to be made where general consents do not cover what is proposed.

**FLOWCHART**

**IS IT A TYPE OF DISTRICT COUNCIL CONTRACT AFFECTED BY THE SECTION 24 DIRECTION?**

<b>No</b>	<b>Yes</b>
Proceed as normal (making sure any other consents are obtained, if relevant)	

**WHAT TYPE OF CONTRACT IS IT?**

<b>DISPOSAL OF LAND CONTRACT</b>	<b>REVENUE CONTRACT</b>	<b>CAPITAL CONTRACT</b>
Cumulative total since 1 January 2007 over £100,000 – all caught	Cumulative total since 1 January 2007 over £100,000 <b>AND</b> extends or could extend beyond 1 April 2009	Cumulative total since 1 January 2007 over £1million [Also includes <b>any</b> capital contract of any amount where it includes a provision to vary the consideration to be paid].

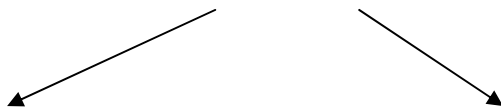
NB. To calculate whether the value threshold has been reached for a revenue contract or a capital contract, ask if the particular contract is 'the same or of a similar description of the matter' of other contracts since 1 January 2007. If so, add up the value of all such contracts to see if the threshold is exceeded. It is NOT assessed on the value of the particular proposed contract. There is an artificial definition based on cumulative value of same or similar contracts.

**HAVE THERE BEEN ENOUGH PREVIOUS CONTRACTS OF THE SAME OR SIMILAR TYPE TO EXCEED THE VALUE THRESHOLD FOR THAT TYPE OF CONTRACT?**

<b>NO</b>	<b>YES</b>
Proceed provided value threshold not reached <b>AND</b> in the case of a capital contract provided the particular capital contract does <b>NOT</b> have a variation consideration term	

**CONSENT IS REQUIRED**

**WHERE CONSENT IS REQUIRED, HAS A GENERAL CONSENT ALREADY BEEN ISSUED FOR THE TYPE OF CONTRACT?**



<b>BY SECRETARY OF STATE</b>	<b>BY COUNTY COUNCIL</b>
<b><u>Land Disposal Contracts</u></b> – where the District Council is required by an enactment to dispose of land	<b><u>Land Disposal Contracts</u></b> – (1) the disposals of land identified in the District Council's budgets for 2008/2009; (2) the completion of all disposals of land to which a District Council was contractually committed prior to 4 March 2008; (3) all disposals of land approved in District Council budgets prior to 2008/2009 where no contractual commitment currently exists; (4) all disposals of land where the value of the land concerned is less than £250,000. (For the avoidance of doubt this figure is not to be treated as cumulative with previous transactions referred to in Section 27(1) of the 2007 Act).
	<b><u>Revenue Contracts</u></b> (1) to enter into revenue contracts identified in the District Councils' budgets for 2008/2009
	<b><u>Capital Contracts</u></b> (1) to enter into capital contracts identified in the District Council's budgets for 2009/2009.
	<b><u>Legislation relating to emergencies and civil contingencies</u></b> (1) to enter into contracts under legislation relating to emergencies and civil contingencies

**IF THERE IS A GENERAL CONSENT, THEN PROCEED.**

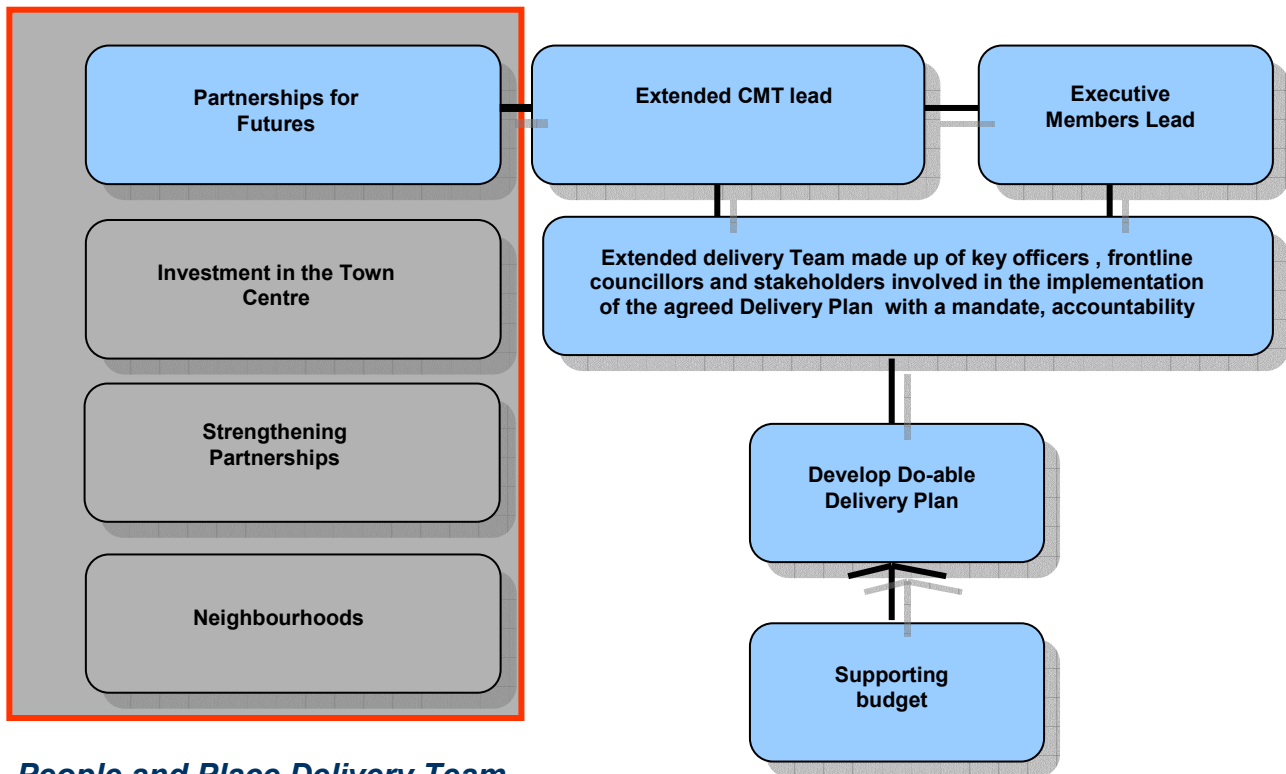
**IF THERE IS NO GENERAL CONSENT, APPLY TO THE COUNTY COUNCIL FOR CONSENT.**





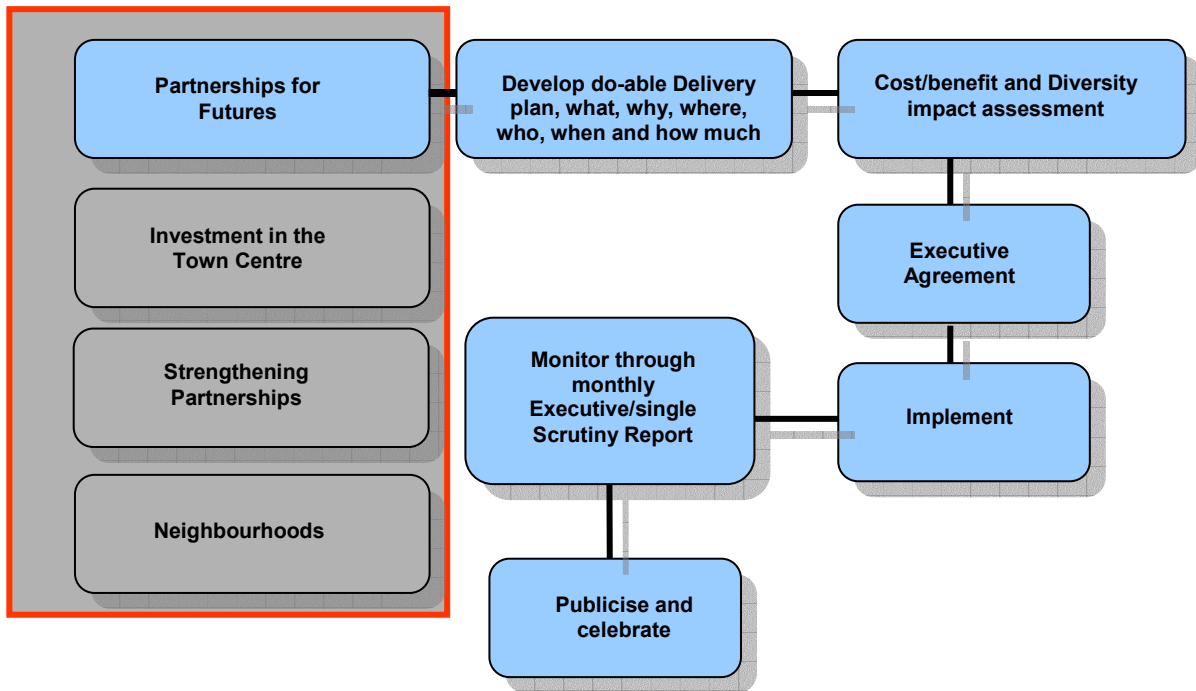
## Appendix 2: 'People and Place' Process

### People and Place – Action Learning Set approach



**People and Place Delivery Team**

## People and Place – Monitoring Process





Appendix 3: Revised Corporate Plan Proposals

**Note: Members and Officer leads subject to change in lifetime of plan**

**CORPORATE PLAN PROPOSALS – CLLR LINDA EBBATSON**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE26	Continue our Organisational Development Programme through to May 2008	Ian Forster/Julie Underwood Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Undertake action learning sets and CPI projects and report by May 2008</li> <li>▪ Build in learning to decide future programme by March 2008</li> <li>▪ Consider the outcomes of action learning sets and targets by September 2007</li> <li>▪ % of members and officers meeting required competencies</li> <li>▪ Measured outcomes from projects completed against intended outcomes/scope of brief</li> <li>▪ Some measured outcomes will also be developed as part of the brief for each set/project</li> <li>▪ Improvement in performance in 100% of CPI project processes</li> <li>▪ IIP recognition</li> <li>▪ Engages all services</li> </ul>	<b>On target</b>
CE30	Ensure new elected members are equipped with the relevant skills by August 2008	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Carry out induction programme for new members by August 2007</li> <li>▪ Service plans and corporate plan and priorities are delivered on time</li> <li>▪ Evaluations from training events</li> <li>▪ Feedback from member support assessments of how learning was applied</li> <li>▪ Feedback from community groups</li> </ul>	<b>On target</b> <b>But need to review in light of LGR. Need to consider bigger picture including the role of the front line councillor.</b>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE32	Embark upon further programme of elected member development linked to the role of the front line councillor by March 2009	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Members training plan implemented from September 2007 and reviewed annually</li> <li>▪ Evaluations from training events</li> <li>▪ Feedback from members support assessments of how learning was applied</li> <li>▪ Feedback from community groups</li> </ul>	<p><b>On Target</b></p> <p>Need to refresh programme to help members motivation</p>
WP1	Complete updating of the Sustainable Community Strategy (SCS) and implement action plans through to March 2009	Jeremy Brock Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Implement action plans</li> <li>▪ 90% of actions completed on time</li> <li>▪ 90% of targets met</li> </ul>	<p><b>On target</b></p> <p>But need to consider focus on motivating LSP achievements as a result of LGR</p>
WP2	Ensure action plans are established and built into service planning to achieve the actions and targets of the Sustainable Community Strategy by 2009	Jeremy Brock Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Secure ownership in services of SCS proposals by December 2007</li> <li>▪ Establish contribution targets and action by March 2008</li> <li>▪ Assess contribution to Respect Agenda by March 2008</li> <li>▪ Monitor and review</li> <li>▪ %internal targets met</li> <li>▪ %SCS targets met across District</li> </ul>	<p><b>On target</b></p>
WP3	Ensure action plans are established and built into service planning to achieve the actions and targets of the Local Area Agreement by 2009	Julie Underwood Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Through golden threading exercise, secure ownership in services of LAA proposals by October 2007</li> <li>▪ Assess contribution to Respect Agenda by October 2007</li> <li>▪ Establish contribution targets and action</li> </ul>	<p><b>On target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
			<ul style="list-style-type: none"> <li>▪ by September 2007</li> <li>▪ Establish in Service Planning Review by October 2007</li> <li>▪ Monitor and review</li> <li>▪ % internal targets met</li> <li>▪ % LAA targets met across District</li> </ul>	
WP4	Work in partnership with other councils to develop the implementation of the Local Area Agreement through to March	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Develop performance management framework and governance arrangements by September 2007</li> <li>▪ Participation on project team and LAA Board</li> <li>▪ Engage and influence the new LAA for 2008/2011 by March 2008</li> </ul>	<b>On Target</b>
ME1	Seek to secure a positive direction of travel report from the Audit Commission to build on our progress from 'poor' to 'good' by March 2009	Ian Forster Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Develop action plan to support existing improvement programme</li> <li>▪ Positively address Audit Programme in reaching their conclusions</li> <li>▪ Secure positive direction of travel reports annually</li> </ul>	<b>On Target</b>
ME2	Work in partnership, when required, to respond to the challenges of Local Government Review through to March 2009	Roy Templeman Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Respond to the impending decision on the future of local government by September 2007 (or as otherwise directed by Government)</li> <li>▪ Respond to future opportunities for engagement as they arise</li> </ul>	<b>On Target</b>
<b>New</b>	Engage in and influence the development of the Tyne and Wear Multi Area Agreement and the City Region	Roy Templeman Cllr Linda Ebbatson	<ul style="list-style-type: none"> <li>▪ Respond to opportunities to put forward proposals and effect change.</li> </ul>	<b>On Target</b>



**CORPORATE PLAN PROPOSALS – COUNCILLOR SIMON HENIG**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE9	Develop and implement a benefits take up strategy and implement by March . A benefits take up campaign means working with partners eg Welfare Rights, CAB not just ourselves to maximize benefit entitlement and bring new customers onto benefit	Catherine Lofthouse Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Develop and adopt strategy by April 2008</li> <li>▪ Review annually</li> <li>▪ Annual % increase in benefit take up</li> <li>▪ 3% increase in benefits customer satisfaction BVPI's</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly. Progress to date – Since April 2007 we have paid an additional £39,000 in benefits that would have otherwise not been claimed</p>
CE10	Develop and implement a revenues take up strategy to maximize direct benefits and e-payments and ensure customers have correct entitlement to discounts, reliefs and investment by March	Catherine Lofthouse Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Develop and adopt strategy by March</li> <li>▪ Annual % increase in revenues take up</li> <li>▪ Annual % increase in electronic transactions</li> <li>▪ 3% increase in revenues customer satisfaction</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly. Progress to date – Since April 2007 we increased direct debit take up by 3% and paid an additional £237,000 in rate relief</p>
CE11	Develop and implement an anti-fraud strategy by March	Steven Graham Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Develop and adopt strategy by March</li> <li>▪ Review annually</li> <li>▪ Targets to be developed by September 2007</li> </ul>	<p><b>On target</b></p> <p>The annual strategy has been written and the action plan is being monitored monthly. Progress to date – Since April 2007 we have issued 50 sanctions and prevented in excess of £50,000 in fraudulent benefit payments</p>
CE17	Carry out customer satisfaction for	Alison	<ul style="list-style-type: none"> <li>▪ Implement customer satisfaction</li> </ul>	<p><b>On target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
	benefits and local taxation customers other than the 3 yearly BVPI (customer satisfaction not currently measure in local taxation) by March 2008	Styring/Angela Cook Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ measurement for 2008/09</li> <li>▪ Satisfaction monitored and action plan drawn up to improve by April 2008</li> </ul>	The annual strategy has been written and the action plan is being monitored monthly.
DS4	Continue to deliver the three year capital programme by March 2009	Ian Broughton Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Deliver 2008/09 programme by Mar 2009</li> <li>▪ Publish revised three year plan by February 2008</li> <li>▪ 100% of budget spent</li> <li>▪ 100% planned homes improved</li> <li>▪ 95% customers satisfaction from recipient tenants</li> </ul>	<b>On Target</b>
DS5	Annually update the Housing Strategy in order that it remains fit for purpose through to March 2009	Leila Dawson Cllr Simon Henig/Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Update Housing Strategy by Jan 2008</li> <li>▪ Create 5 page strategy to meet national guidelines</li> <li>▪ Fit for purpose judgements by government office</li> <li>▪ Positive audit reports</li> </ul>	<b>On target</b> Update of housing strategy under way. Consultation work has taken place.  Revised strategy will come forward by January 2008.
ME3	Progress our action plan to improve the Council's Use of Resources Assessment through to March 2009	Ian Herberson Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Programme manage action plan implementation</li> <li>▪ Ensure embedding of actions taken in organization</li> <li>▪ Maintain level 3 by March</li> <li>▪ Positive audit reports</li> <li>▪ Impacts on all services</li> </ul>	<b>On target</b> The Audit Commission has completed its work on the Use of Resources Assessment for 2007 and the outcome will be received on 19 November.
ME14	Continue to operate an internal audit service that complies with CIPFA Codes of Practice for Internal Audit in Local Government through to March 2009	Jim Eider/Mark Jim Jim Eider/Mark Welch Cllr Simon Henig	<ul style="list-style-type: none"> <li>▪ Self assessment for internal audit annual report submitted to Council in June 2008</li> <li>▪ Positive external audit reports</li> </ul>	<b>On target</b> Action Plan for full compliance with the Code incorporated in Internal Audit Service Plan. Anticipate that Review of the Effectiveness of Internal Audit in April/May 2008 will report full compliance

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME15	Continue to minimize Audit Commission audit fees by meeting recognized standards through to March 2009	Jim Elder/Mark Welch Clr Simon Henig	<ul style="list-style-type: none"> <li>▪ Positive external audit reports</li> </ul>	<p><b>On target</b></p> <p>Audit Manual developed which includes audit procedure compliant with International Standards for Auditing. Staff training on the revised procedures took place.</p>
ME16	Review the role of the Audit Committee and ensure that it meets what is required for corporate governance by March 2009	Jim Elder/Mark Welch Clr Simon Henig	<ul style="list-style-type: none"> <li>▪ Provide support to Audit Committee up until March 2009</li> </ul>	<p><b>On target</b></p>
ME27	Undertake PACE Freedom of Information, Data Protection and Copyright health check by March 2009	Chris Potter Clr Simon Henig	<ul style="list-style-type: none"> <li>▪ Undertake survey across Council by September 2008</li> <li>▪ Produce audit report by October 2008</li> <li>▪ Commence implementation of recommendations by December 2008</li> <li>▪ No challenges in respect to FOI, PPA or copyright law</li> </ul>	<p><b>On target</b></p>





**CORPORATE PLAN PROPOSALS – COUNCILLOR SIMON WESTRIP**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE23	Review environmental services customer standards by January 2008	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Monitor performance of existing standards by September 2007</li> <li>▪ Engage community in re-assessing standards and targets by Nov 2007</li> <li>▪ Adopt new standards and targets by January 2008</li> <li>▪ Improved customer satisfaction</li> </ul>	<p><b>On target</b></p> <p>Following the initial review of the Service Standards, further reporting of performance will be done using indicators aligned to existing best value performance indicators and local performance indicators</p>
CE24	Achieve Green Flag Award for Ropery lane Cemetery by March 2009	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Maintain and improve standards of the district's cemeteries through to March 2009</li> <li>▪ Apply for Cemetery of the Year Award by December 2007</li> <li>▪ Secure improved customer satisfaction</li> <li>▪ Secure award</li> </ul>	<p><b>On target</b></p> <p>Progress on the improvement action plan has encouraged an application for Green Flag Status (superseding Cemetery of the Year)</p>
CE33	Carry out customer satisfaction for building control service customers by March 2008	Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Survey to be undertaken in accordance with government guidance</li> <li>▪ Customer satisfaction to be measured from 1 October onwards</li> <li>▪ Satisfaction monitored and targets and action plan drawn up to improve by February 2008</li> </ul>	<p><b>On Target</b></p> <p>Survey began October 2007</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE35	Establish business forum for planning and environmental health customers by March 2008	Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Database of customers to be established by 31 July</li> <li>▪ Inaugural event Autumn 2007</li> <li>▪ Terms of reference and future programme and targets agreed by January 2008</li> <li>▪ Improved satisfaction for business users</li> </ul>	<p><b>On target</b></p> <p>Database of customers to be collated once admin team manager starts in January. Business 'Forum' will be established by March 2008</p>
RD7	Progress the Carbon Neutral Edmondsley project through to March	Andy Stephenson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Develop the scheme with the community and partners by June 2006</li> <li>▪ Drafting of a business plan by July 2007</li> <li>▪ Complete by April 2009</li> <li>▪ Establishment of first carbon neutral village in the UK.</li> </ul>	<p><b>On target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD9	Priorities vulnerable households in the implementation of thermal efficiency measures	Andy Stephenson Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Identification of priority households across the District requiring insulation measures by March 2007</li> <li>▪ Assist priority and vulnerable households by providing insulation installations through to March</li> <li>▪ % of measures undertaken against numbers of properties requiring insulation</li> </ul>	<p>There has been no capital funding available for this scheme and therefore no work undertaken.</p> <p><b>Revised Milestone</b></p> <p>Implement subject to availability of capital funding</p>
RD26	To examine, with partners, and reflecting the LAA, the opportunities to promote a culture of encouraging small and medium enterprises and social enterprises within the district, with an audit undertaken and action plan by December 2008	Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Group established by 30 July 2007, with relevant officers signed up</li> <li>▪ Thereafter group meeting on quarterly basis</li> <li>▪ Able to demonstrate effective recycling of 106 funds to capital schemes</li> </ul>	<b>On target</b>
RD27	Identify and remediate contaminated land within the District through to March 2009	Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Develop guidelines/information materials for potential developers in the District by October 2007</li> <li>▪ Consult on, complete and adopt a robust Contaminated Land Strategy for the district by April 2008</li> <li>▪ Rationalise existing data to identify priority sites by April 2008</li> </ul>	<b>On target</b>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM1	Roll out of neighbourhood management through to March	Tony Galloway Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Produce and distribute 'Street Clean' reporting cards by May 2007</li> <li>▪ Produce and distribute monthly 'in your ward' Councillor profiles by May 2007</li> <li>▪ Provide a 'pride in our Neighbourhoods' freephone line by May 2007</li> <li>▪ Prepare and distribute 'pride in our Neighbourhood' leaflet across the District by June 2007</li> <li>▪ Review of initiative by September 2007, set targets and make any necessary changes</li> <li>▪ Publish article on progress in District News by September 2007</li> <li>▪ 5% increase in annual customer satisfaction levels</li> <li>▪ Increase in the number of compliments received from public</li> <li>▪ Decrease in % of complaints received from public</li> </ul>	<p><b>On target</b></p> <p>Milestones 1- 6 achieved Milestones 7- 9 are being monitored and performance outputs will be available March 2008</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM4	To target areas for enforcement activities using customer and intelligence led feedback	Gordon MacCallam Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Identify key areas for targeting enforcement from FLARE system by May 2007</li> <li>▪ Prepare initial programme of targeted enforcement by December 2007</li> <li>▪ Increased number of fixed penalty fines and successful prosecutions</li> <li>▪ Decrease in number of incidences of environmental crime</li> </ul>	<p><b>On target</b></p> <p>We have commenced targeted enforcement activities. Areas covered so far include Pelton Fell, Sacriston, Bournmoor &amp; Fencehouses and starting in Grange Villa next</p> <p>Enforcement activities in each area are being recorded and the effectiveness measured at the end of the year</p>
NM5	Continue to secure Green Flag/Green Pennant awards through to March 2009	Gordon MacCallam Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Maintain high standards through to 2009</li> <li>▪ Submit applications by December 2007</li> <li>▪ Secure awards</li> <li>▪ Improved customer satisfaction</li> </ul>	<p><b>On target</b></p> <p>Green Flag Award 2007 achieved at riverside.</p> <p>Additional sties are identified for submission to GFA 2008</p>
NM7	Review the financial performance of the trade waste service based on the retention of market share and rising disposal costs	Gordon MacCallam Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Review performance of trade waste service by June 2007</li> <li>▪ Develop and consider options report as part of the 2008/09 budget by Sept 2007</li> <li>▪ Implement findings by March 2008</li> </ul>	<p><b>On target</b></p> <p>Trade accounts are reviewed on a quarterly basis. New legislation on pre-treatment of trade waste has increased the competitive element in this sector</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM10	Implement all aspects of the Clean Neighbourhoods Act 2005	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Review frontline staff awareness of the duties that will be required to use the act appropriately by March 2008</li> <li>▪ Identify the areas which require change in current working practices by April 2008, including those aspects of the Clean Neighbourhood Act which are not part of current working practice</li> <li>▪ Arrange appropriate training to ensure all frontline staff have an appreciation of the new act and how best to use it by April 2008</li> <li>▪ Assess likely future demands on services using the data collected on environmental crime and the section performance against the targets already in place for BVPIs 218a and b, 199a, b, c, and d, and monitor our performance against service standards including clearing litter, flytipping, sharps, etc.</li> <li>▪ Review progress and identify areas not presently adopted within the Council's constitution by September 2008</li> </ul>	<p><b>On target</b></p> <p>Key Environmental Service Mangers have been trained in the practicalities and delivery of CNEA.</p> <p>Discussion with Legal Services is currently ongoing to ensure a clear policy and procedure exists in order to implement the CNEA.</p> <p>A value for money report has been completed by the Environmental Services in order to ascertain the overall cost effectiveness of the current enforcement provision. This has been done in conjunction with the Director of Resources</p>
NM11	Increase percentage of households waste recycling through to March 2009	Gordon MacCallam Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Prepare publicity material for campaign by July 2007</li> <li>▪ Conduct 3 month publicity campaign by October 2007</li> </ul>	<p><b>On target</b></p> <p>Promotion and awareness raising projects have been managed in conjunction with Durham County Waste Awareness Partnership Agreement has been reached with Premier Waste Management Ltd.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NM18	Identify and remediate contaminated land within the district through to March 2009	Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Develop guidelines/information materials for potential developers in the District by October 2007</li> <li>▪ Consult on, complete and adopt a robust Contaminated Land Strategy for the District by April 2008</li> <li>▪ Rationalise existing data to identify priority sites by December 2008</li> </ul>	<b>On Target</b>
NM19	Control emissions to the air from prescribed industrial processes through to March 2009	Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Complete risk assessment of all existing processes to determine appropriate level of 'regulatory effort' required by the District by October 2007</li> <li>▪ Ensure that all existing and new installations comply with required upgrades as detailed in relevant process guidance note on or before due date</li> <li>▪ Survey the District to identify businesses requiring permits that currently to not have them by October 2007</li> </ul>	<b>On target</b>
NM20	Develop and implement an environmental and sustainability educational programme directed at schools through to March 2009	Andy Stephenson Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Establish programme by August 2007</li> <li>▪ Implement by September 2007</li> <li>▪ Complete by March</li> <li>▪ Increased number of schools participating</li> <li>▪ Increase number of children and young people participating</li> </ul>	<b>On target</b>
NM21	Increase the areas that are managed for biodiversity by 10% by March 2009	Gordon MacCallam Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Identify potential areas by Nov 2006</li> <li>▪ Conclude public engagement by Feb 2007</li> <li>▪ Implement by March by</li> <li>▪ 10% target indicator achieved</li> <li>▪ Improve service based performance indicator</li> </ul>	<b>On target</b> 2006 completed target 2007-08 targets will be developed through the award winning action for wildlife project (Northern Region 'Gold' Green Apple Winner)

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NWL2	To raise the profile of arts within the district through to March 2009	Simon High Cllr Simon Westrip	<p>Completion of a self assessment in line with ACE NE requirements by October 2007</p> <ul style="list-style-type: none"> <li>▪ Completion and adoption of a local arts plan for the district by Dec 2007</li> <li>▪ Contribute to a successful welcome event for the test match in mid June 2007</li> <li>▪ 25% increase against previous year on number of arts events/courses in the community</li> </ul> <p><b>Revised Milestone</b></p> <p>Work deferred due to long term absence of arts officer on maternity leave. Revised date for arts plan is December 2008. no self assessment to be carried out on advice of ACE NE due to LGR. Welcome event achieved.</p> <ul style="list-style-type: none"> <li>▪ Green Flag Award retained annually</li> </ul>	<p><b>On target</b></p>
NWL3	Ensure that the Riverside continues to retain its Green Flag Award with an improved rating through to March 2009	Simon High Cllr Simon Westrip		<p><b>On target</b></p> <p>Achieved for 2007</p>



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NWL4	Continue to support the Sacriston Community & Sports Trust to attract external funding to assist the construction of new facilities within Sacriston Welfare Ground by July 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ All required funding for phase 1 to be in place by June 2007</li> <li>▪ Construction to begin September 2007</li> <li>▪ Phase 1 completed and operational by May 2008</li> <li>▪ Football foundation bid towards phase 2 to be submitted by October 2007</li> </ul>	<p><b>On Target</b></p> <p><b>Phase 1 On Target</b></p> <p>Currently re-appraising options for phase 2 with the Community &amp; Sports Trust and the Regeneration team as part of the wider heart of the village project.</p> <p>Revised timescales on this and possible bid to the football foundation to be confirmed following discussion and agreement with these stakeholders.</p>
NWL6	Work towards Selby Cottage being recognized by OFSTED as being an 'Outstanding' childcare facility through to March 2008	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Next inspection due after Sept 2007</li> <li>▪ Maintain 'outstanding' judgement</li> </ul>	<p><b>On Target</b></p>
NWL7	Develop and implement an annual customer survey plan for the leisure service team as a whole through to March 2009	Tony Galloway Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Annual plan agreed April 2007</li> <li>▪ All surveys to be undertaken in a designated month, monitored on a quarterly basis</li> <li>▪ All survey results to be available within 2 months of the survey being completed</li> <li>▪ Targets to be set on completion of initial survey</li> </ul>	<p><b>On Target</b></p>
NWL8	Submit an application to the Big Lottery Fund in respect of an available funding package of £200,000 towards improved play provision for young people within the district and implement through to March 2009	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Community consultation to be completed by the end of May 2007</li> <li>▪ Revised play strategy to be completed by end June 2007</li> <li>▪ Make application by September 2007</li> <li>▪ Receive decision by March 2008</li> <li>▪ Implement year 1 of the strategy</li> </ul>	<p><b>On Target</b></p> <p>(Funding achieved, implementation of yr 1 has begun)</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
NWL11	Extend delivery of the Family Initiative Supporting Children's Health (FISCH) to deliver phase 2 through to March 2009	Simon High Clr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Funding from MEND confirmed by May 2007</li> <li>▪ First 9 week programme to start in July 2007</li> <li>▪ Second 9 week programme to start in October 2007</li> <li>▪ 60% of all families who start the programme complete the full course</li> <li>▪ 80% of children who complete the course see their weight remaining stable at least 6 months after the course end</li> </ul>	<p><b>On Target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
	To implement the multi sport environment project at Riverside by July 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Funding application approved May 2007</li> <li>▪ Multi sport environment officer appointed July 2007</li> <li>▪ Implement, in full, the first year action plan</li> </ul>	<p><b>On target</b></p> <p>There have been delays in Sport England considering the application. This is now expected in June 2008.</p> <p>If application successful expect appointment to post in September 2008.</p>
NWL13	To implement the community sports coaching programme within the District by January 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Appointment of 1 F/T and 2 P/T community sports coaches by Sept 2007</li> <li>▪ At least 12 schools within the District engaged in the project by Jan 2008</li> <li>▪ 50 hours per week of direct coaching in and around schools by Jan 2008</li> </ul>	<p><b>On Target</b></p> <p>Coaches appointed in November 2007, currently only providing 32 hrs coaching per week but this will rise to the target of 50 hrs by June as the weather improves for tennis and rowing.</p>
NWL14	Provide free swimming for all under 18's during the summer holiday period through to Sept 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Funding from Children's Fund confirmed by April 2007</li> <li>▪ 50% increase in under 18 attendances from previous level</li> </ul>	<p><b>On Target</b></p>
NWL16	Develop links with at least 3 schools within the District for the provision of golf and gym coaching programmes by March 2008	Simon High Cllr Simon Westrip	<ul style="list-style-type: none"> <li>▪ Links established with first school by June 2007</li> <li>▪ Links established with second school by September 2007</li> <li>▪ Links established with third school by December 2007</li> <li>▪ 50 children undertaking a golf coaching programme by end March 2008</li> <li>▪ 50 children undertaking a gym induction programme by end March 2008</li> </ul> <p><b>Revised Milestone</b></p>	<p><b>On target</b></p>

			<ul style="list-style-type: none"><li>▪ Not achieved due to capacity issues but now linked into the 'community sports network application' to Sport England for April 2008 start.</li></ul>	
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**CORPORATE PLAN PROPOSALS – COUNCILLOR CHRIS JUKES**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
WP8	Coordinate the Economic Development and Regeneration Group of the Local Strategic Partnership through to March 2009	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Contributions to the Sustainable Community Strategy action plan completed by September 2006</li> <li>▪ Set forward plan of activities for the policy group by March 2008</li> </ul>	<b>On target</b>
WP11	Undertake housing needs study and housing market assessment	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Housing needs study completed December 2008</li> <li>▪ Housing market assessment completed December 2008</li> </ul>	<b>On target</b> Both pieces of work under way and to be completed by December 2008.
DHS5	Annually update the Housing Strategy in order that it remains fit for purpose through to March 2009	Leila Dawson Cllr Simon Henig/Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Update Housing Strategy by January 2008</li> <li>▪ Create 5 page strategy to meet national guidelines</li> <li>▪ Fit for purpose judgements by government office</li> <li>▪ Positive audit reports</li> </ul>	<b>On target</b> Revised strategy under development, will be brought forward by January 2008.
DHS7	Implement priority needs funding for 2007/08 by March 2008	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Implement funding regime by March 2008</li> <li>▪ Targets set by September 2007</li> <li>▪ % increase in satisfaction of vulnerable customers</li> </ul>	<b>On target</b> Will be completed by March 2008

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
DHS9	Work in partnership with other county districts to undertake private sector stock condition survey by May 2008	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Procure consultants by November 2007</li> <li>▪ Carry out survey by February 2008</li> <li>▪ Develop action plan to address results by May 2008</li> </ul>	<p><b>On target</b></p> <p>Consultants in place and work under way. Will hit initial timescales.</p>
RD1	Implement our Regeneration Strategy for the district	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Implement through to March</li> <li>▪ Improved LAA economic development indicators</li> </ul>	<p><b>On target</b></p> <p>Strategy in place and being implemented. 50% actions now complete.</p>
RD2	Develop and publish a Local Development framework	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Submission of core strategy and development control planning document to Secretary of State by Feb</li> <li>▪ Submission of development allocations planning document to Secretary of State by Jan 2009</li> <li>▪ Adoption of core strategy and development control planning document by May 2009</li> <li>▪ Adoption of development allocations planning document by April 2011</li> </ul>	<p><b>On target</b></p> <p>Timescale agreed.</p> <p>Core strategy consultation paper agreed by Council, and consultation about to begin.</p> <p>Work progressing in line with original timescales.</p>
RD3	Complete the town centre regeneration scheme by March 2008	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Complete market plan regeneration by June 2007</li> <li>▪ Develop a business plan for the market, including the maximized use of the 'Civic Heart' space by July 2007</li> <li>▪ Develop town centre master plan by March 2008</li> <li>▪ Develop links to the Riverside</li> <li>▪ Develop a 'café culture'</li> <li>▪ Undertake a town centre health check by March 2008</li> <li>▪ Work with partners to develop a town centre ambassadors group by July 2008</li> <li>▪ Assess the evening economy and produce a strategic report by March 2008</li> <li>▪ Reduction in number of vacant units in the town centre</li> <li>▪ Increase in number of events held</li> </ul>	<p><b>On target</b></p> <p>Market place regeneration complete.</p> <p>Business plan developed.</p> <p>Town Centre master plan under development , and will be completed ahead of schedule (December 2007).</p> <p>Other actions will flow from that.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD4	Implement the regeneration of Pelton Fell by March 2009	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Wordsworth Avenue environmental improvement scheme complete by May 2007</li> <li>▪ Phase 2 new build complete by July 2007</li> <li>▪ Funding in place for the Community Resources Centre (CRC) by April 2008</li> <li>▪ Supplementary Planning Document (SPD) for the village heart approved by Autumn 2007</li> </ul>	<p><b>On target</b></p> <p>Wordsworth Avenue scheme complete.</p> <p>Phase 2 new build well under way by Bellway (though not complete). Completion by March .</p> <p>Options for CRC being developed.</p> <p>Consultation on SPD under way – will be reported back to Executive in November 2007.</p>
RD5	Implement the regeneration of Sacriston by March	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Complete an Area Development Framework for Sacriston by June 2007</li> <li>▪ Agree action plan for investment in Sacriston using Single Housing Investment Programme by June 2007</li> </ul>	<p><b>On target</b></p> <p>ADF complete. Action plan under development, and reflected in sub-regional Housing Strategy.</p>
RD8	Develop a business led approach to workforce planning under the banner of Partnerships for Futures	Roy Templeman Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Agreement of principles of project commission by July 2007</li> <li>▪ Test viability and principal sponsors by August 2007</li> <li>▪ Formation of Board and agree commissioning by January 2008</li> <li>▪ Recruit team in Mile House and members by January 2008</li> <li>▪ Identify targets to be achieved in Year 1 by January 2008</li> <li>▪ Commence workforce planning consultancy by January 2008</li> <li>▪ Evaluate commitment against performance targets by May 2008</li> <li>▪ Develop Year 2 business plan by May 2008</li> <li>▪ Level of activity including numbers of employers and agencies engaged</li> <li>▪ Identification of gaps in skills/jobs</li> </ul>	<p><b>On target</b></p> <p>Business plan in place.</p> <p>Now with partners for approval.</p> <p>Progressing in line with projected timescale.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD10	Promoting a tourism and leisure based economy, building on the unique cultural heritage of the District, with a detailed action plan by December 2007	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ Sustained employment, numbers taking up jobs and for how long</li> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<b>On target</b> Work under way, will be completed in timescale.
RD11	Work with partners to explore how the enormous potential of the transport infrastructure can be maximized locally by November 2007	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by November 2007</li> <li>▪ Targets by November 2007</li> </ul>	<b>On target</b> Work under way through LDF process. May need revision of dates depending on consultation responses
RD12	To promote the district and its attractions as a place to visit, live, work and invest with a detailed action plan for the marketing of the district	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Increased visitor numbers</li> <li>▪ Targets by December 2007</li> </ul>	<b>On target</b> Work under way, will be completed in timescale.
RD15	Develop protocols and partnership agreements that will maximize their impact in the regeneration of the district and contribution to the Decent Homes Standard through to March 2009	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by September 2007</li> <li>▪ Targets by September 2007</li> <li>▪ % decrease in non decent homes</li> </ul>	<b>On target</b> Under negotiation via stock transfer process. To be completed in transfer agreement to be signed off in December 2007.
RD16	To promote further affordable homes nomination agreements in new private sector developments by March 2009	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by March 2009</li> <li>▪ Targets by December 2007</li> <li>▪ Increased percentage of affordable homes</li> </ul>	<b>On target</b> Ongoing. No need for revision.
RD17	To review the community facilities available within the District and to draw up an action plan to fill gaps by December 2007	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> <li>▪ Increase in use of community facilities</li> </ul>	<b>On target</b> Baseline report completed. Work under way, will be completed in timescale.



Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
RD18	To work with partners in delivery of the crime and disorder reduction strategy with specific initiatives in regeneration corridors according to locally identified issues through to March 2009	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by March 2009</li> <li>▪ Targets by December 2007</li> <li>▪ The % of residents who feel that they felt 'fairly safe' or 'very safe'</li> </ul>	<p><b>On target</b></p> <p>Work under way, will be completed in timescale.</p>
RD19	To audit the engagement of local communities within regeneration and develop an action plan for maximizing engagement	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by September 2007</li> <li>▪ Targets by September 2007</li> <li>▪ Increase in numbers participating in community regeneration</li> </ul>	<p><b>On target</b></p> <p>Being taken forward as part of community facilities review. Will be complete by December 2007.</p>
RD20	To work with the community and voluntary sector to understand their current and potential contribution to regeneration objectives and the creation of sustainable communities, with an audit and action plan agreed	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b></p> <p>Being taken forward as part of community facilities review. Will be complete by December 2007.</p>
RD24	To work with the Learning District Partnership in examining how the delivery of the Regeneration Strategy can encourage and facilitate wide participation in learning opportunities through to March 2009	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b></p> <p>Ongoing, through employability forum. Will be complete in timescale.</p>
RD25	To examine, with partners, and reflecting the LAA, the opportunities to promote a culture of encouraging small and medium enterprises and social enterprises within the district with an audit undertaken and action plan by December 2008	Leila Dawson Cllr Chris Jukes	<ul style="list-style-type: none"> <li>▪ In place by December 2007</li> <li>▪ Targets by December 2007</li> </ul>	<p><b>On target</b></p> <p>Work under way, will be completed in timescale.</p>



**CORPORATE PLAN PROPOSALS – COUNCILLOR STEVE BARR**

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE7	Continue roll out of Customer Relationship Management system across all services	Craig Etherington/Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ CRM system operational across all services by March 2008</li> <li>▪ Implemented on time and within budget</li> <li>▪ % of transactions and customer profile recorded on system increases year on year</li> <li>▪</li> </ul>	<p><b>On Target</b></p> <p>Progress will continue as planned to March 2008. Future development of CRM within Chester-le-street will be determined via customer access LGR worksteam.</p>
CE13	CRM system – website customer self service	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Introduce facilities if benefits outweigh costs by April 2008</li> <li>▪ Increase in use of the Council website</li> <li>▪ Improved satisfaction of website users</li> </ul>	<p><b>On Target</b></p> <p>Due to testing and upgrading across the whole e-govt partnership VCRM system, this function will go live in March 2008</p>
CE14	Development of Council's website through to 2009	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Maintain working partnerships with Derwentside and Easington</li> <li>▪ Incremental website improvement</li> <li>▪ Continue to support LAA and LSP website</li> </ul>	<p><b>On Target</b></p> <p>Met AAA web accessibility target in June 2007. Revised Home Page in June 2007. Redesigned LSP website in June 2007. Since continued to maintain AAA web accessibility</p>
CE15	Development of Council's intranet through to 2009	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Incremental intranet improvement</li> </ul>	<p><b>On target</b></p> <ul style="list-style-type: none"> <li>▪ Revised Intranet Pages in Autumn 2007</li> <li>▪ Planned redesign of Intranet Home Page in Dec 2007. <ul style="list-style-type: none"> <li>▪ Intranet made available to staff and members from Home in Sept 2007.</li> </ul> </li> </ul>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
CE16	Development of Council's extranet through to 2009	Graeme Clark Cllr Steve Barr	<ul style="list-style-type: none"> <li>Identify possible users and communicate facility by July 2007</li> <li>Improved capacity for members, community, voluntary groups and partners to share and collaborate more effectively</li> </ul>	<p><b>On Target</b></p> <ul style="list-style-type: none"> <li>Introduction of LSP Extranet site.</li> <li>Introduction of town twinning extranet site with Kamp-Lintfort.</li> </ul>
CE21	Work to develop a Community Hub at Grange Villa by September 2007	Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>Future development of other community access information / service points has been adopted by the customer access workstream and in particular the face to face contact area to be lead by Craig Etherington.</li> </ul>	<p><b>On Target</b></p> <p>Grange Villa web-site completed and live August 2007</p> <ul style="list-style-type: none"> <li>Future development of other community access information / service points has been adopted by the customer access workstream and in particular the face to face contact area to be lead by Craig Etherington.</li> </ul>
CE20	Improve Council image through Implementation of Corporate Communication Strategy	Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>Agree Strategy by July 2007</li> <li>Implement and agree targets by September 2007</li> <li>Increased media releases</li> <li>Increased positive press coverage</li> <li>Increase in customer satisfaction</li> <li>Increased satisfaction and understanding of the Council</li> </ul>	<p><b>On target</b></p> <p>2008 / 2009 will continue as planned and link into the overall communication workstream for the proposed unitary authority i.e. branding etc.</p>
WP7	Implement Partnership Strategy proposals in the Improvement and Recovery Plan through to March 2009	Roy Templeman Cllr Steve Barr	<ul style="list-style-type: none"> <li>Reassess current Partnership Strategy in the light of Local Government Re-organisation by December 2008</li> <li>Prioritise partnerships for evaluation and develop programme by December 2008</li> <li>Set targets by December 2008 % of partnerships evaluated</li> <li>% of partnerships which are considered to be effective</li> <li>Assess potential for new partnerships through to March 2009</li> </ul>	<p><b>On target</b></p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
ME12	Implement e-Government communications plan to maximize investment in new technology through to March 2009	Graeme Clark/Craig Etherington Cllr Steve Barr	<ul style="list-style-type: none"> <li>▪ Modernisation Project Team agreement to reviewed communications plan by September 2007</li> <li>▪ Modernisation Project Team agree targets for current initiatives by September 2007</li> <li>▪ Individual services commence implementation of campaigns by October 2007</li> <li>▪ Increased take up of facilities against targets set</li> <li>▪ Improved customer satisfaction</li> <li>▪ Evidenced Gershon efficiency savings</li> </ul>	<p><b>On target</b></p> <p>Customer and access workstream has identified communications as a key issue to support future changes. Therefore a sub-workstream for communications and marketing has been identified and will be lead by Craig Etherington to ensure the Council remains integrated with this plan.</p>

Ref No	Proposal	Responsible Officer/Member	Corporate Plan Milestones/targets	Progress/Revised milestones and targets
New consideration	Consider the implementation of a wireless marketplace for public access to the Internet for general public, visitors and market traders linked with the People and Place Priority	Graeme Clark / Cllr Steve Barr	<ul style="list-style-type: none"> <li>• Consult with general public, visitors and market traders on potential market place. Nov 2007</li> <li>• If consultation proposes this is a good idea we will investigate potential solutions and providers by March 2008.</li> <li>• If benefits outweigh costs and solution is feasible, we could implement by Sept 2008.</li> </ul>	On target





# Chester-le-Street District Council

## Appendix 4 : Improvement Plan 2008/2009

Issue	Proposal	Lead	By when	Desired Outcome
<b>Audit Commission CPA Recommendation</b> Formulate and Deliver an action plan to produce a Local Development Framework	A timetable and options document be developed and implemented	Leila Dawson	Achieved	Sound basis for the strategic and detailed planning of the District
<b>Audit Commission CPA Recommendation</b> The council should produce a leisure strategy based on comprehensive engagement with community and local groups to direct future developments in this service	This is no longer relevant in the light of Local Government Review and the council will be making a decision not to progress Leisure Options Review.  Position to be kept under review	Tony Galloway	N/A	N/A
<b>Audit Commission CPA Perceived Area for Improvement</b> Improve engagement with minority groups to help understand needs for service delivery	Focus council priorities on community engagement over the next 14 months  Re-focus the role of the Equality and Diversity Working Group  Maximise the benefits of the councils lead role in the Durham Equality and Diversity Partnership to achieve the best for communities in Chester-le-Street while influencing work streams associated with the new unitary authority.	Ian Forster	April	Ensure we break down barriers to service access and assist in the development of accessible services in the new unitary authority

Issue	Proposal	Lead	By when	Desired Outcome
<p><b>Audit Commission CPA Perceived Area for Improvement</b></p> <p>Improve strategic partnership in important areas</p>	<p>Improve Senior office and Executive Member engagement and influence in key partnerships.</p> <p>Identify key partnerships for targeted improvement</p> <p>Develop individual action plans to address</p> <p>Implement individual proposals</p>	<p>Roy Templeman</p>	<p>April 09</p>	<p>Improved influence on partnership actions as a result of senior officer an political engagement</p>
<p><b>Audit Commission CPA Perceived Area for Improvement</b></p> <p>Lack of clarity as to how priorities are being delivered</p>	<p>Once the council has reviewed its priorities clearly identify what is to be achieved , by when and what the outcome ought to be</p> <p>Develop a clear action plan for achievement</p> <p>Report progress to Executive and through Quarterly Corporate Performance Report</p>	<p>Roy Templeman</p>	<p>April 09</p>	<p>The community, staff and members are quite clear about the delivery of the councils priorities</p>
<p><b>Response to 2007/2008 Audits, Annual Audit letter and Direction of travel Report</b></p> <p>Improve strategic partnership in important areas</p>	<p>Develop action plans to address any area of improvement arising from the recommendations from this years:</p> <ul style="list-style-type: none"> <li>■ Use of Resources judgement</li> <li>■ Value for Money judgement</li> <li>■ Data Quality Audit</li> <li>■ BVPP audit</li> <li>■ Annual Audit letter</li> <li>■ Direction of Travel Report</li> </ul>	<p>Ian Forster</p>	<p>April 09</p>	<p>The community can experience improved value for money, improved services and improved financial management.</p>



<b>Issue</b>	<b>Proposal</b>	<b>Lead</b>	<b>By when</b>	<b>Desired Outcome</b>
<p>Response to Investors in People Accreditation recommendations</p>	<p>Implement the following improvements;</p> <ul style="list-style-type: none"> <li>■ Use the PDP process to set measurable objectives to enable a closer tie between team and individual objectives</li> <li>■ Review management competencies to establish expected behaviours</li> <li>■ Improve promotion of Training Champion and Trade Union representative contacts</li> <li>■ Review Induction process to ensure agency staff are given an appropriate introduction to the council and its aims and priorities.</li> <li>■ Continue to develop a thank you culture in the organisation to ensure individual and team contributions are recognised.</li> </ul>	<p>Ian Forster</p>	<p>April</p>	<p>The council continues to improve the way it develops, supports and reward its workforce.</p>



## Appendix 5: Capital Programme for 2008/2009

<b>CAPITAL PROGRAMME PROPOSALS 2008-09</b>	<b>CDC Cost</b>
	<b>£'000s</b>
<b>Projects – Bids to be Considered by Capital Working Group</b>	
<b><u>Unreleased Approved 2007-08 Schemes</u></b>	
Industrial Sites	20
Cemeteries, Footpaths and Headstones	100
Car Parking Repairs	22
Signage at the Leisure Centre	10
Boiler Systems at Riverside	5
Floodlighting-Athletics Track	9
COSY	160
<b><u>Capital Programme Bids 2008-09</u></b>	
Discretionary Repairs Assistance	200
Disabled Facilities Grants	85
COSY	200
PC's and Servers	5
Website Development	3
Graffiti Removal Equipment	5
Waste Bins (Front Street) – replace 30	10
Domestic Waste Bins	18
Trade Waste Bins	12
Cemeteries, Footpaths & Headstones	100
Replace 4 Bus Shelters	30
Empty Property Strategy	5
Civic Centre Car Park to DDA	25
Re-grouting of Pools at the Leisure Centre	30
Replace Emergency Exit Path and Stairwell at Leisure Centre	25
Gym Equipment 2 <sup>nd</sup> year of Contract	7
Refurbish Riverside Park Toilets	15
Remedial Works at Donald Owen Clarke Centre	20
Hardwire Test at Riverside Pavilion	10
Replace Guttering at Riverside Pavilion	5
Repair Wet Pour Surface and Equipment at Riverside Play Area	8.5
Replace Corridor and Reception Floor Surface at Riverside Pavilion	6
Provide New Play Areas in Line with the Play Strategy	80
Redecorate Interior of Selby Cottage Childcare Centre	5
Purchase Loading Tractor for Golf Course	17.5
Purchase of Fairway Cutter for Golf Course	35
Hurdles and Athletics Equipment	6.5
Flood Defence and Environmental Improvements to Cong Burn	60

<b><u>Capital Investment to Support Priority Areas</u></b>	
Town Centre	50
Partnerships for Futures	10
Strengthening Partnerships	100
Neighbourhoods	30
<b><u>Additional Capital Projects Identified by the Executive</u></b>	
Further Public Toilet Provision	100
Pelton Fell Environmental Improvements	250
<b><u>Salaries Allocated to 2008-09 Schemes</u></b>	
As per Salary Allocations 2008-09	232.7
<b>TOTAL</b>	<b>2,127.2</b>



## Appendix 6: Progress on Environmental Footprint

Key examples of the council's environmental footprint are:

- Cavity Wall and Loft Insulation work has been carried out as part of the SHIP regeneration works in Sacriston, Grange Villa and Pelton Fell. Both Sacriston and Grange Villa have had all possible work completed where access has been available. SHIP work also included Double Glazing and the installation of Condensing Boilers into private sector homes, helping reduce energy consumption and lowering emissions across the district.
- Chester-le-Street DC Signed up to the Nottingham Declaration on Climate Change and committed to the development of an action plan.
- Chester-le-Street DC has supported and worked towards the achievement of Fairtrade Town Status declared during Fairtrade Fortnight in March when a celebratory meal was held and a visit by a Cashew nut producer from El Salvador took place.
- The Christmas lights were changed to LED this year reducing the energy bill by 80%. To demonstrate the low amount of energy required to light LED's, a pedal bike powered a display of over 2000 in the Civic Heart.
- The Pelton Fell Environmental Scheme consisted of improvements to the street environment with the footpaths constructed to allow on street parking. The scheme includes new footpaths, road surfaces, street lighting and fencing to gardens. The Green areas were re-planted.
- A business plan was completed for the Edmondsley Scheme and as a result the scheme has entered the "Big Green Challenge" organized by NESTA with a prize pot of £1million for the Community most innovative in reducing its Carbon Footprint.
- A Climate Change Newspaper was developed and issued as a wraparound feature of the Chester-le-Street Advertiser. This involved a series of talks and activity sessions with 12 schools across Chester-le-street with the winners being drawn by Trai Anfield from Look North for the newspaper. The focus was on what effect Climate Change would have in Chester-le-Street over the next 50 years.
- Chester-le-Street made a reduction of 3% in its energy across Domestic Housing taking the total % to 28% - 4% ahead of target
- Chester-le-Street Youth Club is actively developing a sustainability plan as part of an initiative developed by the members. Chester-le-Street DC is working in partnership with the Youth Club to help them deliver this by reduce bills, increasing awareness, encouraging recycling, increasing biodiversity and making the centre more sustainable.
- Working in partnership with Grange Villa community centre to develop income generation schemes to ensure its long term sustainability.
- Participating in and developing Action Packed Futures – A community sustainability event held across County Durham to demonstrate sustainable living while promoting the works of local community groups, organisations and the Councils activities
- Partnering the Federation of Environmental Groups, a steering group made up of members from environmental groups across Chester-le-Street District.
- Chester-le-Street also currently chairs the North East Domestic Energy Forum – made up of Local Authority, housing association and private industry members concerned with Domestic Energy Issues. This role also represents the North East on the National UK HECA Executive which acts as a consultation body for Defra on areas such as the National Indicator set, Fuel Poverty and legislation implementation. It also helps and liaises with ANEC, One North East, Government Office and other regional organisations over domestic energy issues.
- Go-Warm is an area based approach to insulation which is partnered by all seven district councils in County Durham. It started across Chester-le-Street and targets Private Sector

Homes only. It offers free Insulation to people in receipt of certain benefits and those over 70 and at a discounted price to all other householders. This scheme involves maximising income through Benefit entitlement checks, home safety checks in conjunction with the Fire Brigade and reduction of fuel bills.

#### Open space

- National winner of gold green apple award for active open space management for biodiversity in school grounds
- Residents and Parish Councils engaged in developing Neighbourhood Charters and village action plans
- Community cohesion project in developing environmental improvements on public open space (Ouston Gateway on the Wagon Way Project)
- 2 areas of public open space pending Green Flag Status
- 2 Bronze medals for Northumbria in Bloom

#### Environmental Enforcement

- 3 senior schools engaged in developing a joint memorandum of understanding for alternative penalties for children who drop litter or engage in anti social behaviour
- over 1000 children engaged in learning about good environmental citizen ship
- 15 schools engaged in a 'Pride in Neighbourhoods' approach for environmental enforcement activities
- 3 high profile prosecutions for flytipping (7 pending)
- 5 Fixed penalty notices given for dog fouling
- 20 Fixed penalty notices given for local littering

#### Other

- leading on 2 subwork-streams for Local Government Review (Waste and Neighbourhood Services)

